

P. DI TAROSO

# THE FOUNDATION FOR A CIVIL SOCIETY

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October 27, 1999

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RE: Democracy Network Program Final Report (DHR-A-00-95-00025-0)

Dear Ms. Stermer and Mr. Kenyon:

The Foundation for a Civil Society has the great pleasure of submitting the final program and financial report for the Democracy Network Program in Slovakia. A check for the remaining balance of \$ 6,557.63 has been submitted to Mr. Mark Miller in the Office of Financial Management.

I cannot express how delighted I am to recapitulate the Program's success today. This is particularly gratifying today, only three weeks from the date when the First Lady of the United States Hillary Clinton visited Slovakia in order to meet for the second time with representatives of the Third Sector, as well as with a Slovak government formed in the 1998 parliamentary elections in which Slovak NGOs played a central and critical role. It was, after all, the Democracy Network Program that set out to support citizen engagement in the public policymaking process through NGOs. But the true success of the Program goes much deeper, and it is related to the fact that the Program introduced several entirely new concepts and a new vocabulary to citizen groups in this transition democracy. Among them, the very term "public policy," which even did not exist in 1995 and "corporate citizenship".

I believe that all of us – the Program staff in Slovakia, as well as our office here in New York – did our utmost to meet the mission of the Democracy Network Program. This was done through support of activities of non-profit organizations that did not just promote charitable activities such as providing services to the handicapped or disadvantaged, but rather provided an avenue for citizen advocacy vis-a-vis the government. The further, and more lasting step, however, was for non-profits to work together toward long-term systemic changes on behalf of their constituents. This all fits well with the American notion that NGOs are a sort of steam vent in a democracy. Without a strong non-profit sector, Slovakia's transition democracy would never have become fully stable.

Therefore, we can honestly state that the Program was an overwhelming success as recognized by Charities Evaluation Services as one of "the most successful foreign aid-led development programs in Central and Eastern Europe." We are enormously proud of the Slovak indigenous successor to FCS, Nadacia pre občiansku spoločnosť (NOS), which is only one of the legacies the Program leaves behind.

At this point it remains only to me to thank you for the wonderful cooperation and all your hard work in contributing to all the accomplishments mentioned above.

Affiliate Organizations:

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I wish you all the best in your new endeavors and I look forward to an incredibly exciting future for Slovakia and the NGOs who made it happen, thanks to your great support.

Sincerely,



Wendy W. Luers  
President

Attachments:            Final Program Report  
                                 Final Financial Report  
                                 Check (to Mr. Miller only)

Cc:    Mark Miller (USAID)  
         Jim Lehman and Larry Armstrong (USAID)

**THE FOUNDATION FOR A CIVIL SOCIETY**  
**DEMOCRACY NETWORK PROGRAM – SLOVAKIA**  
**MARCH 1995 – JULY 1999**

**FINAL REPORT**

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**THE FOUNDATION FOR A CIVIL SOCIETY  
DEMOCRACY NETWORK PROGRAM – SLOVAKIA  
MARCH 1995 – JULY 1999**

**FINAL REPORT**

**INTRODUCTION**

The Democracy Network Program was designed to help develop the nonprofit sector in the Central and Eastern European region as a forum for citizen participation in the process of forming and implementing public policy. The program sought to support activities by non-profit organizations that did not just promote charitable activities such as providing services to the handicapped or disadvantaged, but rather provided an avenue for citizen advocacy vis-a-vis the government. The thinking was – and it proved to be correct in practice – that provision of services by non-profit organizations to their constituent base was a first step in the development of a thriving non-governmental sector. The further, and more lasting step, however, was for non-profits to work toward long-term systemic changes on behalf of their constituents. This is the type of activity the Democracy Network sought to support.

When the outlines of the regional Democracy Network Program were first put together in Washington, DC, in 1994, many forms of U.S. support to Central and Eastern European institutions already existed. The U.S. government had already established relationships with governments in Central and Eastern Europe. A wide range of American public and private institutions had already been working in the nations of the region in areas ranging from education to health care to economic development – many of these in direct cooperation with counterparts inside governmental institutions in the region. Beyond this, organizations such as the International Republican Institute (IRI) and the National Democratic Institute (NDI) offered training and technical assistance to indigenous political parties and institutions on a non-partisan basis; the Free Trade Union Institute (FTUI) was working with counterpart trade unions in Central Europe; and the Center for International Private Enterprise (CIPE) had established relationships with Central European economics experts and businesspeople. The Democracy Network helped support similar relationships between American democracy building NGOs and a very young non-profit sector that was forming in the region. In short, the Democracy Network sought to draw upon US non-profit expertise to assist in the development of indigenous “third sectors” to balance off the power of government and business.

In Slovakia, as in the Czech Republic, the Democracy Network program was implemented by the New York-based Foundation for a Civil Society (FCS). FCS had been active in the region since 1990, and had already established considerable contacts and had provided significant support to those working in Czechoslovakia to establish pluralistic institutions and a market economy. FCS had an office in Prague and, following the split of the countries in 1993, opened a branch office in Bratislava in 1995, although it had been implementing programs for Slovaks since 1990.

Even more than in Poland, the Czech Republic, Hungary, Romania, Bulgaria, or in other countries where Democracy Network was implemented, many people viewed the NGO sector in Slovakia as the key mechanism for getting citizens involved in the political decision making process. When Democracy Network Slovakia began in 1995, the political and economic atmosphere in the country was such that many citizens felt themselves closed out of avenues for effectively voicing their

opinions. The government at the time appeared to be in the process of forming clientelistic relationships with Slovakia's largest companies and trade unions that even further limited independence in the economic sphere. Options for citizens to voice opposition to government policies through political and social institutions became more and more scarce at precisely the same time when international institutions were looking for more citizen engagement, not less.

The NGO sector, therefore, was one place where it looked like it might be possible to get citizens holding a wide range of views regarding government and business policy involved in at least some way in the public policy process. This fit well with the American notion that NGOs are a sort of steam vent in a democracy. Without a strong non-profit sector, Slovakia's transition democracy would never have become fully stable. While government institutions have limited and separate powers, unless citizens have a way to express themselves positively or negatively outside of the government structure, that structure will not function for long. This was the situation existed in Slovakia when the Program began. Government officials were democratically elected, but the system was not working as a functional democracy. The average person in Slovakia did not know how to be involved in the process. What's more, the average Slovak citizen was convinced that even if he or she could find a way to get involved, it would be impossible to have any positive impact. Policy decision, they thought, were someone else's responsibility. NGOs gave people a channel through which they could get involved.

It is easy to look back now, following the 1998 parliamentary elections in which Slovak NGOs played a central and critical role assuring that elections were free and fair, and say that the program was an overwhelming success. After all, the Program set out to support citizen engagement in the public policy making process through NGOs. But it would be wrong to say that the program sought such a national result back in 1995. Back then nobody knew what would happen in 1998. Certainly, the Slovak NGO community of 1995 was not prepared to become engaged in the extraordinary breadth and depth that it did in 1998.

The true success of the program goes much deeper, and it is related to the fact that the Program introduced several entirely new concepts and vocabulary to citizen groups in this transition democracy. Not to be too repetitive, but the main aim of Program was to support NGOs seeking to influence the development of public policy. The very term "public policy," however, did not exist in 1995. In the Slovak language, the word for "policy" and the word for "politics" are the same. The very idea that politics – when a professional politician runs for and holds office – is different from policy – developing a legislative framework that allows the country to function to the benefit of the people – was not understood by a majority of citizens. It was up to the Democracy Network Program to turn the concept into language that could be understood in Slovak.

Today people in Slovakia talk about “verejná politika” (public policy). It was difficult in those early days to explain the concept, using a language which had never differentiated between politics and policy. Yet it had to be explained in a way so that people could understand what types of activities the Democracy Network Program would support. This took time, and it took extensive travelling to every region of the country, talking to people about the concept. But it worked, and it was this success that helped pave the way for the substantive achievements which Slovakia's non-governmental sector has demonstrated in recent years.

Sometimes, Americans are hesitant to spend their hard-earned tax money on this kind of activity. They wonder why the United States Government, working with a non-profit like FCS, should spend

money developing the building blocks of democracy in Slovakia. Actually, many Slovaks wonder the same thing. But based on the success of the Program, we can look back and say that the money was well spent. There have been many different types of funding for NGOs in Slovakia, but no other program helped NGOs develop such capacity to have an impact on the political process. This does not refer to the support of any candidate, or any political party, but to support to organizations representing a constituency in the democratic process which may otherwise never be heard in the institutionalized structure of government.

## **PROGRAM ADMINISTRATION**

From the outset of the Program, the decision was made both at FCS and at USAID that it would be managed primarily from the field offices of both organizations. This approach was viewed as critical to successful Program implementation, not only because the design of the DemNet as a whole was intended to put decision-making authority in the field, but also because the volatile political situation in the country at the time demanded that both FCS and USAID be able to adapt the Program quickly to meet evolving demands that would become clear in the field long before they could be seen in New York or Washington.

Upon award of the cooperative agreement governing the DemNet in Slovakia in 1995, FCS hired a Program Manager, a Grants Manager, a Training and Technical Assistance Manager, and a Program Assistant in the field office in Bratislava, as well as a DemNet Program Officer and Program Assistant in New York. The Program also drew upon the existing financial support personnel in both offices and the senior management of the Foundation in New York. All FCS Program staff was in place by June, 1995, and day-to-day implementation of the field program commenced at that point. FCS maintained this staff structure (with addition of a Program Monitoring and Evaluation Officer) until the Mid-Term Evaluation of the Program suggested changes to enable staff to concentrate more closely on development of organizations that had received grants by that point. These changes are outlined below.

Throughout the Program, FCS New York maintained a close relationship with USAID Washington, while FCS Bratislava worked very closely with USAID Bratislava. This was a key element in the Program's success. In both places, FCS staff were involved in broader USAID program-related issues and offered assistance to USAID wherever relevant and appropriate. In Washington this took the form of regular FCS participation in DemNet coordination meetings, while in Slovakia this meant regular FCS participation in the mission's monthly grantee and contractor meetings, as well as provision of input into various other USAID initiatives, including the R4 reporting process, USAID's efforts to develop corporate philanthropy, and the USAID-led coordination meetings of organizations active in the 1998 elections. Where relevant, FCS also worked with both USAID and other DemNet partner organizations (such as other country programs and the regional programs run by Freedom House and the International Center for Not-for-Profit Law).

### **Mid-Term Evaluation**

In early 1997, the Foundation hired an outside consultant to conduct an evaluation of the project to-date and to provide recommendations for its remaining year of operation. The evaluator, while recognizing the genuine success of the DemNet program in Slovakia, recommended that FCS devote its remaining DemNet resources to the existing core of grantee organizations in order to help them strengthen their organizational capacity and solidify their base of support.

Following a recommendation in the evaluation report, a facilitated retreat for Bratislava and New York office staff was organized to review the evaluation and to outline proposals for the future course and shape of the program in the time remaining before close-out (at that point still planned for March 1998). FCS's major recommendations regarding the future structure and focus of the program that resulted from this retreat, discussions with USAID-Slovakia and a series of one-on-one discussions among FCS staff, were as follows:

- Adopt a case-management structure: Where previously staff were assigned to management of individual program components (grantmaking, training and technical assistance and monitoring and evaluation), under the new structure a staff member is assigned to be the primary point of contact with a set of existing grantee organizations.
- Limit the fifth grant round: Due to the amount of funds remaining in the grants program (\$116,000) and the short amount of time available in the operation of the DemNet grant (approximately 6 months), the DemNet staff decided to not hold a fifth national grant competition. The remaining grant funds were to be used in two areas: first, in reinvestment in small organizational development grants to the existing pool of grantees, and second, to a more limited extent, in smaller, issue-oriented advocacy grants awarded to organizations selected on the basis of their response to a request for applications issued by DemNet.
- Re-focus the Training and Technical Assistance Program: During the first two years of the DemNet, the training program was open to all indigenous NGOs at various stages of development. Now, the Slovak office would dedicate an overwhelming majority of training resources to existing grantees.

These proposed program changes were shaped by the common goal of ensuring, to the greatest extent possible, the sustainability of DemNet grantee organizations in the period after program closeout.

#### **The Shift to an Indigenous Organization – *Nadácia pre občiansku spoločnosť***

From the beginning of its work in Slovakia, FCS set about putting in place the underpinnings of a Slovak successor organization which would carry on the mission of the American foundation when it became clear that 1) the Slovak organization would be able to handle the program and financial management of existing FCS efforts and/or 2) interest in either financial or technical support from abroad – and particularly from the USA – was no longer sufficient for FCS to find support for its programming. As part of this effort, the Slovak *Nadácia pre občiansku spoločnosť* (Foundation for a Civil Society in Slovak), or NOS, was founded in November 1997 with a Slovak staff, management, and governance structure. At this point, FCS was also in negotiations with USAID with regard to Program extension, and the decision was made to subcontract implementation of the field portion of the Program to NOS. From the summer of 1998 through the close of the Program in July 1999, NOS was responsible for implementation of all Program elements in Slovakia, working closely with USAID Bratislava.

## GRANT PROGRAM

### Introduction

The Democracy Network's Grants Program provided funding to NGOs carrying out public-policy-related activities in four areas. *Democracy* referred to activities promoting the strengthening of political and societal processes, democratic governance and public administration, establishment of the rule of law, and the development of independent media. *Social Sector Restructuring* meant activities promoting the development of community health care delivery and social welfare/humanitarian services, public health, social welfare and health policy, and employment retraining. *Economic Development* included activities focusing on privatization, support for private business development, financial sector reform, regional economic development, capital market development, and development of legal, fiscal, and regulatory and institutional policy to provide for market economy growth. *Environment* included activities focusing on environmental protection issues and policy, increasing environmental awareness, and community-based environmental clean-up initiatives

Grants were awarded to NGOs for the following purposes:

- to influence the formulation and implementation of public policy, develop fora for public policy debate and advocacy, and increase public awareness of the sector;
- to expand ongoing activities or to initiate a new phase of an ongoing activity in the four fields listed above;
- to support pilot/model activities and new initiatives to foster volunteerism, demonstrate effective interventions in addressing societal concerns, and facilitate replication of successful projects;
- to carry out a specific, self-contained project providing services to a targeted audience and/or advocacy for constituents; and/or
- to support operational and overhead expenses for a limited time period while an NGO seeks to develop fund-raising and income-generating activities.

### Program Marketing

The marketing of the Program was carefully prepared in cooperation with SAIA-SCTS (Slovak Academic Informational Agency - Service Center for the Third Sector), which has an extensive network of offices throughout the country. Initial marketing was based on the principle of transparency within the program – assuring that all eligible NGOs were fully aware of the program requirements and objectives. Such marketing was implemented primarily through county-level meetings to which NGO representatives and municipal administration representatives were invited. These meetings were set up to spread information about the 3-year program and about how NGOs could receive funding for implementing projects focused on involving citizens in the public policy debate. Because the concept of public policy was not well-known in Slovakia, these meetings were not only an "advertisement" for the program but, at the same time, opened a discussion with members of Slovakia's third sector about the potential for such organizations to play an important role in society. All participants in these meetings were informed about the criteria for applying for DemNet grants and how to get application forms. To further assure this information was widely disseminated, advertisements and announcements were printed in several publications, assuring that all potential grantees had the opportunity to learn about the program.

As the concept of the program was, at the time, very new for Slovakia, program employees devoted a great deal of time to individual consultations during the period preceding project proposal deadlines, which were available to any NGO interested in the program. The deadline for each grant round was announced ahead of time and had to be strictly adhered to by individual applicants. Immediately following the deadline, the pre-selection process would begin. The goal of pre-selection was to exclude from the selection process projects which did not meet basic criteria (such as a complete application or registration form, a detailed project budget, etc.)

### **Evaluation Process**

The evaluation process used in the Democracy Network Program was based on a selection process used by several national-level grant-making organizations in the United States. This procedure was transformed, according to the needs and objectives of the Democracy Network Program and the evolving needs of the Slovak third sector, and was used during all six grant rounds.

All projects were evaluated in four categories: project feasibility, organizational impact, sectoral impact, and societal impact. To further ensure the objective evaluation of projects, program employees contacted specialists in each of the areas supported by the program. These specialists provided evaluation of projects on three levels. Every project eligible for evaluation was delivered to two independent expert readers responsible for individual evaluation. Every expert reader received 10-15 projects to evaluate in above mentioned categories and scored them in each category from 0 (weakest) to 10 (best). Individuals' scores were recorded and all expert readers were then invited to the third level of evaluation -- a common evaluation meeting where all projects were evaluated in groups (each group evaluated 15-20 projects included an expert reader who scored the project individually.)

Finally, following a small-group evaluation, all expert readers discussed the 20-25 projects which received the highest cumulative scores (composed of both individual and group evaluation). This final discussion resulted in recommendations for funding, which were acted upon by the Democracy Commission, the final authority at the US Embassy that chose which projects would receive funding from the DemNet program. The commission consisted of the U.S. Ambassador to Slovakia and representatives from USAID, Peace Corps, and USIS. All information from the selection process was presented to the Democracy Commission in the form a "briefing book." Individual project evaluations were also available to applicants who wished to see them.

### **Grant Competitions**

#### **Regular Grants**

During the program's first four grant rounds, using the procedure just described, USAID awarded 48 grants totaling \$1,075,210. Following the announcement of grant awards, program employees focused primarily on the development of the training and technical assistance (TTA) portion of DemNet. TTA formed an inseparable part of the program, as USAID representatives and program employees felt they needed to leave strong NGOs in Slovakia after the close of the program. It was therefore necessary to support the further development of the internal capacity of awarded organizations, by providing technical assistance in addition to grants.

## *Democracy Building*

Of 657 applications submitted during the program's life-span, 165 were in the "democracy building" area. Of these projects, only 25 (15%) received a grant. The combined amount of grants distributed for projects with this focus totaled 18,319,781 SK (\$615,557). Geographical distribution of these projects reflected the fact that democracy building projects tended to focus on larger centers. Out of 25 projects that received funding, 14 were implemented by organizations based in the Bratislava region, two (2) came from the Trnava region, one (1) from the region of Trenčín, four (4) from Banská Bystrica region, three (3) from Žilina region, and one (1) from the region of Prešov. The number of media references to DemNet funded projects focused on democracy building was 685.

During DemNet's development between 1995 and 1998, Slovak society went through many important social and institutional changes. The number of projects supported by the grants program was linked with the fact that the work necessary for the transformation of society was built on local activism. It was for this reason that the emphasis of the program was put on projects in the field of democracy. These projects covered a wide range of social areas, and their common point of focus was the involvement of citizens and their active participation in the field of public policy, increasing legislative awareness, and improving the ability of citizens to advocate their interests. Large portion of these projects focused on the education of citizens with regard to their civic rights and responsibilities.

Such projects were represented by a broad range of activities; from discussion fora like "Zasurmili Surnity," organized by the Stoka Civic Association, to educational programs of the Permanent Conference of a Civic Institute and the Association for the Support of the Local Democracy. Another influential project was a march across the country, called "Slovakia into Europe," run by the Gemma 93 Civic Association. The magazine, "Romano Lil Nevo," strengthens education of the Slovak Roma community and builds tolerance among Slovak citizens. Similarly, the Geshirim project of the Mosty Civic Association sought to build tolerance between Jewish and Christians while increasing public interest in their harmonious co-existence. A project of the Sándor Márai Foundation pointed out the dangers of increasing ethnic tensions and worked on the prevention of this important problem.

A separate group within the democracy-building field is represented by organizations which focused their activities on improving advocacy skills of local communities. Support of these community initiatives brought not only the development of activities in the field of advocacy, but brought increased sustainability at the local level.

## *Social Sector Restructuring*

The second area supported by the Democracy Network Program was the area of social restructuring. Thirteen projects out of forty-eight awarded, or 27%, fell under this category. In accordance with its objectives, the DemNet Program supported activities promoting the development of community health care delivery and social welfare/humanitarian services, public health, social welfare and health policy, and employment retraining. The number of projects awarded grants matched the stated priorities of the program at its outset in the summer of 1995. At that time, organizations working in the area of social service provision

were less experienced in public policy than, for example, environmental organizations. That is why the program focused especially on improving skills of such organizations in advocacy, cooperation with ministry and local government officials, media, and the corporate community. In addition, the DemNet Program in Slovakia also enabled these organizations to create new models for working with the disabled or other groups dependent on help of others. These projects have served as alternative models to those offered by the state, and they often lead to changes in public attitudes toward the integration of the disabled into larger society.

In four primary grant rounds, 9,393,400 SK (\$294,478) was disbursed for projects focused on this area. Six of these projects (46%) came from Bratislava region, three (23%) from the region of Košice, two (15%) were from the region of Banská Bystrica, one (8%) was from the Trenčín region, and one (8%) was from Prešov. The total number of applications submitted in this category was 232. A total of 5% of them (13) were awarded a grant. Five additional grants for organizational development were awarded to organizations working in the sphere of social sector restructuring.

These projects were very highly regarded, which was evidenced by the significant media coverage which they received. An important part of every project was the organization's active cooperation with the media, which was monitored by the DemNet staff. Of total 1,919 articles, interviews, and reports published or broadcast about the activities of Program grantees, 350 were related to projects in the sphere of social sector restructuring.

### *Economic Development*

During the implementation of the Democracy Network Program, 74 organizations (14% of 657 applications) applied for a grant in the sphere of economic development. Only four of these 74 applications were successful, and were awarded a total of \$77,105. Three of these four organizations, based in Bratislava, implemented projects with impact throughout Slovakia. The fourth project was implemented in the region of Trenčín.

Support for the economic transformation towards a market economy was the primary focus of these projects. Educational programs and summer schools prepared by the F. A. Hayek Foundation and Baťa Junior Achievement were targeted on promoting a better understanding of market economics among students and teachers in elementary and secondary schools. A project of the Information and Consulting Center for Entrepreneurs in Podhorie was focused on providing resources to local businessmen.

M.E.S.A. 10, a Bratislava-based think tank which later produced Slovakia's current Deputy Prime Minister for Economic Affairs, Ivan Mikloš, developed a scheme for a new system of financing local governments in Slovakia which demonstrated to state legislative institutions and local officials themselves how state tax income could be more effectively divided. This project was a good example of involving citizens in advocacy and public policy. It included an analysis of the tax system and outlined a possible method of redistribution of tax income to strengthen local governments and make them less financially dependent on the central government. That successful study was presented to mayors of towns, and could yet become part of ongoing reforms.

The primary goal of the analysis was to give citizens the opportunity to have more direct control over how income collected from their taxes is used. The study suggested the possibility that some of tax income from any citizen would be used directly in the town of his permanent residence, rather than being gathered in a central manner and redistributed later. The project showed clearly that nonprofit organizations are also capable of implementing highly professional analysis. A team of experts, headed by Mikloš and Viktor Nižňanský, developed the analysis, demonstrating how expert capacity within the nonprofit sector could produce products to be used as working material for the government in formulating policy.

### *Environment*

The main criterion for this area, as for all other spheres of support, was that projects have a strong public policy element. At the beginning of the Program, organizations working in the field of environmental preservation clearly had the most experience with the formulation and active implementation of public policy projects. For a long period before the Democracy Network was begun, environmental organizations in Central Europe had been supported through a network of donors, and this fact had an influence on the total number of submitted project proposals in this field. Projects which the DemNet supported, therefore, focused in general on increasing the awareness and active involvement of the general public in dealing with environmental issues, as well as innovative forms of environmental education.

The total number of environmental projects submitted for evaluation was sixty-one. Six received funding, in the total amount of SK 3,943,243 (\$88,070). In this field, DemNet primarily supported grass-roots organizations. Two projects were from the Košice region, one was in the Prešov region, two were from Banská Bystrica, and the last two were from Trenčín. Like most DemNet projects, the environmental projects received considerable press. In its media monitoring, the Foundation recorded 724 articles, interviews, and reports in local, regional and national printed and electronic media referring to DemNet-supported environmental projects, representing 38% of the media entries dedicated to all NGOs financially supported by the program.

### **Organizational Development Grants**

After the mid-term shift to the "case manager" approach to work with grantee organizations, DemNet case managers worked with existing grantee organizations to identify areas of organizational weakness that could be improved through use of small, organizational-development grants (up to SK 100,000) under the Program. Several grantees submitted such grant requests in the Program, which were then reviewed by the relevant case manager, evaluated by the DemNet staff, and forwarded to USAID for review and approval by the Democracy Commission.

The following organizational development grants were approved by the Commission and received funding under the Program:

- The A-Project Non-Profit Organization, Liptovský Hrádok, \$2,343
- The Association for the Assistance of the Mentally Handicapped, Bratislava -- \$2,028
- The Association for the Assistance of the Mentally Handicapped, Michalovce -- \$2,521
- The Association of Healthy Cities of Slovakia, Košice -- \$2,587

The Charter 77 Foundation, Bratislava -- \$2,857  
 The Community Foundation Healthy City, Banská Bystrica -- \$2,789  
 The F. A. Hayek Foundation, Bratislava, \$2,514  
 The Green Line Environmental Education Center, Púchov, \$1,363  
 The People and Water Civic Association, Košice -- \$2,671  
 The Petržalka Community Civic Association, Bratislava -- \$2,857  
 The Slovak Children's Hope Association, Nitra, \$2,480  
 The Slovak Helsinki Committee, Bratislava -- \$1,371  
 The Society for Permanently Sustainable Life, Trenčín --\$1,254  
 The Sosna Civic Association, Košice -- \$2,671  
 The Štúdio Zážitku Association, Bratislava -- \$2,857  
 The Union of Towns and Villages of the Slovak Republic, Bratislava, \$1,714  
 The Wolf Forest Protection Association, Tulčik -- \$2,757

### **Grants Under the Program Cost Extension**

The Democracy Network Program was originally scheduled to close at the end of March 1998. At that point, USAID made the decision to extend the program through September 1998 to increase its impact, and later approved further funding to extend the program to July of 1999. This extension allowed the Foundation to develop two additional grant rounds – one which focused on increasing citizen participation in local elections, and another which focused on increasing the transparency, professionalism, and effective governance of NGOs.

The focus of these grant rounds was derived from an analysis of the ongoing needs of the nonprofit sector in Slovakia. In a way, it was the very situation that the DemNet program was working toward. In a political climate characterized by polarization, it was the task of nonprofit organizations to provide citizens with as much objective information as possible, increase their interest in the elections, and to motivate them to participate. Thanks to the various activities of non-profits, the sector managed to convey the need to express one's opinion through voting.

#### *Increasing the Level of Citizen Awareness and Involvement in the Local Elections*

DemNet's focus on municipal elections also proved beneficial, as most donors had funded projects related to parliamentary elections, and little money was left for projects focused on municipal elections. The Foundation quickly marketed the grant program, as there was a threat that Slovaks would not show as much interest after the parliamentary elections. In reality, local elections were every bit as important and often result in more concrete changes in the quality of life for ordinary citizens. FCS therefore funded projects to inform citizens on the importance of participation in the elections at the local level, especially through discussion fora.

#### *Increasing the Transparency, Professionalism, and Effective Governance of NGOs*

The second grant round of the program extension focused on increasing transparency, professionalism, and the effective governance of NGOs. FCS awarded nine grants in this area, in the total amount of SK 729,845 (\$20,274 @ SK36/\$). The focus of the grant round

nonprofit sector for long-term sustainable sources of funding. This grant round, therefore, which ran from October 1998 to February 1999, allowed organizations to apply for a grant covering the following activities:

- Increasing accountability of NGOs toward their sponsors and the public.
- Ensuring the transparency and financial stability of the organization, in hopes of strengthening the trust of the public in the nonprofit sector.
- Professionalizing the financial management of NGOs in order to ensure their long-term financial stability and their capacity to manage and invest financial resources.
- Promoting the idea of philanthropy and create more favorable conditions for it, or to monitor the current state of giving in Slovakia.

A call for projects in grant-making programs approved under the program's cost-extension was released on September 14, 1998 and a deadline for receipt of applications was set for September 30, 1998. The call for proposals in both programs was announced in a press release issued on September 14, 1998. Paid advertisements were published in the national daily *Pravda* on September 18, 1998, and in the Eastern Slovak daily *Korzar* on September 17, 1998. In addition, a special one-page insert announcing the programs was included with the September 21, 1998 issue of the national magazine for NGOs, *NonProfit*, which was distributed to 2,600 organizations throughout the country.

A total of SK 2,750,000 (\$78,571 @ SK35/\$) was made available for the program "Increasing the Level of Citizen Awareness and Involvement in the Local Elections," with a maximum of SK 500,000 (\$14,285) to be awarded to any individual project. Grants in a total amount of SK 750,000 (\$21,500 @ SK35/\$) were made available to selected projects in the program "Increasing the Transparency and, Professionalism, and Effective Governance of NGOs" in a maximum amount of SK 150,000 (\$4,200) per project.

### **Ongoing Work with Grantees**

FCS staff worked very closely with DemNet grantees throughout the Program in a number of areas and using a variety of methods – some formal and some informal.

#### **Consultations**

Particularly after the mid-term shift to the "case manager" staff structure, DemNet staff were in almost constant contact with grantees to address issues related to their ongoing activities, fundraising, project development, and organizational development. As expected, most grantee-related consultations concerned forthcoming applications for grants from the DemNet, but in many instances consultations also dealt with development of new funding sources for grantees to continue their activities and other issues of internal development. Additionally, many consultations were held across the country in the last year of the Program regarding election-related projects being developed and submitted to the Slovak Donors' Forum for funding under the OK'98 Campaign.

#### **Reporting**

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All DemNet grantees were required to submit quarterly financial reports on funds expended, as well as quarterly implementation progress reports indicating fulfillment of project objectives and results of work with the media at whichever level was appropriate for the individual project or organization. Although these requirements were considered onerous by almost all grantees at the outset of the Program, compliance was almost 100% during the course of the Program, and at 100% by the time the DemNet closed. Moreover, many grantees indicated in their closeout interviews that the need to meet DemNet requirements forced upon them a degree of organization and monitoring and evaluation that they have since retained and applied in other grants because of the more general benefit they offered to the organization.

### **Close-Out Interviews**

Most DemNet grantees closed their programs funded by grants awarded by FCS as part of the Democracy Network Program in early spring of 1998. At that point, DemNet staff began close-out visits to all 48 organizations that had won grants in the first phase of the Program. The goal of these visits was to assess the individual projects with respect to two criteria: their impact on public policy and their contribution to the sustainability of the organization. To achieve a comprehensive view of the project results, a common structure was chosen for all close-out visits which sought to identify what impact the project had on each of the five following and complementing areas: the organization itself, its program activities, its employees, its board of directors, and its clients.

These visits demonstrated against criteria in each of these five areas that there was a great deepening in the understanding of the concept of public policy over the duration of the program, as well as an increased ability of organizations to become actively involved in concrete projects in this field. In the field of public policy and advocacy, however, substantial work remained in clarifying and deepening understanding of, and skills in, these areas. These visits also showed that DemNet grants have enabled awarded NGOs to not only carry out their regular activities but substantially extend them thanks to the financial stability provided by the grants.

**TRAINING AND TECHNICAL ASSISTANCE**

The basic aim of the Democracy Network Program was to provide assistance and support to the non-governmental sector in Slovakia in its entirety, with special regard to public policy-oriented NGOs. Therefore, in addition to the regranting component of DemNet, which provided financial support to NGOs, a significant portion of the program was dedicated to the provision of training and technical assistance. The goal of this effort was to help NGOs strengthen their organizational structure and to help grantee organizations better manage projects and achieve objectives. In many cases, the grant from the DemNet program far exceeded the largest grant that the NGO had previously received. The training component was therefore designed to help strengthen internal management within grantee organizations. The primary method of providing training was through subcontractor organizations specializing in training. FCS worked with six such organizations: the Slovak Academic Information Agency-Service Center for the Third Sector (SAIA-SCTS), Partners for Democratic Change – Slovakia (PDCS), the Social Policy Analysis Center (SPACE), and the Center for Independent Journalism (CIJ), the Integra Foundation, and the Slovak Management Training Center.

**Subcontractor and Partner Organizations****SAIA-SCTS**

When the Democracy Network Program was launched in Slovakia in 1995, SAIA-SCTS was selected as the Program's key training and technical assistance partner, as the most advanced and most experienced provider of training to nonprofit organizations. DemNet cooperated closely with SAIA-SCTS and its branch offices in Košice, Žilina, Banská Bystrica, Poprad, and Nitra from the outset of the Program, and later when SAIA-SCTS established branch offices in Prešov and Trnava, cooperation began with them, as well. As the only Slovak NGO operating in the area of non-profit development with offices across the country, SAIA-SCTS played a crucial role in the DemNet, particularly for small, local organizations that could not afford to travel across the country for training.

Working with SAIA-SCTS and its branch offices meant having more effective outreach in every region of the country. DemNet grants were awarded to several very small, country-based organizations with various orientations, which were unlikely to receive funding from other donors. These organizations, partly thanks to DemNet's cooperation with SAIA-SCTS, are currently very successful. Whether training was necessary in financial or organizational management, human resource management, organizational development, or any other facet of non-profit operations, SAIA-SCTS provided training in all of these areas throughout the Program.

With partial support from the DemNet Program, SAIA-SCTS also produced the widely-read journal of the Slovak non-governmental sector, the monthly *Non-Profit*. Non-Profit has long served people throughout the sector, whether environmentalists or social-service providers, and has become a publication with the sector as a whole identifies and which serves to bring a highly diverse group of individuals and organizations together. Yet another form of assistance provided by SAIA-SCTS was with the series of Stupava conferences for the nonprofit sector, which have become increasingly important in providing a space for discussion among representatives of all nonprofit organizations.

As these organizations were changing over time, however, so did the cooperation of DemNet with SAIA-SCTS. As the market changed substantially, so too did SAIA-SCTS, and in the third year of the program, FCS worked closely with SAIA-SCTS to prepare an organizational analysis and develop a strategy to help position to move strongly into a new era of non-profit management and support in Slovakia.

## **Internal Development**

The program was comprised of three components: organizational development, internal training, and manual development.

### *Organizational Development*

In this area, SAIA-SCTS undertook an internal analysis and established a new management structure, creating a previously absent level of middle management consisting of program managers to enable the Executive Committee to focus less on day-to-day management. This new level of management was made responsible for implementation of the annual workplans described below, with project officers reporting to them on the implementation of activities. A Coordination Council was formed to take the lead on planning, activity coordination, monitoring and evaluation, financial stability, and personnel, and includes representation from the organization's branch offices. Additionally, new job descriptions were written throughout the organization, including clearer lines of reporting and authority. A system for keeping track of staff training and skills development was also instituted.

Work with the Board of Directors included a two-day board/staff retreat that redefined the organization's mission statement and provided training for board members on the "10 Basic Responsibilities" of non-profit boards. All board members received specific tasks to be fulfilled and it was decided that the board should meet quarterly instead of annually.

A new element in management that resulted from this effort is production of annual workplans for the two major pillars of the organization -- services for the Third Sector and academic services.

### *Internal Training*

Internal training focused on the improvement of management and program skills throughout the organization. This was an intensive program designed to focus on specific areas which needed to be improved or standardized. Certain skills are integral to the nature of a service organization, while others were more concerned with the overall programs and how they are being utilized at the branches.

Training was provided for the Board of Directors, the Executive Committee, and staff, with needs and topics reviewed with potential participants and decided upon by the Executive Committee. Although this program included a great deal of work in a short period of time, and participants sometimes showed significant resistance to training, they gave positive feedback on the actual training and after complaining about the time spent usually wished to have more time for the topic.

All participants were informed of each step in the process so they would understand both their roles and why and how the training had been arranged. Documentation from participants in the training cycle included a needs analysis (and analysis of expectations) for each training topic, an evaluation, and a training summary report. This training summary report was done as a group reviewing the content, methodology, and materials learned, and attempted to answer the question of what were common points learned by all. Trainers were expected to hand in an agenda, copies of materials handed out, and a brief report on the training. Using this approach it was possible to compare what was intended and what actually happened from both perspectives. Files were kept of each training and a report formed for all of the documentation for each one. Examples of each form, plus the final report tracking the completion of records, are available at FCS.

### *Manual Development*

The manuals section was included to not only standardize the quality of services at all SAIA-SCTS offices, but to give the opportunity for staff to decide what are the most effective methods for doing so. By taking on this responsibility, it was expected that a greater sense of ownership would be developed and guidelines resulting from training would be more closely followed over the longer term. Applying the information learned from the trainings was the main reason for leaving this until after the training segment.

The process for the manuals was divided into three parts. Participants were given a general outline and format for each topic. The first draft was due in March, with the second draft due in early May, and the final format due in early June of 1998. The only manual being done slightly differently than the others is the one regarding office policies and procedures, which followed a different format, and cover both Bratislava and the branches. This however does followed the same timeline. The program chart and reports designated who is responsible for each manual, though staff was free to work together and use all available resources.

### **Training**

SAIA-SCTS provided 11 training sessions and trained over 97 participants from diverse NGOs in the areas of accounting; preparing an annual report; strategic planning; fundraising; and financial management in the final contract year. The overall response to the trainings was very positive and the average rating for the trainings based on evaluations submitted by participants was 1.6 where 1 was the highest in a 5-point scale.

### **Directories**

One of the most important services to the Third Sector SAIA-SCTS provided through DemNet funds was the publication and distribution of directories. SAIA-SCTS developed and distributed eight regional NGO directories and these directories were distributed to the newly elected government representatives as a comprehensive introduction to the third sector. It is particularly interesting to compare the different information compiled from various regions in these directories to gain a certain

perspective of the strength of civil society in individual regions as well as the different legal categories of registered NGOs. The directories were more comprehensive than originally expected and all of the directories had more than the ten pages originally planned; the length ranged from 25 to 80 pages. Each directory had a circulation of 200.

In addition to these directories, SAIA-SCTS also produced directories on:

- Umbrella and Service Organizations, Local NGO Coalitions and Think Tanks in Slovakia – The first directory of this kind printed in Slovakia provided 29 pages of information about 4 different types of organizations contributing largely to the growth and professionalism in the sector, networking, and mobilization.
- Simple Directories of Essential Contact Information for NGOs – These directories included information about Ministries, Regional and District Offices, and Embassies and International Organizations
- Selected Bibliography of Literature on NGOs and Civil Society Available in Slovakia – This concise bibliography of special literature about NGOs and civil society in Slovakia and Central Europe included information about 118 titles in eight areas.

## PDCS

As subcontractors on the DemNet program, Partners for Democratic Change Slovakia (PDCS), or *Centrum prevencie a riešenia konfliktov* in Slovak, worked to strengthen the internal capacity of nonprofit organizations. To be better able to address training needs at the beginning of the program, PDCS, in cooperation with students and volunteers, prepared a needs assessment of the nonprofit sector. Through structured, one-hour interviews with selected NGOs, PDCS collected background information about how Slovak NGOs functioned at that time. The results of the assessment were published in a study which served as the basis for the earliest series of trainings. Topics included elementary communication, negotiation skills, and teambuilding. The training series was open to a wide range of NGOs and was announced through an ad in *Non-profit*. A total of 283 individuals participated in these trainings, representing 93 different NGOs and 25 other organizations.

After the first series of trainings in 1996, FCS and PDCS initiated a follow-up assessment. The aim was to get an accurate view of the existing status of the sector and adapt the program according to its needs. In this instance, PDCS organized a national conference for training resource centers in Trenčianske Teplice. The results of the conference showed that the needs of the sector had changed and had become more specific. An increasing number of advanced and experienced NGOs were able to identify their own strengths and weaknesses. The conference was conducted in eight working groups and produced four major results which were then incorporated into the second phase of the program. The first result dealt with organizational management, leadership building, advocacy, lobbying and cross-sectoral cooperation. The second result dealt with the training of trainers. The third was to produce a basic specialized literature for the sector, a "Reader for NGOs." The final result was to tailor a training series for selected NGOs. In addition, the results of evaluations led PDCS to put more emphasis on Democracy Network grantees and showed that training was considered

more effective when more than one member of an organization participated in a training. Special needs also arose for training of community leaders.

*Election-Related Activity*

Later, during the pre-election period in 1998, both FCS and PDCS realized that the role of NGOs in the political process would be crucial. After consultations with FCS, PDCS prepared a series of seminars focused on training facilitators for discussion fora – a voter education technique never before widely applied by the NGO sector in Slovakia. The non-governmental sector felt that this kind of activity would help citizens make their decisions in the elections, and NGOs had become skilled, partially through the assistance of programs like DemNet, in promoting such activity, but there remained a need to hold structured meetings with a set criteria and rules understood by all participants. At training seminars, PDCS trained more than 70 individuals, out of whom 23 later received minigrants to organize discussion fora. The training itself had a multiplication effect for NGO activities. The experience many organizations acquired in organizing discussion fora in the parliamentary elections found its use also in the municipal elections. And this produced results: the overwhelming voter turnout in both sets of elections was at least in part due to such NGO activities.

Under this project, PDCS agreed to provide an initial set of trainings designed for individuals who would, in turn, offer training to other NGOs around the country on how to organize and carry out candidate discussions in advance of the national and parliamentary elections. This initial set of training for trainers was carried out according to the following schedule.

Place	Term	Trainers	Participants
Staré Hory	30-31 March 1998	Ondrušek, Hrubala, Miková	10
Lučenec	6-7 May 1998	Hrubala, Miková	22
Mojmírovce	14-15 May 1998	Ondrušek, Zbořil, Roháč	7
Košice	16-17 June 1998	Hrubala, Miková	16
Bratislava	13-14 June 1998	Bianchi, Zbořil	12

Following these trainings, the project also included ten consultations with organizations planning to organize discussion forums and/or coordinate non-partisan pre-election activities. All ten of these planned consultations were carried out. In most cases, organizations were interested in technical assistance on a concrete planned activity or in decisions connected with their project. Consultations were provided by PDCS core trainer-consultants Dušan Ondrušek, Ján Hrubala, and Kaja Miková. In two cases, Gabriel Bianchi and Kaja Miková were invited to serve as discussion moderators. The following table illustrates this type of consultations:

TERM	CONSULTATION	PLACE	CONSULTANT
16. April	Consultation for Kosárová, Zbořil and Zaťovič, 1/2 day	Zvolen	Hrubala

	(demonstration of DF) for 30 students from ELSA, 1 day		
22. April	Presentation and mini-training (demonstration of DF) for 8 students from ELSA, 1/2 day	Bratislava	Ondrušek
24. April	Presentation and mini-training (demonstration of DF) for 6 students from ELSE, 1/2 day	Bratislava	Ondrušek
24. April	Presentation and mini-training (demonstration of DF) for 25 students in Martin, 1/2 day; consultation for Andrea Gonová from OZ Iniciatíva, 1/2 day	Martin	Hrubala
5. May	Workshop: "Výmena skúseností z projektov zameraných na diskusné fóra", 25 participants, 1 day	Lučenec	Ondrušek, Hrubala, Miková
May	Presentation for students and consultation for Kosárová, Zbofil, Havlíček (Slatinka), 1/2 day	Zvolen	Hrubala
22. June	Moderation of DF and consultation for CPLD Žilina (Bronček) a Fórum Inteligencie (Turek), 1/2 day	Žilina	Bianchi, Miková
20. July	Moderation of DF and consultation for CPLD Žilina, 1/2 day	Žilina	Bianchi, Miková

PDCS also provided selected organizations with mini-grants to cover administrative expenses related to organizing candidate forums. The plan was to support financial expenses for 20 forums, organized by participants in PDCS training. Because of savings in funds and the large number of interested groups, PDCS increased the number of supported NGOs to 23. The majority of the forums were organized in August and September 1998 before the parliamentary elections. The following tables show data about discussion forums supported by mini-grants.

Organizer	Organization	Location	Date
Bronček, Peter	PDCS/CLD-Žilina	Žilina	20 June 1998 20 July 1998
Mačáková, Slávka	OZ Zdroje tretieho tisícročia	Košice	24 April 1998 16 June 1998
Smutniak, Július	Pomoc občanom vidieka	Kalinovo, Poltár, and 3 villages	5 July 1998 6 July 1998
Záhorcová, Viera	ZPMP v SR	Piešťany, Bratislava	4 May 1998 11 May 1998
Bakoš, Pavol	Človek a obec/NDI	Vráble	14 August 1998
Beláková	Regionálne vzdelávacie centrum na Štrbe	Liptovský Hrádok, Svit	15 Sept 1998
Galvanková, Michaela	Vydra - Vidiecka rozvojová aktivita	Hronec, Čierny Balog, Valašsky, Drábsko	18/20 Aug 1998 25/27 Aug 1998
Heretová, Michaela	Neformálne združenie občanov	Polomka	4 Sept 1998
Péter, Juraj	OZ Náš domov	Lučenec, Filákov, Tornaľa, Rim.	24 Aug to 18 Sept 1998

Rázus, Peter	I. O. K.- Homo, Homini - Zväz záujmových združení	Prešov, Humenné, Sp. Nová Ves	3/10/17 Sept 98 8 October 1998
Smutniak, Július	Pomoc občanom	Three villages around Poltár	15 Sept 1998
Volentier, Martin	YMCA - Lučenec	Račková dolina	27 August 1998
Zobfil, Kajo	Zvolenské neformálne združenie	Zvolen	3 Sept 1998

The results of the first eight discussion forums were excellent. The event in Košice was broadcast on TV Naša, along with receiving other media coverage. In the following forums, top representatives of political parties participated (including, for example, Migaš, Magvaši, and Prokeš), which showed that objectivity and professionalism on the part of forum organizers attracted political candidates. There were many fears from the side of forum organizers that some political parties would refuse to participate in forums, but generally did not occur. In some cases, representatives of the HZDS and SOP did not participate in forums, although all parties were invited in the same manner.

The average participation of the public in cities was 50-100 citizens, which corresponds to the expected numbers. Experience shows that the visiting public is usually composed of two similarly sized groups – local experts (in city budgeting or other local issues and former deputies of local governments) and the lay public (including for example local pensioners).

## SPACE

The passage of the new Law on Foundations in June 1996 – just one of the “unknowns” to which the Program had to adapt – started a legislative process which would bring new conditions for the establishment and operation of non-governmental organizations in Slovakia. This was the main reason the Democracy Network (in partnership with the Civil Society Development Foundation) provided financial support to SPACE for the project “Legal Consultation for Foundations and Other NGOs.” This legislation was passed with the expectation that it would be followed in relatively short order by further legislation on non-investment funds and nonprofit public-benefit organizations. According to the new legislation, all foundations were required to re-register with the Slovak Ministry of the Interior by August 31, 1997, in order to continue to undertake activities legally.

When SPACE submitted a proposal to provide free, professional legal assistance to the Slovak NGO community, existing capacity to provide such assistance to the many hundreds of foundations that would no longer be allowed to operate under the old legislation was clearly inadequate. This conclusion was based on the results of seven workshops about the Foundation Law, which were organized around the country for more than 200 representatives of foundations who publicly declared a need for such legal assistance programs. SPACE sought to meet this need by ensuring that NGO such assistance at sites around the country at no cost to the NGOs themselves.

SPACE contacted lawyers of several umbrella organizations and prepared an analysis of NGO needs according to individual interpretations of elements of the law. Using four

Giertl, and R. Bockanič; one in Banská Bystrica, with legal experts A. Sedílková and K. Suchoňová; and one in Košice, with attorney J. Sotolář), SPACE offered consultations to NGOs from March 1 to December 31, 1997. Centers were established in offices of the contracted lawyer firms, or in NGOs working in the field of legislation. Marketing of these free consultation services was undertaken through a press release sent to all relevant media, through an article published in *Non-Profit*, and through all branch offices of SAIA-SCTS.

At the same time, meetings were organized for a coordination group of experts, which included representatives of the legal consultation centers, lawyers of NGOs, and commercial lawyers. The aim of these meetings was to provide attorneys involved with a space for discussion of issues being raised and solved in the consultation centers and to ask relevant state institutions (the Ministry of the Interior, the Ministry of Justice, etc.) to answer questions connected to the new legislation.

Throughout project implementation, SPACE carried out seven meetings of the coordination group and provided 689 legal consultations (375 in Bratislava, 140 in Banská Bystrica, and 147 in Košice). Of these, 243 consultations focused on re-registration of foundations (91 in Bratislava, 32 in Banská Bystrica, and 120 in Košice); 30 focused on registration of new NGOs (28 in Bratislava, 2 in Banská Bystrica); and 414 consultations were devoted to various other legal issues (254 in Bratislava, 106 in Banská Bystrica, and 54 in Košice.) According to SPACE, 60% of consultations were provided to types of NGOs other than foundations, 70% of consultations were provided in person, 5% by phone, and 28% of organizations were invited for follow-up meetings to resolve their problems. SPACE decided to continue this project after cooperation with DemNet ended, with funding from the Open Society Foundation (OSF) and the continued support of the Civil Society Development Foundation.

## **CIJ**

The International Foundation for Independent Journalism and its Bratislava branch, the Center for Independent Journalism (CIJ), were partner organizations with FCS in 1996, providing training and workshops to Slovak nongovernmental organizations in the area of working with media and public relations. Support from the Democracy Network Program enabled media expert Sarah Silver to develop and publish a *Media Handbook for Non-Governmental Organizations* and also made it possible for CIJ to make this handbook freely available to interested nonprofit organizations. In addition, CIJ offered special training in public relations to representatives of Slovak NGOs, conducted by experts such as Sarah Silver, Dr. Benická, and Dr. Žáry.

## **Integra Foundation**

FCS worked with the Bratislava-based Integra Foundation to stage three limited-access seminars on strategic budgeting and accounting in Košice, Banská Bystrica, and Bratislava in July, 1998.

## **Vouchers and Mentors**

Hundred and five (105) applications were received in the Vouchers Program over the entire course of the Project. From those, sixty two (62) were approved for a total amount of SK187,488 (\$5,208 @ SK36/\$). You will find a full list of the approved Vouchers applications from page 40 to 43.

There were sixty four (64) applications received in the Mentors Program. For a total amount of SK599,434 (\$16,651 @ SK36/\$) were approved forty nine (49) of the applications. You will find a full list of the approved Mentors Program applications from page 44 to 47.

## **US-Based Trainers**

Throughout the Program, FCS organized training missions to Slovakia by experts in various fields from the United States.

1. Peter Hero  
Director, Silicon Valley Community Foundation  
July 29-August 1, 1998

As a professional consultant in work related to development of community foundations, boards of directors, and fundraising opportunities, Mr. Hero shared his experience in a two-day visit to Slovakia with representatives of the Boards of Directors of the Prešov Community Foundation, the Community Foundation Healthy City of Banská Bystrica (DemNet grantee), the Community Association Pezinok, and Civic Association of Petržalka (DemNet grantee).

April 1997

On this mission, Mr. Hero came to Slovakia to critique and provide suggestions for the final review of the feasibility study of the Community Philanthropy Development Initiative (CPDI). As part of this visit Mr. Hero met with the CPDI Advisory Board, as well as with representatives of seven community foundations and/or initiatives (including several DemNet grantees) in a session addressing governance and fund raising issues.

2. Shannon St. John  
Executive Director, Triangle Community Foundation  
April 21-22, 1997

Ms. St. John, Executive Director of the Triangle Community Foundation in Raleigh, North Carolina, undertook a training mission to Slovakia in April 1997. FCS DemNet staff arranged a consultation for Ms. St. John with the Community Foundation of Petržalka (a DemNet grantee) during which the main issues of discussion were the relationship between the local government and the foundation, the process of re-registration, and development of the concept of community from the bottom up. Ms. St. John also met with the director and members of the board of the Oblazy Foundation, another DemNet grantee, to discuss her concerns about the viability of a community foundation based in a small micro-region and the possible expansion of the community foundation's operational area to a wider population in order to create a larger

financial base. She also focused on community-based goal setting and the need to undertake community-based needs assessments to overcome narrow geographic limitations, and shared lessons learned with the Oblazy Foundation from her experience with a community foundation in Varna, Bulgaria.

3. Carol Dean Henn  
Executive Director, Lehigh Valley Community Foundation  
January 19-February 1, 1999

As Executive Director of the Lehigh Valley Community Foundation – a small- to mid-sized US community foundation in a region with a large Slovak population, Ms. Henn offered participants several valuable insights into the process of board enlargement and development, marketing, financial management, and investment strategies for funds.

4. Robert N. Thomas  
Institute for East-West Studies (IEWS)  
June 21 - 23; July 5 - 9, 1999

An investment banker with extensive knowledge and experience in investment strategies, Mr. Thomas acted as the manager of the long-term Czech and Slovak NGO Endowment Building Project supported through the IEWS. Mr. Thomas provided a series of consultations and one-on-one training workshops on the fundamentals of financial management, investment strategies for NGOs and the readiness of NGOs for endowment building and self-financing activities. He focused on professional investment concepts and legislative frameworks helpful to NGOs wanting to strengthen their organization's financial management and sustainability. He discussed investment strategies and possibilities for NGOs in Slovakia with the business community.

Under the Program's no-cost extension, FCS implemented its proposed Advanced Advocacy Skills Training. Three trainers were brought to Slovakia for one week each to work primarily with DemNet grantee organizations on developing skills in pre-election advocacy and lobbying. These training missions are described below.

1. Molly Daniels  
Director, Project Vote, American Association of Retired Persons, Washington, DC  
June 6 -12, 1998

The program brought for training Molly Daniels from the American Association of Retired Persons (AARP), one of America's largest NGOs, with 33 million members. A seven-day training mission was focused on improving Slovak NGO advocacy and lobbying skills, better articulating issues, and utilizing the pre-election period for addressing them. A total of 15 NGOs representing three sectors (including democracy, community development, and the social sector) from Rimavská Sobota, Špišská Nová Ves, Košice and Bratislava participated in the mission.

The format of training considered both the training needs of umbrella organizations and regional grassroots NGOs. Daniels carried out training for national NGOs such as the Slovak Humanitarian Council, the Association for the Assistance of the Mentally Handicapped, the Civic Association Bethlehem, and OK '98 member organizations. The aim of these meetings was

to introduce the methods and techniques of choosing the issues that matter to constituents and better addressing them in order to prepare effective campaigns. Daniels introduced a Strategy Table developed consisting of five columns: goals, organizational conditions, constituents, strategies, and a checklist for choosing the issues. She emphasized that in an election year many NGOs in the USA use voter guides for pointing out constituent issues. In this process, after choosing three questions regarding issues tested by a target group and adapted to their language, all political candidates are requested by AARP to submit responses for publication. If a candidate does not answer, material would be published without his or her answer. This concept was introduced to Slovak NGOs for the first time and seemed to find positive response.

The goal of individual one-to-one consultations with regional NGOs such as the Catholic Charity of Spiš, the Community Foundation of Prešov, and representatives of the national association of condominium associations was to help them to improve their internal capacity related to advocacy and public policy, as well as to help them more effectively use lobbying methods and techniques.

## 2. Steve Cochran

Legislative Director, Environmental Defense Fund, Washington, DC  
June 26 - July 3, 1998

Mr. Cochran's training mission was focused on advanced advocacy skills needed for influencing policymakers at the national and local levels. His experience and knowledge from his home state of Louisiana greatly helped him to understand conditions in Slovakia and to identify for Slovak NGO leaders situations in Louisiana like those now existing in public policymaking in Slovakia.

During his mission, Cochran met with 27 leading Slovak NGO representatives from the environmental field, including, among others, Lubica Trubíniová, *Greenpeace Slovakia*; Ladislav Ďurkovič, *Sloboda Zvierat*; representatives of organizations involved in the OK'98 Campaign; representatives of four grantee organizations (*Sosna* and *People and Water* from Košice, the *Wolf Forest Protection Association* from Tulčík, and the *Man and the Future Civic Association* from Veľký Krtíš).

Questions most often put to Cochran by Slovak participants included the following:

- how to identify the correct decision- and policy-makers relevant to the issue that needs to be solved and what is necessary to know about them
- how to identify the right people who can address and convince them;
- how to approach decision-makers and intermediaries;
- what is needed to know to be able to win a vote;
- what laws and regulations govern lobbying in the United States;
- what economic tools for environmental protection are used in the USA and could be developed in Slovakia; and
- what is the governing polices regulating water, air, and earth pollution in the USA.

## 3. Susan Lederman

Former President, League of Women Voters of the USA  
July 26 - August 1, 1998

The program brought Susan Ledermann from the League of Women Voters of the USA, one of America's largest NGOs, to undertake a seven-day training mission focused on increasing advanced advocacy skills of Slovak NGOs by better organizing issue-based discussion fora in a pre-election environment. A total of 17 NGOs representing three sectoral areas (including democracy, community development, and the social sector) from Rimavská Sobota, Košice, Žilina, and Bratislava participated in the training. The format of training considered the need of both umbrella organizations and regional grassroots NGOs, with the main focus on the non-partisan, fair, and issue-oriented environment in which discussion fora need to be prepared. Ms. Lederman explained the importance of establishing rules and regulations in advance.

Training was offered to the People and Water Civic Association, the Center for Local Democracy in Žilina, the Oblazy Foundation, the Association for the Support of Local Democracy, the Union of Towns and Villages of Slovakia, the Man and His Town Association, the Civic Education Project, the Bethlehem Civic Association, the Fundament Association, Nadácia pre občiansku spoločnosť, and other OK'98 member organizations. In addition to this, Ms. Lederman also met with representatives from the feminist magazine *Aspekt* and representatives of the Slovak Democratic Coalition and the Hungarian Christian Democratic Movement.

Materials developed by the League of Women Voters described for voters the issues and questions they need to ask before elections to make sure that the elected candidate or political party will best represent their interests. The aim of these meetings was to introduce methods and techniques of choosing issues that matter to constituents and better addressing them in order to prepare effective campaigns.

Topics discussed at the meeting with editors of *Aspekt* included education to strengthen the position of women in Slovak society through active participation in elections and the political process, and creating demand among women's groups to actively participate in societal and political life in the post-election period.

### **Other Training Activities**

DemNet Slovakia worked closely with other training and technical assistance providers as appropriate throughout the Program.

#### **1. NFF AVID volunteer Caroleen Williams**

Ms. Williams conducted a three-day series of workshops on media relations with 31 participants from 24 grantee NGOs, and also produced a handbook on this subject at the end of April 1997. The handbook, *Public Relations for Non-Governmental Organizations*, has been distributed to all grantee NGOs, participants of various workshops, journalists and more than 100 individuals.

#### **2. Media Brown-Bag Lunches**

As part of an effort to encourage contacts among NGOs working in the same field as well as between NGO representatives and journalists, FCS held a series of brown-bag lunches on

current topics. Each of these included presentations by two DemNet-funded NGOs working in a respective field and was followed by an informal discussion with six journalists over lunch. The goal was to encourage journalists to view NGO representatives as being able to act as a resource by discussing their programs and providing information as the journalists write their stories for their papers.

3. Putting Volunteerism into Practice: A Regional Experience  
Budapest  
May 15-17, 1998

This international conference, with the subtitle *A Conference Strengthening East-Central European Volunteerism*, attracted approximately 100 participants and was organized by Democracy Network Hungary. Representatives of three Slovak DemNet grantee organizations -- Mária Orgonášová, *Help Foundation*, Gejza Legen, *Association of Healthy Cities*, and Michal Duda, Civic Association of Petržalka -- took part. Topics discussed included:

- volunteering for the ill and disabled;
- volunteering for children/youth at risk;
- volunteering for and with the elderly; and
- volunteering through NGO-business partnerships.

4. Sarah Silver, International Journalism Foundation  
February 1996

Ms. Silver provided FCS with a detailed training manual entitled *Relations with the Media: A Handbook for Non-Governmental Organizations* which was translated into Slovak for the training mission and was distributed both to session participants and to DemNet grantees (a copy is available at FCS). Ms. Silver conducted training in Bratislava, Košice, Žilina, and Banská Bystrica, with each of these two-day sessions concluding in a joint meeting of NGO representatives and local media to focus on informing NGOs how they can more effectively meet the demand of media for news.

## **PHILANTHROPY DEVELOPMENT PROJECTS**

### **Introduction**

As part of its strategy to strengthen nonprofit organizations in Slovakia as the priorities of foreign donors in Slovakia were changing, the Democracy Network Program also set a goal of strengthening models of philanthropy within Slovak companies. Securing good public relations and/or having the desire to help one's own community has long been companies' main motivation to give. For this reason another aspect of the DemNet Program was to enhance and develop philanthropic trends in Slovak businesses. This included four components:

- a corporate giving survey,
- the creation of a Donor's Bill of Rights,
- presentation of the first Via Bona Slovakia Corporate Citizenship Award, and
- development of sponsorship plans for two companies operating in Slovakia.

### **Analysis of Corporate Giving**

Using a questionnaire, the Foundation sought to establish what is the nature of the financial and non-financial aspects of cooperation between Slovak businesses and nonprofits, as well as the motivations that businesspeople had when they supported NGO activities.

The survey addressed a representative sample of 1,600 companies from all regions of Slovakia and produced 374 responses. There were initial concerns that businessmen would feel uncomfortable talking openly about their sponsoring activities, whether out of fear of an unfavorable response (such as "he can afford give something away because he was made it illegally"), or the possibility an increase in the number of requests for support. Respondents were promised confidentiality in handling their information, which contributed to a successful survey.

Many companies responded through a questionnaire, some through a telephone interview. Several companies said that they were pleased that an attempt was being made to document sponsorship activities in Slovakia. The results showed that three of four companies are in some way involved in assisting the nonprofit sector. The level of contributions varies and is not entirely dependent on the current financial situation of the firm. Often the primary reason for giving a donation is based on the conviction that the contribution would be used well rather than wasted. Pure altruism in this case is rarely present - companies do expect positive feedback about how their contribution was spent.

Taking tax considerations into account, companies are currently allowed to deduct their gifts and sponsorship of nonprofit activities only up to 2% of their profits. This may not seem much at first, but with large financial institutions and industrial giants, it can be mean a substantial amount. Some businesses claimed their gifts would be larger if they were allowed to deduct a larger percentage of their giving from their tax base. It is possible, however, that a number of businesses do not use the option of tax deduction for their donations.

The most frequent reason why companies do not contribute to the nonprofit sector is mostly the simple fact that they are not in a financial position to afford it. Many companies are receiving tens and hundreds of requests for support while they are unable, whether financially or organizationally, to respond favorably to such a number of requests. In a number of cases, philanthropy does not take the form of a financial contribution, but rather the form of various services, material, or free rental.

According to the survey, around 60% of the entire support to public benefit organizations is financial. That means that out of every dollar worth of donation they give, there is 60 cents in cash.

A relatively small number of companies said they perceived lack of recognition a major obstacle to giving. This may mean the situation has changed since a few years ago when sponsors considered this a significant problem. It can, however, also mean that businesses are confronted with new issues in their giving.

### **Donor's Bill of Rights**

The Donor's Bill of Rights also represented a contribution to the creation of new long-term partnerships of donors and gift recipients. Many principles of such cooperation are no different from those governing collaboration in the business sphere. The relationship should be contractual, and both partners must be aware about the responsibilities and advantages of such cooperation. Often, the problem lies with nonprofit organizations and businesses not having a clear idea of what to expect of their common collaboration. Companies may know how to enter into contracts with other companies but may not have a clear solution for contractual relationships with nonprofit organizations.

These were the reasons which led the Program to develop the Donor's Bill of Rights, which can help both cooperating parties identify their rights and responsibilities. The document was created on the basis of foreign experience and describes what rights a donor may reasonably expect to be respected. These rights should form a part of the contract or an oral agreement. They can be divided into three categories. A donor has the right to expect the recipient to use the donation in a professional, effective manner, rather than waste it. The rights related to transparency form the second category. In practice, this means that any donor should know how his donation achieves the specified goal, who is managing the funds, and where the money brings benefit. Nonprofit organizations should allow their donors to have access to their documents related to expenditures. The last category gives donors the right to recognition from the recipient.

### **Via Bona Slovakia Award**

The Via Bona Slovakia Award was organized for the first time in 1999 as one component of the Democracy Network Program's effort to develop business philanthropy in the country. Using a similar project run by Czech Nadace Via as a model, the Program launched the Award in Slovakia, thanks to the generous support of USAID and the Citigroup Foundation. The name of the Award "Via Bona Slovakia," and its logo both symbolize a path toward growing future cooperation between the corporate and non-profit sectors.

In the early stages of the project, an Advisory Committee was established for the program, with representatives of donors and the Foundation as its members. This advisory body provided comments on printed materials, suggested media strategy, selected the graphic design of the award, and nominated member of the Selection Committee.

Upon the start of the program, extensive marketing was used to ensure that nominations would be received from as wide a public as possible. The meaning of the award and its guidelines for nominations were described in the media, most extensively in *Non-Profit*. Individual businessmen, entrepreneurs, or entire companies could be nominated by non-profit organizations and individuals.

A Selection Committee was established after all the nominations were collected. It included representatives of business, media, donors, non-profit organizations, and the Board of Directors of the Slovak Nadácia pre občiansku spoločnosť. These individuals selected the winners of one main and two honorary awards.

All nominations had to meet equal criteria: the benefactor's support had to be provided for a public-beneficial activity, it had to be earned in a legal way, the donor should show interest in how their contribution was used, and should not draw any direct benefit from it. In total, 46 nominations of many kinds were received. In Eastern Slovakia, for example, one citizen nominated a laundry company that offered a 50% discount and free delivery for people affected by the region's extensive floods.

#### *Winners of the First Via Bona Slovakia Award*

In the first year of the Award, one of the honorary prizes was given to APS-Litva – a small company run by a Slovak entrepreneur, Ivan Litva, who was selected for his repeated and consistent commitment to the handicapped in Trnava, to whom he provided transportation services free of charge. The second honorary award was given to a representative of the large firm Alcatel for its contribution to the development of the Liptovský Hrádok region. The company works with schools, hospitals, local administrations, individuals, and sport clubs in the region.

The main award was given to a medium-sized architectural company called KOPA with approximately 40 employees who are guided by the motto "there is no funding, except where it is needed," which means that even though it does not accept requests for sponsorship, it is willing to support projects in other ways and participate in specific activities. The Via Bona Slovakia Award was given to this firm for its long-term support of a building project which houses a modern, multi-functional facility for severely handicapped children in Košice and the surrounding community. The company's owner and employees oversaw the construction of the facility and helped ensure that the building complied with all city and state regulations governing such facilities.

Winners of honorary awards were given financial prizes of SK85,000 (\$2,348) each. The main award included a financial prize of SK181,000 (\$5,000) and an art prize by young Slovak sculptor Ivan Patúc. All the winners donated their financial prizes to support activities or non-profit organizations working for the benefit of their communities.

## **PUBLICATIONS**

### **Program Brochure**

At the close of the Democracy Network Program in Slovakia DemNet staff prepared a brochure in both Slovak and English to reflect upon the goals and interim results of the Program. In line with the original intention of strengthening the role of NGOs within Slovak society by supporting public-policy oriented projects, the brochure gave an overview of Slovak society in 1995 and the place of the non-profit sector in it, then described the objectives and design of the program, and also included a review of how each of the four areas supported (democracy, social sector, economic growth, and environment) changed in the period between 1995 and 1998. Separate chapters were dedicated to describing results achieved by the four sub-contractors of DemNet which provided services to FCS grantees -- PDCS, SAIA-SCTS, SPACE, and CIJ.

**Public Relations for Non-Governmental Organizations, Caroleen Williams, 1996**

## MEETINGS

On April 24-27, 1997, the FCS DemNet Program Manager took part in regional meeting on the future of community foundations that was organized jointly by the European Foundation Center, the Polish NGO support center BORIS and the National Forum Foundation. This meeting brought together representatives of community foundations in the United States, the United Kingdom, Germany, France and the countries of Central and Eastern Europe to examine the potential for applying the community foundation model in the region.

On May 20-21, 1997, FCS DemNet staff and representatives of six DemNet grantee organizations took part in a meeting of major Western funders (including USAID, the Ford Foundation, the C.S. Mott Foundation, Tara Consultants and the Rockefeller Brothers Fund) on the Feasibility Study of the Community Philanthropy Development Initiative in Košice, Slovakia.

On May 7-9, 1997, FCS President Wendy W. Luers visited Slovakia and undertook site visits with DemNet grantees and subcontractors. Among them were: SAIA-SCTS, the Czechoslovak Mosty Civic Association, the Sandor Marai Foundation, and Partners for Democratic Changes-Slovakia.

From April 10-12, 1997, FCS-New York DemNet Program Officer Lisa McNeill took part both in a DemNet planning retreat that addressed the results of the Mid-Term Evaluation and in a regional follow-up conference to the Johns Hopkins training-of-trainers program at Stara Lesna in the Tatra Mountains. Participants included JHU-TOT trainers from the region, JHU staff, funders and a consultant, Jenny Hyatt, who was hired to evaluate training institutions in the region. The participant presentations were especially interesting because they emphasized issues that FCS has learned from its work with the Democracy Network Programs in Slovakia and the Czech Republic. Specifically, individuals expressed a need for advanced and interactive training with more examples and case studies from their own countries.

On April 5-6, 1997, the FCS DemNet Program Manager took part in the DemNet regional meeting organized by NFF in Sinaia, Romania.

On May 19, 1997, FCS DemNet case managers met with all NFF program officers in the NFF offices in Budapest to review potential application of NFF resources to DemNet grantee organizations.

The FCS DemNet project director took part in the regional DemNet Country Directors' meeting organized in Budapest on February 26-28, 1996 in Budapest.

## **OTHER PROGRAM-RELATED ACTIVITIES**

### **Donors' Forum**

Throughout the Program, DemNet staff played an integral part in the development and further work of the Slovak Donors' Forum. As a founding member, FCS worked with representatives of other major granting organizations in Slovakia (including NPOA, OSF, SPF, REC, the Slovak Humanitarian Council, the Jan Hus Foundation, the Carpathian Fund, and FCS) within the Donors' Forum on funding for projects related to the OK98 Citizens Campaign. This effort also brought together representatives of the major governmental grant-making organizations (USAID, USIS, the British Know-How Fund, the Dutch Embassy, and the Canadian Embassy) and the German Marshall Fund of the United States and the Charles Stewart Mott Foundation.

The Donors' Forum also completed a draft study of the potential for development of NGO endowments in Slovakia. This study was organized and carried out by Nadácia Integra, and drew upon a number of Slovak experts in the tax, investment, and economic policy fields. The study was translated into Slovak, and served as a base for a broader study covering both the Czech Republic and Slovakia published in the fall of 1998.

### **Funding East Group**

FCS DemNet staff worked regularly with the European Foundation Center's (EFC) Funding East Steering Committee. This group meets regularly under the auspices of EFC to more effectively coordinate grant-making by Western organizations (and, now, increasingly by indigenous organizations, as well) operating in Central and Eastern Europe. FCS (and now NOS) serve as members, along with the British Charities Aid Foundation, the German Marshall Fund, the Charles Stewart Mott Foundation, the King Baudoin Foundation, the Stefan Batory Foundation, the Eurasia Foundation, USAID, Tara Associates, and the Open Society Institute.

*Awards Made, in Alphabetical Order*

1. The ***A-Project, Liptovský Hrádok***, to organize and carry out over 20 training seminars and workshops to involve local citizens in public affairs in the Chočské Vrchy region on such issues as housing, rural tourism and development, conflict prevention and resolution, and renewable energy resources; Grant amount: \$44,833/SK 1,345,000; April 1, 1996 - March 31, 1997
2. The ***A-Projekt, Liptovský Hrádok***, to address needs of inhabitants of Liptovský Hrádok which resulted from a conference "What Matters to Us," organized in June 1998 -- primarily the need to improve communication among citizens and members of local government and citizen oversight of their work. The goal of the project was to identify the expectations of citizens towards people who ran for local elections and to increase voter turnout in local elections; to identify the commitments and goals of candidates for local councils and for mayor and make them public; and to inform citizens about their rights and opportunities to influence the performance of local governments; Grant amount: SK 140,000; October 16, 1998 - January 31, 1999
3. The ***Anton Tunega Foundation, Bratislava***, to prepare, print, and distribute 24,000 copies of a "Manual for Members of Precinct Election Commissions" throughout Slovakia. The aim of the manual was to ensure that members of all election commissions could work effectively, correctly, and in accordance with their competencies, according to the local election law. In the case of district commission members, the manual was designed to help them better understand the election law themselves and not rely only on "higher authorities"; Grant amount: SK 494,000; October 16, 1998 - January 31, 1999
4. The ***Association for the Assistance of the Mentally Handicapped, Central Office***, to encourage media representatives to adopt positive attitudes in presenting issues related to handicapped people in the media, emphasizing positive capabilities and opportunities for these people. This in turn would have impact on the entire society through the media; Grant amount: SK 101,560; October 22, 1998 - January 31, 1999
5. The ***Association for the Assistance of the Mentally Handicapped, Central Office*** for a project to mobilize both the healthy and disabled public to understand issues of the handicapped, to increase their awareness of proper conditions for the disabled, and to encourage the public to accept integration of the disabled into educational and work environments; Grant amount: \$25,000/SK 750,000; April 1, 1996 - December 31, 1997
6. The ***Association for the Assistance of the Mentally Handicapped, Michalovce***, for development of a model skills training program in Eastern Slovakia that would assist in the integration of the disabled into the workforce; Grant amount: \$19,843/SK 595,300; December 14, 1995 - March 15, 1998
7. The ***Association for the Assistance of the Mentally Handicapped, Bardejov***, to create a supervised workshop for the mentally handicapped and physically disabled and provide training for the disabled employees of the workshop; Grant amount: \$25,000/SK 750,000; March 5, 1997 - December 31, 1997
8. The ***Association for the Support of Local Democracy*** for the opening of three Centers for Local Democracy to offer education and training programs (domestic and foreign) for individual citizens, civic initiatives, and city government representatives; Grant amount: \$49,133/SK 1,474,000; December 14, 1995 - March 15, 1998
9. The ***Association of Healthy Cities of Slovakia, Košice***, to prepare, distribute, and use the Healthy City Profiles and Plans in ten cities across Slovakia; Grant amount: \$23,833/SK 715,000; March 5, 1997 - December 31, 1997
10. The ***Association of Independent Radio and Television Stations of Slovakia, Bratislava***, to

- broadcasting system in Slovakia and to increase the professionalism of the Association in providing assistance to independent broadcasters; Grant amount: \$32,707/SK 981,200; August 7, 1996 - December 31, 1997
11. The *Association Jekhetane - Together, Prešov*, for publication and distribution of its newspaper "Romano Lil Nevo" to raise awareness about Roma issues; Grant amount: \$25,000/SK 750,000; April 9, 1997 - December 31, 1997
  12. The *Association Jekhetane - Together, Prešov*, to develop three parts of the organization: fund-raising, internal structure and governance, and external communication, and to achieve sufficient financial sources for the activity of the Association in high priority areas; Grant amount: SK 108,820; October 22, 1998 - January 31, 1999
  13. The *Association Jekhetane - Together, Prešov*, to increase civic pride and awareness among Roma, to motivate them toward active participation in the local elections, and to monitor the results and promote the positive impact of their participation; Grant amount: SK 300,000; October 16, 1998 - January 31, 1999
  14. The *Association of Slovak Librarians* to undertake a financial analysis of community libraries and the library service needs of citizens, and use it to prepare a proposal for a new library information system; Grant amount: \$28,333/SK 850,000; January 2, 1996 - December 31, 1996
  15. The *Banská Štiavnica Association, Banská Štiavnica*, to organize two public discussion fora with independent, party, and coalition candidates for the 1998 municipal elections on topics related to specific issues of the town of Banská Štiavnica, as a town on the UNESCO List of World Heritage Sites, and on how to balance conditions of preserving historical parts of the city with efforts to revitalize historical center; Grant amount: SK 14,000; October 16, 1998 - January 31, 1999
  16. *Bat'a Junior Achievement, Bratislava*, for training on the fundamentals of market economics for executives of small and medium-sized businesses in Bratislava, Považská Bystrica, Košice, Spišská Nová Ves, and Žilina; Grant amount: \$25,160/SK 754,796; January 2, 1996 - December 31, 1996
  17. *Bat'a Junior Achievement, Bratislava*, to increase the professionalism of the work of employees of the organization with sponsors, the public, and volunteers working under programs of the organization. The goal of the project was to create a uniform, effective, and professional register of all business contacts initiated during the entire existence of the BJA in the Slovak Republic; Grant amount: SK 97,200; October 22, 1998 - January 31, 1999
  18. The *Bethlehem Civic Association, Rimavská Sobota*, to continue its educational and counseling activities focusing on prevention of substance dependency and to undertake a public campaign to encourage public support and participation in the solution of dependence problems among young people in Rimavská Sobota, Lučenec, and Veľký Krtíš; Grant amount: \$26,973/SK 809,180; April 1, 1996 - March 31, 1997
  19. *Bratislava Catholic Charity*, to continue with the implementation of a management development project, seeking to achieve effective governance, financial management, and fund-raising in the organization; Grant amount: SK 70,000; October 22, 1998 - January 31, 1999
  20. The *Catholic Charity of Spiš, Spišská Nová Ves*, for monitoring problems of people in need; advocacy of their rights, mobilization of volunteers, and provision of services to people in need in their homes; Grant amount: \$25,000/SK 750,000; March 5, 1997 - December 31, 1997
  21. The *Charter 77 Foundation, Bratislava*, for ongoing legal training and legal services programs for representatives of the state administration throughout Slovakia, especially on issues of human rights protection and marginalized groups such as refugees and the Romany; Grant amount: \$50,000/SK 1,499,976; January 2, 1996 - December 31, 1996

22. **Circle, Banská Štiavnica**, to increase the effectiveness and transparency of its regional activities, and to professionalise its financial management; Grant amount: SK 70,000; October 22, 1998 - January 31, 1999
23. The **Community Association Sami-Sebe, Pezinok**, to publish materials to promote individual sponsorship, including leaflets, calendars, or stickers; to publish its annual report as a new method of communication with organizations and individuals with an interest in the activities of the organization; Grant amount: SK 81,315; October 22, 1998 - January 31, 1999
24. The **Community Civic Association of Petržalka, Bratislava**, to support NGO training and other activities in Petržalka focused on improving the quality of life through protection, prevention, and health education for children and youth and to encourage public discussion with local political representatives; Grant amount: \$33,333/SK 999,800; August 7, 1996 - December 31, 1997
25. The **Česko-Slovenské Mosty Civic Association, Bratislava**, to support positive relations between Slovaks and Czechs through the weekly magazine "Mosty" and the Symbolic Parliament, and to establish discussion clubs with linkages to local governments in Košice, Nitra, Stará Turá, Martin, and Prievidza; Grant amount: \$20,000/SK 600,000; April 8, 1997 - December 31, 1997
26. The **Environmental Education Civic Association "Dub," Dubnica na Váhom**, to operate its Environmental Education Center and to develop new programs in environmental education in cooperation with the city government, local schools, and local businesses; Grant amount: \$18,726/SK 561,770; April 1, 1996 - December 31, 1997
27. The **F. A. Hayek Foundation, Bratislava**, to develop new methods of teaching free-market economics for future managers and their teachers and to increase the level of professionalism of the foundation; Grant amount: \$16,667/SK 500,000; August 7, 1996 - December 31, 1997
28. The **Forum Institute, Dunajská Streda**, to manage, promote, and popularize a progressive method of Slovak language teaching in Hungarian-language elementary schools (or schools with Romany students) in Southern Slovakia and thereby to point out peaceful solutions to problems causing ethnic tension; Grant amount: \$29,800/SK 894,000; August 7, 1996 - December 31, 1997
29. The **Forum Institute, Galanta**, to organize 30 seminars for selected members of election commissions, independent candidates, and local organizations; to familiarize them with legal requirements related to the elections, as well as legal steps to take if problems occur; to establish a network of legal advisors to offer legal counsel to members of election commissions, mayors, council members, and civic activists; to print and distribute a manual on "Local Elections 1998" to all groups mentioned above; and to train independent candidates so as not to be disadvantaged with party candidates; Grant amount: SK 493,000; October 16, 1998 - January 31, 1999
30. The **Gemma Civic Association, Rimavská Sobota**, to organize a cross-country march to promote the idea of Slovak entry into the European Union among Slovak citizens; Grant amount: \$19,927/SK 597,795; March 5, 1997 - December 31, 1997
31. The **Green Line - Ecological and Information Center, Púchov**, to facilitate cooperation among teachers, students, representatives of local governments, state authorities, and NGOs in decision-making on issues affecting the environment; Grant amount: \$7,554/SK 226,613; March 5, 1997 - December 31, 1997
32. The **Green Line - Ecological and Information Center, Púchov**, to prepare, publish, and distribute materials related to public relations, and encouraging corporate and individual philanthropy to raise financial support for the Ekocentrum project, which has become one of the main current activities carried out by Green Line; Grant amount: SK 22,500; October 22, 1998 - January 31, 1999

33. The *Healthy City Foundation of Banská Bystrica* for extension of community activities throughout the region and support of three funds for citizens' initiatives -- one fund for projects on womens' issues, one focused on youth projects, and one designed to address urban issues; Grant amount: \$22,830/SK 684,900; January 2, 1996 - December 31, 1996
34. The *Help Foundation* for analysis of the position of women in Slovak society, related to such issues as reproductive rights, planned parenthood, sex education, and health and disability; Grant amount: \$24,767/SK 743,000; January 2, 1996 - December 31, 1996
35. The *Intelligentsia Forum, Žilina*, to organize a series of lectures and discussions on human rights, freedom, ethics, democracy, the rule of law, and the position of minorities and civic associations, and to involve citizens in the discussion of public affairs; Grant amount: \$1,767/SK 53,000; August 7, 1996 - December 31, 1997
36. The *Jan Hus Educational Foundation* to provide small grants to ten local civic and democracy education activities in Eastern Slovakia, offering local organizations the Foundation's contacts, experience, and methods, thereby helping groups to start local civic education programs; Grant amount: \$11,676/SK 350,280; January 2, 1996 - March 31, 1997
37. The *Katedra Foundation, Dunajská Streda*, to address current issues such as minority-language education, deterioration of the quality of education at Hungarian schools, and establishment of curricula in human rights education and multi-ethnic tolerance; Grant amount: \$18,200/SK 546,000; April 9, 1997 - December 31, 1997
38. The *Katedra Foundation, Dunajská Streda*, to publish and distribute four color inserts and a separate brochure as methodological material for municipalities and NGOs and through them for citizens in the Southern part of Slovakia; to organize a series of seminars which would motivate people to take part in local elections and explain the voting process; Grant amount: SK 250,000; October 16, 1998 - January 31, 1999
39. *League Against Cancer, Bratislava*, to increase awareness among the public of the importance of prevention, early diagnosis, treatment, and research of oncological diseases; to improve volunteer work; to improve and support the activity of the League done at the local level; and to improve its fundraising capacity. The grant enabled the organization to publish a leaflet about the organization and its activities, and to organize national workshops for employees, partners, and sponsors of the organization; Grant amount: SK 148,450; October 22, 1998 - January 31, 1999
40. The "*Man and the Community*" *Civic Association, Nitra*, to increase the effectiveness and better promote discussion fora with candidates running for city council and mayor positions in local elections; to increase voter awareness and participation in discussion fora; and to boost voter turnout in the local elections; Grant amount: SK 86,000; October 16, 1998 - January 31, 1999
41. The "*Man and the Future*" *Civic Association, Veľký Krtíš*, to organize public discussions with Slovak experts on ten selected topics, such as local government and finances, Slovak entry into NATO and the EU, the free market, education, etc.; Grant amount: \$23,400/SK 702,000; April 9, 1997 - December 31, 1997
42. The *MESA 10 Civic Association* to develop a proposal for an alternative method of tax revenue distribution between the central state budget and the budgets of Slovakia's municipalities; Grant amount: \$15,000/SK 450,000; January 2, 1996 - December 31, 1996
43. The *Mosty Foundation* for an ongoing project designed to increase the understanding and involvement of Christian and Jewish youth in Slovakia in multicultural issues by bringing them together to work on local historic preservation projects; Grant amount: \$11,000/SK 330,000; January 2, 1996 - December 31, 1996
44. The *Oblazy Foundation, Kvačany*, for a re-granting program designed to help in the development of rural areas in Slovakia, and to improve the position of NGOs in village life;

45. **Open People, Košice**, to follow up on the "street-work" training of 120 Roma to run as candidates in local elections. Through the project, Roma candidates were trained to meet their potential voters, prepare their election programs, identify the main issues of the local community, and inform voters about the election law, about the importance of citizen participation, and collaboration between Roma and Slovaks; Grant amount: SK 335,900; October 16, 1998 - January 31, 1999
46. The **People and Water Civic Association, Košice**, to work with local residents and governments in the Upper Torysa region on issues of sustainable development through a regranting project in the region, publication of a bi-monthly newsletter, and development of a proposal for an alternative production of electric power in the area; Grant amount: \$37,395/SK 1,121,850; April 1, 1996 - March 31, 1997
47. The **People and Water Civic Association, Košice**, to follow up on a project funded and implemented under the Civic Campaign '98. Its goal was to increase citizen awareness in the region about issues related to local elections. This project enabled the organization to publish two editions of the magazine "Blue Alternative" and to organize discussion fora with candidates for mayor in the region, and involve residents in local elections, Grant amount: SK 360,000; October 16, 1998 - January 31, 1999
48. The **Permanent Conference of the Civic Institute, Bratislava**, to continue the organization's analytical work in 16 major issue areas, address these issues in the national media, and contribute to a more informed public debate about key problems facing Slovakia, partly through a series of videotapes "Democracy Seminars at Home." Grant amount: \$36,667/SK 1,100,000; April 1, 1996 - December 31, 1997
49. The **Permanent Conference of the Civic Institute, Bratislava**, to broadcast a short daily interview every weekday in the period one month before local elections with the goal of increasing awareness about the coming local elections among Slovak citizens. Interviews were conducted with popular and well-known figures; Grant amount: SK 205,960; October 16, 1998 - January 31, 1999
50. The **Podhorie Civic Association, Timoradza**, to support the development of entrepreneurial activities through provision of consulting services, education, information, and training focused on creating favorable conditions for entrepreneurs; Grant amount: \$23,627/SK 710,190; August 7, 1996 - December 31, 1997
51. The **Podhorie Civic Association, Timoradza**, to work with voters and candidates for town council and mayor positions by: (a) organizing public meetings with voters on topics such as the tasks of the municipality and the technical process of the 1998 local elections; (b) publishing leaflets and information materials; (c) and providing training for candidates; October 16, 1998 - January 31, 1999
52. The **Return Civic Association** to expand its work on issues of abandoned children to Žilina and Košice; to continue its efforts to influence policy decision making on these issues through preparation of new legislation on adoption and foster care; and to prepare a seminar for Slovak judges on the issue of abandoned children; Grant amount: \$43,197/SK 1,295,920; April 1, 1996 - December 31, 1997
53. The **Sándor Márai Foundation** for a project to work with local mayors, doctors, priests, and others to track and register the impact on individuals and society in cases of ethnic tensions; Grant amount: \$23,333/SK 700,000; April 1, 1996 - December 31, 1997
54. The **Slatinka Association, Zvolen**, to identify environmental problems in Zvolen; to propose possible alternative solutions to these problems; and to initiate cooperation among the public, the municipal office, the state administration, several specialized governmental and non-

- governmental institutions, and entrepreneurs in implementing proposed solutions; Grant amount: \$11,306/SK 339,174; August 7, 1996 - December 31, 1997
55. The *Slovak Children's Hope, Nitra*, to launch three crisis telephone lines for abused children in Bratislava, Nitra, and Košice. Counseling was offered on suicide prevention, drug addiction, psychosocial dislocation, and child abuse; Grant amount: \$34,167/SK 1,025,000; January 2, 1996 - December 31, 1996
  56. *Slovak Children's Hope, Nitra*, to increase the knowledge of organization's staff in the field of financial management, and on finding and employing an external specialist for long-term cooperation; Grant amount: SK 30,000; November 1, 1998 - January 31, 1999
  57. The *Slovak Committee of the European Cultural Foundation* for a project involving students of the Economics University to analyze previous NGO fundraising efforts, improve fund-raising skills, and increase cooperation between the for-profit and non-profit sectors; Grant amount: \$25,000/SK 792,000; January 2, 1996 - December 31, 1996
  58. The *Slovak Helsinki Committee, Bratislava*, to offer legal advice to citizens whose basic human rights were violated. The majority of recipients were citizens who could not afford qualified legal advice, without which they were not capable of defending their rights; Grant amount: \$28,018/SK 840,546; October 20, 1996 - December 31, 1997
  59. *District Organization of the Slovak Union of Women, Vranov nad Topľou*, to inform citizens about local elections 1998 as well as long-term issues in the region of Vranov nad Topľou. Activities included seminars and discussion fora for members of the Union of Women in the district, the local Roma community, and senior citizens about the local elections in December 1998. After elections, voter turnout was evaluated and compared to that of towns where the Union was not active; Grant amount: SK 50,000; October 16, 1998 - January 31, 1999
  60. The *Society for Harmonious Life, Zaježová*, to work with local governments to develop economic conditions for waste disposal and for the involvement of citizens in the field of waste management in the region; Grant amount: \$26,273/SK 788,200; April 1, 1996 - December 31, 1997
  61. The *Society for Sustainable Life, Trenčín*, for a project focused on improving communication and information flows among village authorities, local businesspeople, and the citizenry in five communities in the White Carpathians region; Grant amount: \$32,867/SK 986,000; December 14, 1995 - January 31, 1997
  62. The *Socio Foundation* to establish a supervised housing facility for the mentally disabled to serve both as a model and as a training facility for other NGOs, students, parents, and staff from state social service agencies; Grant amount: \$19,466/SK 583,990; April 1, 1996 - December 31, 1997
  63. The *Sosna Civic Association, Košice*, to increase public understanding and involvement on water resources issues through work with local NGOs and school children through water monitoring of both sides of the Slovak-Hungarian border in the Hornád River basin; Grant amount: \$8,248/SK 247,450; April 1, 1996 - March 31, 1997
  64. The *St. Peter Fourier Association, Nové Mesto nad Váhom*, to work with local institutions and organizations, parents and children, and the media to spread information about the problem of substance dependency; Grant amount: \$10,000/SK 300,000; April 1, 1996 - March 31, 1997
  65. The *STOKA Association* to develop and produce a series of 23 events, discussions on politics, culture, and economics, for people representing the entire political spectrum, to ensure a dialogue among all parties; Grant amount: \$20,668/SK 620,050; January 2, 1996 - December 31, 1996
  66. The *Štúdio Zážitku Association* for development and extension of the Outward Bound program throughout Slovakia, to encourage citizens to take a more active, and constructive role in society;

67. The *"Theater from the Passageway" Association, Banská Bystrica*, to increase public understanding about integration of the mentally disabled into society; Grant amount: \$22,000/SK 660,000; March 5, 1997 - December 31, 1997
68. The *Union of Towns of the Slovak Republic* for training of mayors, municipal finance experts, and the citizenry on city finance issues, working with other NGO partners throughout Slovakia; Grant amount: \$19,327/SK 579,800; April 1, 1996 – November 30, 1996
69. The *Wolf Forest Protection Association, Tulčík*, to undertake programs to educate and actively involve citizens in their neighborhoods and in the decision-making process, with the aim of influencing draft legislation on forest-protection-related issues; Grant amount: \$33,247/SK 997,420; August 7, 1996 - December 31, 1997

## VOUCHER PROGRAM SUMMARY

Organization	Place	Type of Seminar - Organizer	Amount approved
Ideálna mládežnícka aktivita <i>Ideal Youth Activity</i>	Bratislava	Desktop Publishing: Page Maker, Corel Draw -- IBIS	3,000 SK
Karta mládeže Slovenska <i>Youth ID of Slovakia</i>	Bratislava	Salaries and Personnel Policy -- MRP, Brezno	984 SK
Klub Humanity a zdravia <i>Club of Humanity and Health</i>	Liptovský Mikuláš	Quality of Life by One's Own Endeavor - HZV, Turčianske Teplice	3,000 SK
Klub Humanity a zdravia pri II. ZŠ <i>Club of Humanity and Health by the 2nd Elementary School</i>	Piešťany	Quality of Life by One's Own Endeavor - HZV, Turčianske Teplice	3,000 SK
Klub Humanity a zdravia pri II. ZŠ <i>Club of Humanity and Health by the 2nd Elementary School</i>	Piešťany	Quality of Life by One's Own Endeavor - HZV, Turčianske Teplice	3,000 SK
Karta mládeže Slovenska <i>Youth ID of Slovakia</i>	Bratislava	MS Excel 5.0/7.0 -- IPEX IVT	2,250 SK
Klub humanity a zdravia pri MŠ Horné Rakovce <i>Club of Humanity and Health by nursery school at Horné Rakovce</i>	Turčianske Teplice	Quality of Life by One's Own Endeavor - HZV, Turčianske Teplice	3,000 SK
Klub humanity a zdravia pri MŠ Horné Rakovce <i>Club of Humanity and Health by nursery school at Horné Rakovce</i>	Turčianske Teplice	Quality of Life by One's Own Endeavor - HZV, Turčianske Teplice	3,000 SK
Klub humanity a zdravia pri MŠ Alternatívna v Sp. Novej Vsi <i>Club of Humanity and Health by Alternative nursery school at Sp. Nová Ves</i>	Sp. Nová Ves	Quality of Life by One's Own Endeavor - HZV, Turčianske Teplice	3,000 SK
Slovenský zväz ochrancov prírody <i>Slovak Union of Nature Protectors</i>	Považská Teplá	Quality of Life by One's Own Endeavor - HZV, Turčianske Teplice	3,000 SK
Spoločnosť Joga v dennom živote Martin <i>Joga in Daily Life Association, Martin</i>	Martin	Quality of Life by One's Own Endeavor - HZV, Turčianske Teplice	3,000 SK
HZV - Klub Humanity a zdravia - Žilina <i>Club of Humanity and Health in Žilina</i>	Žilina	Quality of Life by One's Own Endeavor - HZV, Turčianske Teplice	3,000 SK
HZV - Klub Humanity a zdravia - Žilina <i>Club of Humanity and Health in Žilina</i>	Žilina	Quality of Life by One's Own Endeavor - HZV, Turčianske Teplice	3,000 SK

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HZV - Klub humanity a zdravia pri Paľkovom centre <i>Club of Humanity and Health at Paľkovo Centrum</i>	Liptovský Mikuláš	Quality of Life by One's Own Endeavor - HZV, Turčianske Teplice	3,000 SK
HZV - Klub humanity a zdravia pri DD Trnava <i>Club of Humanity and Health at Children's Home in Trnava</i>	Trnava	Quality of Life by One's Own Endeavor - HZV, Turčianske Teplice	3,000 SK
Nadácia pre pomoc zdravotníctvu Horného Turca <i>The Foundation for the Support of the Healthcare of Horný Turiec</i>	Turčianske Teplice	Quality of Life by One's Own Endeavor - HZV, Turčianske Teplice	3,000 SK
Nadácia pre pomoc zdravotníctvu Horného Turca <i>The Foundation for the Support of the Healthcare of Horný Turiec</i>	Turčianske Teplice	Quality of Life by One's Own Endeavor - HZV, Turčianske Teplice	3,000 SK
Nadácia sv. Petra Fouriera <i>St. Peter Fourier Foundation</i>	Nové Mesto nad Váhom	Windows 95, MS Word 7.0 and MS Excel 7.0 course -- Basic Computer Denkova, N.Mesto / Váhom	2,200 SK
Nadácia sv. Petra Fouriera <i>St. Peter Fourier Foundation</i>	Nové Mesto nad Váhom	Windows 95, MS Word 7.0 and MS Excel 7.0 course -- Basic Computer Denkova, N.Mesto / Váhom	2,200 SK
Nadácia sv. Petra Fouriera <i>St. Peter Fourier Foundation</i>	Nové Mesto nad Váhom	Windows 95, MS Word 7.0 and MS Excel 7.0 course -- Basic Computer Denkova, N.Mesto / Váhom	2,200 SK
Stredisko environmentálnej výchovy EMYS - SZOPK <i>Environmental Education Center "EMYS" -- SZOPK</i>	Vrbové nad Váhom	Basic course of work with PC and PC office -- Akadémia vzdelávania, Komárno	1,680 SK
Nadácia Novohradská <i>Novohradská Foundation</i>	Bratislava	Effective Manager -- City University Bratislava	6,000 SK
Nadácia ekologickej výchovy DUB <i>Environmental Education Foundation DUB</i>	Dubnica nad Váhom	Simple and accrual accounting -- Consulting -- poradensko-vzdelávacie centrum, Pov. Bystrica	4,346 SK
Nadácia GEMMA <i>Gemma Foundation</i>	Rimavská Sobota	Public Relations for NGO -- ProPublicium, Ltd.	6,000 SK
Nadácia zdravé mesto Banská Bystrica <i>Healthy City Foundation Banská Bystrica</i>	Banská Bystrica	Course "Environmental Policy" at the City University Bratislava	6,000 SK
Nadácia ekologickej výchovy DUB <i>Environmental Education Foundation DUB</i>	Dubnica nad Váhom	Anti-stress techniques and preparation of a manager for the load -- Humanity and Health for everyone, Žilina	3,000 SK
Nadácia škola dokorán <i>"Open" School Foundation</i>	Žiar nad Hronom	Course "Environmental science" at the City University Bratislava	6,000 SK
Občianske združenie ROAD <i>Civic Association ROAD</i>	Bratislava	Introduction to fundraising / SAIA-SCTS Žilina	700 SK
Občianske združenie ROAD	Bratislava	Introduction to fundraising / SAIA-SCTS Žilina	700 SK

Nadácia Dom Rodiny a Žien <i>The House of Family and Women Foundation</i>	Košice	Anti-stress techniques and preparation of a manager for the load -- Humanity and Health for everyone, Žilina	3,000 SK
Nadácia "Škola 2001" <i>"School 2001" Foundation</i>	Bratislava	Anti-stress techniques and preparation of a manager for the load -- Humanity and Health for everyone, Žilina	3,000 SK
Nadácia "Škola 2001" <i>"School 2001" Foundation</i>	Bratislava	Anti-stress techniques and preparation of a manager for the load -- Humanity and Health for everyone, Žilina	3,000 SK
Nezábudka -- združenie na pomoc rodinám so zdravotne postihnutými deťmi	Tureň	"Work with a Computer" -- Akadémia vzdelávania, Bratislava	2,600 SK
Nezábudka -- Association for Assistance to Families with Disabled Children	Tureň	"Work with a Computer" -- Akadémia vzdelávania, Bratislava	2,600 SK
Za matku zem <i>For Mother Earth</i>	Bratislava	Environmental Politics in International Circumstances -- City University Bratislava	6,000 SK
Slovenský zväz ochrancov prírody a krajiny <i>Slovak Union of Nature and Landscape Protectors</i>	Rožňava	Environmental Politics in International Circumstances -- City University Bratislava	6,000 SK
Ipeľská únia -- Ochránárske a kultúrne združenie Poipľa <i>Conservationist and Cultural Association of Ipeľ Region</i>	Šahy	Environmental Course at City University Bratislava	6,000 SK
Únia nevidiacich a slabozrakých Slovenska <i>Slovak union of Blind and Visually Impaired</i>	Bratislava applicant from B.Bystrica	Training for the leaders of the Banská Bystrica Region -- ANNWIN	750 SK
Klub humanity a zdravia pre všetkých pri ZŠ Majernikova <i>Club of Humanity and Health at Elementary School Majernikova</i>	Bratislava	Anti-stress Techniques and Preparation of a Manager for Higher Performance	3,400 SK
OZ Pomoc všetkým <i>Help to Everyone Civic Association</i>	Spišská Nová Ves	Anti-stress Techniques and Preparation of a Manager for Higher Performance	4,000 SK
Združenie Slatinka <i>Slatinka Civic Association</i>	Zvolen	Training for leaders of Banská Bystrica Region -- ANNWIN	753 SK
Združenie abstinentov Slovenska <i>Slovak Association of Abstinent</i>	Rohožník	Work with PC: MS Windows and MS Word -- EDON s.r.o.	5,502 SK
Združenie abstinentov Slovenska <i>Slovak Association of Abstinent</i>	Rohožník	Work with PC: MS Windows and MS Word -- EDON s.r.o.	5,502 SK
Základná organizácia vnútorne postihnutých detí	Trnava	Grant proposal Writing -- SAIA-SCTS	700 SK
Strom života	Bratislava - Čierny Balog	Training series "Development of Human Potential" -- ANNWIN	2,350 SK
Baťa Junior Achievement	Bratislava	"Stále lepšie...", PR Training, APRSR	3,400 SK
Betlehem-Nadácia na podporu duševného zdravia	Liptovský Mikuláš		850 SK

Spoločnosť pre trvalo udržateľný život Biele Karpaty	Trenčín	Alternative agricultural and rural tourism, Teledom, Cross Border Cooperation	600 SK
Spoločnosť pre trvalo udržateľný život Biele Karpaty	Trenčín	Alternative agricultural and rural tourism, Teledom, Cross Border Cooperation	600 SK
Vzdelávacia nadácia Jana Husa	Bratislava	Effective Management	6,000 SK
Asociácia zdravých miest Slovenska	Košice	Software training MAP Info 4.0	6,000 SK
Poradenské stredisko pre slovenské podniky a banky	Bratislava		6,000 SK
Lesochranárske zoskupenie Vlk	Tulčík	Basic accounting, salaries, and personal	3,931 SK
Baťa Junior Achievement	Bratislava	Ethics, protocol, and negotiating skills	1,490 SK
ZPMP Bardejov	Bardejovská Nová Ves	Accounting and PC training	6,000 SK
Zelená linka	Púchov	Leadership skills	600 SK
Zelená linka	Púchov	Leadership skills	600 SK
Vydra - Vidiecka rozvojová aktivita	Čierny Balog	Development of entrepreneurial skills for NGOs	1,000 SK
Združenie sv. Petra Fouriera	Nové Mesto nad Váhom	Microsoft Word 97	1,500 SK
Združenie sv. Petra Fouriera	Nové Mesto nad Váhom	Microsoft Word 97	1,500 SK
Združenie sv. Petra Fouriera	Nové Mesto nad Váhom	Microsoft Word 97	1,500 SK
Združenie sv. Petra Fouriera	Nové Mesto nad Váhom	Microsoft Word 97	1,500 SK
Total distributed amount: SK187,488 (\$5,208 @ SK36/\$)			
Number of approved applications: 62			
Number of submitted applications: 105			

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<b>MENTOR PROGRAM SUMMARY</b>				
<b>Organization</b>	<b>Seat of NGO</b>	<b>Type of Technical Assistance</b>	<b>Period of work</b>	<b>Amount approved</b>
Zväz telesne postihnutej mládeže <i>Association of Physically Handicapped Youth</i>	Bratislava	Legal assistance, consultation, tax advice	1.3. - 17.3. 1996	12,000 SK
Nadácia Bezovec <i>Bezovec Foundation</i>	Modrová	Developing a development strategy for villages in the region, consultation on managing the Foundation	1.3. - 30.4. 1996	14,500 SK
ZO SZOPK "Ľudia a Voda" <i>The People and Water Association</i>	Košice	Legal assistance in starting and registration of the NGO association KAMO	1.3. - 30.4. 1996	10,000 SK
Slovenská riečna sieť <i>Slovak River Network</i>	Bratislava	Assistance in planning and carrying out campaign in Tichý Potok and Slatinka	1.3. - 30.4. 1996	14,500 SK
Demokratická únia žien Slovenska, OV Trnava <i>Democratic Union of Women in Slovakia, Trnava district office</i>	Trnava	Accounting and administrative assistance in connection with the Minikroje Project	15.3. - 15.5. 1996	12,000 SK
ROMENKA - Výchovné a vzdelávacie aktivity pre rómske deti a mládež <i>Educational Activities for Romany Children and Youth</i>	Zvolen	Assistance in preparing educational programs in 1996, administrative and technical assistance in starting the activities of the foundation	1.5. - 30.6. 1996	5,000 SK
Demokratická únia žien Slovenska <i>Democratic Union of Women</i>	Bratislava	Technical assistance in preparing tax report for 1995, instruction for the organization's employees how to prepare tax reports in the future	March 1996	10,000 SK
Demokratická únia žien Slovenska <i>Democratic Union of Women</i>	Bratislava	Technical assistance in preparing the 1995 Annual Report, instruction for the organization's employees how to prepare Annual Reports in the future	15.3. - 30.4. 1996	8,000 SK
Nadácia Sosna <i>Sosna Foundation</i>	Košice	Technical assistance to prepare the press conference and introduction of KAMO; assistance in other public relations and media relations activities; assistance in promotion of the international water monitoring project	10.4. - 31.5. 1996	10,000 SK
Nadácia Alexandra Dubčeka <i>Foundation of Alexander Dubček</i>	Bratislava	Technical assistance in preparing the statutes of the Alexander Dubček Scholarship Program and Award Program Technical Assistance in preparing basic materials, contracts	1.5. - 30.6. 1996	14,500 SK
Nadácia Alexandra Dubčeka <i>Foundation of Alexander Dubček</i>	Bratislava	English translation of basic materials, statutes, and technical assistance in correspondence in	1.5. - 30.6. 1996	14,500 SK

Únia slovenských televíznych tvorcov <i>Union of Slovak Television Producers</i>	Bratislava	Technical Assistance in preparing and conducting Seminars and consultation with the media	12.5. - 18.5. 1996	12,554 SK
ANNWIN - Centrum na podporu a rozvoj ľudského potenciálu <i>Center for Support and Development of Human Potential</i>	Banská Bystrica	Technical assistance and consultations in the field of management, fundraising, facilitation of groups focused on democracy development and solving regional problems	20.5. - 14.6. 1996	14,500 SK
Nadácia TU SME <i>Foundation WE ARE HERE</i>	Bratislava	Teaching of the work with PC in Windows environment	20.5. - 22.5. 1996	1,500 SK
Nadácia TU SME <i>Foundation WE ARE HERE</i>	Bratislava	Teaching of work with Microsoft Word 6.0	23.5. - 29.5. 1996	3,000 SK
Slovensko-švajčiarsky inštitút pre ďalšie vzdelávanie v CR <i>Slovak-Swiss Institute for Further Education in Tourism</i>	Banská Bystrica	Assistance with the accounting of the organization	15.7. - 15.9. 1996	14,500 SK
Nadácia mladých IFO <i>Youth Foundation IFO</i>	Bratislava	Preparation of the program of fund-raising activities development and of work with volunteers development program -- prepare for the PHARE and Democracy Network program	1.7. - 30.8. 1996	14,500 SK
Nadácia za Horné Pontrie <i>Foundation for Upper Nitra region</i>	Prievidza	Legal advisor -- attorney-at-law in the affair of Dobrá VÍla Club in Bojnice.	1.7. - 30.8. 1996	14,500 SK
Rada mládeže Slovenska <i>Youth Council of Slovakia</i>	Bratislava	To train a new employee in work of NGO, accounting and all office skills	21.7. - 21.9. 1996	6,180 SK
Sloboda zvierat <i>Freedom of Animals</i>	Bratislava	The leading of the training seminar on how to establish and lead an NGO and campaigns	1.9. - 7.9. 1996	14,500 SK
Detská agentúra mladých <i>Children youth agency</i>	Bratislava	Preparation of a marketing study for the agency, preparation of strategy of agency expansion into regions all over Slovakia, advising of new partners for NGO activities development	1.9. - 31.10. 1996	14,500 SK
Asociácia pre prevenciu drogových závislostí <i>Association for prevention of drug addiction</i>	Nové Zámky		15.10. - 30.11.1996	6,000 SK
Asociácia pre prevenciu drogových závislostí <i>Association for prevention of drug addiction</i>	Nové Zámky		15.10. - 30.11.1996	8,500 SK
Spoločnosť priateľov detí z detských domovov -- Úsmev ako dar <i>Society of Friends of Children from Children's Homes Smile as a present</i>	Bratislava	To provide top management of the organization with a specialist training, organizational development advising, preparation of NGO strategic plan	15.10. - 15.12. 1996	14,000 SK

Slovenský zväz sluchovo postihnutých <i>Slovak Union of Hearing disabled</i>	Bratislava	Preparation of establishment of fund-raising worker of NGO, preparation of a study for support of marketing, promotion development	1.11. - 31.12 1996	14,500 SK
Spoločenstvo detských klubov zdravotne postihnutých detí a mládeže Slovenska <i>Society of Children's Clubs of Physically Disabled Children and Youth of Slovakia</i>	Košice	Expert training in area of organizational and especially economic development for 8 NGO representatives in accounting, management and fundraising	1.12. 1996 -- 30.1. 1997	14,400 SK
Republikové centrum Zväzu telesne postihnutej mládeže <i>Center of the Association of Physically Disabled Youth</i>	Bratislava	Training in fundraising and public relations for the NGO representatives in Eastern Slovakia -- Prešov	14.12.1996 -- 14.1.1997	8,000 SK
ROAD Civic Association	Bratislava	Accounting of the NGO	27.1 - 28.2.1997	6,000 SK
Slovenská nádej dieťaťa <i>Slovak Hope of a Child</i>	Bratislava	Assistance with development of the fundraising, NGO management, financial and strategic plan, volunteer recruitment through ongoing assistance and two one-day seminars for NGO board, management and volunteers	1.2 - 31.3.1997	14,000 SK
Občianske združenie Podhorie <i>Podhorie Civic Association</i>	Timoradza	Development of the social management of NGO for development of social and humanitarian care, establishment of structure of professional and volunteer social workers within NGO, establishment of the Center of social care Podhorie and Agency for Home Care Services	1.2 - 31.3.1997	14,500 SK
Združenie dospelých mládeže <i>Association of Young Adults</i>	Košice	Legislative assistance at adjustment of the NGO statute and at definition of the NGO ownership relationships	1.2. - 31.1.1997	14,500 SK
Regionálne poradenské a informačné centrum <i>Regional Advisory and Information Center</i>	Komárno	Training of the staff in the basics of managing a micro-loan fund	April 1997 (three days)	14,000 SK
Ideálna mládežnícka aktivita <i>Ideal Young Activity</i>	Bratislava	Legal advisor preparing and evaluating the responsibilities of volunteers working with children	February - March 1997	14,500 SK
Tyr Centrum	Nižňany	To create methodological and promotion material for org.-how to work with handicapped young people, media presentation of the program	June 1997	14,500 SK
Nadácia na podporu a rozvoj regiónov	Prešov	To process and establish evidence of all accounting receipts	May 97-June 1997	12,000 SK

Humanita a zdravie pre všetkých	Žilina	To improve the stability of the org. in PR area	26.5.1997-10.7.1997	14,500 SK
Strom života	Bratislava	External consulting of the organizations' strategic plan development	June - July 1997	14,500 SK
Verejnoprospešný fond/ A-projekt	Liptovský Hrádok	Build a network of 25 trainers in rural programs	5.7. - 20.7.1997	14,500 SK
Lesoochránárske zoskupenie VLK	Tulčík	To provide complete legal service in forest purchase case	June - July 1997	14,500 SK
Stúdio zážitku	Bratislava	To train 15 instructors of the organization on safety procedures for activities in caves and on first aid techniques	31.8. - 7.9.1997	9,000 SK
Zväz telesne postihnutej mládeže	Bratislava	To provide training and consultation on the use of Microsoft Windows and the Internet to the staff	December 1997 - January 1998	12,000 SK
Lesoochránárske zoskupenie VLK	Tulčík	To provide complete service in the accounting system of the organization, contracts of employment, agreements, and the tax returns	December 1997 - January 1998	14,500 SK
Občianske združenie SOSNA	Košice	To identify needs, weaknesses, and strengths of the organization's work with the media	December 1997 - January 1998	14,500 SK
ETP Slovensko	Bratislava		February 1998	14,500 SK
Asociácia zdravých miest Slovenska			February 1998	14,500 SK
Komunitná nadácia - Zdravé mesto Banská Bystrica	Banská Bystrica	To analyze conditions and identify opportunities for local fundraising as well as to prepare support materials	July 1998 - August 1998	14,500 SK
Lesoochránárske zoskupenie VLK	Tulčík	To provide training to organization's staff on how to prepare publication materials using modern software	10.8.1998-31.8.1998	14,400 SK
A-projekt n.o.	Liptovský Hrádok	To train one member of the staff on the use of specialized graphic software, and other staff on the use of the Internet and Microsoft Office 97 software package	19.11. - 31.12.1998	14,400 SK
Spolok Spišských Rómov	Kežmarok	To help start up a self-financing facility - sowing workshop - to train socially disadvantaged and long-term unemployed group of Roma	18.11. - 15.12.1998	14,500 SK
Total distributed amount: SK599,434 (\$16,651 @ SK36/\$)				
Number of approved applications: 49				
Number of submitted applications: 64				