

FOUNDATION IN SUPPORT OF LOCAL DEMOCRACY

1999 Annual Report

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1. WHAT IS THE FSLD?

The Foundation in Support of Local Democracy was established in September of 1989 to support the process of reconstruction of local government in Poland, as a basic form of democracy. The Foundation quickly grew to become a network organisation, currently made up of seventeen regional training centres located in the capitals of regions throughout Poland, as well as four higher education schools of public administration.

Authorities of the Foundation

Council of Founders

Professor Jerzy Regulski – President of the FSLD
Jerzy Stępień – Vice-resident
Iwo Byczewski
Aleksander Paszyński
Czesława Rudzka-Lorentz
Professor Jacek Woźniakowski

Board of Supervisors

Professor Jerzy Regulski – Chairman
Iwo Byczewski – President, ALCATEL Polska S.A.
Zbigniew Niemczycki – President, CURTIS INVESTMENTS S.A.
Zbigniew Wojciech Okoński – Vice-president of the Board, PROKOM INVESTMENTS S.A.
Aleksander Paszyński – President, UNIBUD
Ewa Pytasz – President of the Council of RTC Directors

Executive Board

Witold Monkiewicz – President of the Executive Board
Irena Peszko – Vice-president of the Executive Board
Grzegorz Nowakowski – Member of the Executive Board

The Council of Regional Training Centres Directors and Rectors of the schools of public administration established by the Foundation, acts as an advisory body to the above entities.

Mission and forms of activity

The principal statutory goals of the Foundation are:

- Technical support for local governments (gminas)
- Supporting the emergence of further tiers of self-government (regions and poviats)
- Supporting public-private partnership
- Supporting the development of civic society, particularly the movement of non-governmental organisations and any forms of cooperation between these organisations, civic groups and local governments
- Supporting the development of local self-government in other countries of Central and Eastern Europe through the dissemination of Polish experiences.

The FSLD implements its mission primarily through training and educational programmes addressed to local government officers, councillors, representatives of local communities, NGO's and business. The Foundation also provides consulting services in the majority of areas of local management, grants, information services, publications and Internet services. During the ten years of its activity, the Foundation has trained more than 350,000 people. Thanks to the professionalism of its services, their accessibility to clients nation-wide and a well prepared staff of trainers and experts, the Foundation has for the last few years been number one on the list of local government training organisations

Local government is not the only partner of the Foundation in the implementation of its mission. The Foundation is also striving to be active on the field of civic society and addresses many of its programmes to NGO's, teachers and students. An important area of the FSLD's activity is also supporting European integration and providing technical assistance to local governments in other countries of Central and Eastern Europe and the Balkans.

The FSLD's input in the construction of civic society and the dissemination of the ideals of self-governance and democracy won the recognition of UN HABITAT, who awarded the Foundation – as the only European organisation in 1995 – with the Habitat Scroll of Honor.

In its activities in furtherance of democracy and self-governance, the Foundation follows several principles:

Non-partisan orientation – The Foundation is striving to work with all local governments and organisations, regardless of their political profile.

Independence – While using funding from different organisations and agencies, both Polish and international, the Foundation remains independent of any external pressures and autonomous in the implementation of its mission and programmes.

Non-commercial orientation – While the Foundation charges fees for the majority of its services, it is a not-for-profit organisation. The level of fees is fixed at the recovery rate and only in situations when costs cannot be covered by a sponsor.

Subsidiarity – Through the implementation of its statutory objectives, the Foundation is not attempting to replace local governments and other democratic institutions in their own tasks. The Foundation aims to strengthen their potential and to inspire them to action.

Transparency- As a public utility organisation, which uses public assistance funds, the Foundation is open to all external control. The Foundation is systematically audited by the representatives of its principal sponsors and Polish financial inspection institutions, and produces an annual report on its activities.

The following sponsors assisted us in the implementation of our activities in 1999:

Embassy of the United States

Embassy of Switzerland

Social Information Centre

Charles Stewart Mott Foundation

Central Office of Teacher Training

Development Alternatives Inc. (DAI)

Foundation of Social and Economic Initiatives

L. Kronenberg Banking Foundation

BORIS Foundation

Ford Foundation

Cooperation Fund

Stefan Batory Foundation

Foundation in Support of Rural Areas

German Marshall Fund

VEW Concern

Local Government Partnership Programme

Local Government and Public Reform Initiative

Phare TACIS

Polish Foundation for Children and Youth

Polish Foundation of Market Transformations “Know-How”

SALA/BITS, Sweden

WOKiSS Association

United States Agency for International Development (USAID)

European Union – Phare

City Office of Kielce

City Office of Tarnów

City Office of Wrocław

Westminster Foundation for Democracy

Union of Civic Advice Bureaux Associations

Thank you.

2. ACTIVITY

Education – FSLD Schools

The restitution of local self-government in Poland created a considerable demand for knowledge in this field. At the same time, effective local government requires professional municipal staff. In the early 90's, the FSLD created four post-secondary schools of local government and administration (Białystok, Łódź, Kielce, Szczecin). They were later transformed into higher education Schools of Public Administration, which after a three-year course of studies offer the degree of bachelor of public administration.

The year 1999 saw the continuation of activity of the Szczecin and Łódź Schools of Public Administration (established in 1995) and the Białystok School of Public Administration (established in 1996). It was also the first year of activity of the School of Public Administration in Kielce.

The total number of students currently attending the FSLD's schools is **3,916**.

School	Full-time students	Part-time students	Evening scheme students	Total	Post-diploma students
SPA Białystok	550	989	71	1610	150
SPA Łódź	268	237		505	45
SPA Szczecin	428	1077		1505	
SPA Kielce	25	76		101	
Total	1271	2379	71	3721	195

The School of Public Administration in Białystok offers three-year professional studies, post-diploma studies and special courses.

The school maintains numerous international contacts and cooperates with schools of public administration in Kehl and Berlin (Germany), Newcastle Business School, University of Birmingham (UK), National Institute of Administration in Oeiras (Portugal) and the Ukrainian Academy of Public Administration in Lviv.

As member of the Network of Institutes of Schools of Public Administration in Central and Eastern Europe (NISPAcee), the school cooperates with more than 20 foreign institutes, including: the Ukrainian Academy of Public Administration in Lviv, Ukrainian Academy of Public Administration in Kharkiv (Ukraine), Economic Department of the University of Makhiliv (Belarus), Newcastle Business School (UK), Fachhochschule vor Verwaltung in Berlin, Fachhochschule vor Verwaltung in Kehl (Germany), Manitoba University (Canada), Institute of Public Management and Community Service, Florida International (USA).

In September 1999, the school opened enrolment for two post-diploma courses for the managers of public schooling and managers and administrators of public health (organised in cooperation with the Białystok School of Business). Eighty students were accepted. In total, 150 students attend the post-diploma courses offered by the school.

In June 1999, a group of students of the third year of the Białystok school came up with the idea to create the Centre for Administrative Information - Scientific Society. It is a student organisation in furtherance of intellectual development of its members. The Society runs educational activities within the school and organises lectures and seminars open to the local communities.

The Łódź School of Public Administration is a member of four international organisations of institutes training future staff of different levels of public administration: the Network of Schools of Public Administration in America (NASPAA), its European homologue – NISPAcee, the European Network of Training Organisations (ENTO) and the Administration Education Association.

In October 1999, the Łódź school opened the Post-Diploma Studies for Public Administration Staff. Forty-five public officials attend this scheme.

In June 1998, the school signed an accreditation agreement with the University of Łódź. This enabled the graduates of the school to continue their studies and obtain the master's degree at the University of Łódź with the exemption from the enrolment procedure.

The Szczecin School of Public Administration, member of NISPAcee, offers bachelor degrees, both in full-time and part-time schemes, in four specialities: public administration, economic administration, fiscal administration and tax administration. The school cooperates with numerous institutes and organisations from Germany, Denmark, the US, the UK, Sweden, France, Holland and Poland, including: Rutgers University, Development Alternatives Inc. (USA), Maria Skłodowska-Curie University (Lublin), Małopolska School of Public Administration, Strathclyde University (UK), Copenhagen Business School (Denmark), Institute of Utilitarian Art (Szczecin), School of Business of the National Louis University (Nowy Sącz) and the Warsaw School of Business.

Joint efforts of the Szczecin school and the University of Szczecin have enabled the graduates of the school to continue their education and obtain the master's degree at the Department of Law and Administration of the University of Szczecin and the Institute of Politology.

The Kielce Post-secondary School of Local Government and Administration, operating since October 1990 terminated its activity as of 30 August 1999. The school managed to become a prestigious educational institution, recognised within the region and nation-wide. Between 1990 and 1999, 376 students graduated from the school and went on to continue their education in higher education institutions or took up employment in line with their qualifications.

In May of 1999 the Minister of Education issued a decision which enabled the FSLD Executive Board to appoint the **School of Public Administration in Kielce**. The school was inaugurated by Józef Płoskonka, Deputy Minister of Internal Affairs and Administration, Professor Jerzy Regulski, President of the FSLD and Jerzy Stępień, Vice-president of the FSLD, as well as the regional and city authorities.

The Kielce School of Public Administration offers three-year bachelor courses in the field of public administration, both in full-time and part-time schemes. The school participates in a number of networks and associations of schools of public administration, including the European Network of Training Organisations (ENTO) of the Council of Europe in Strasbourg and the Network of Institutes of Public Administration in Central and Eastern Europe (NISPACEE) in Bratislava.

All FSLD schools undertook joint projects and cooperation as members of the FSLD schools network in 1999.

Training

The main area of activity of the Regional Training Centres of the FSLD in 1999 was delivering training and improving professional qualifications of local government officers. In connection with the reform of public administration, the Foundation was also involved in training the officers of the regional and poviát (sub-regional) level of self-government.

The training activity usually consists in one- to three-day courses, seminars or conferences. In 1999, the FSLD training centres delivered training on more than 100 topics, falling into the following categories:

- Reform of public administration
- Local government law
- Management of the gmina and poviát
- Organisation of work in the municipal office
- Strategic planning and development
- Public procurement
- Local finance
- Personal data protection
- Gmina as an economic entity
- Municipal services
- Land management
- Environmental protection
- Take-over of new tasks in public administration
- Safety at work
- Real property management
- Elections law

- EU accession
- Education and schooling
- Health care
- Social services

Additionally, the regional centres organised numerous training events in response to concrete requests from gminas, in their offices. They also managed various specialist programmes addressed to powiat and gmina authorities, local communities, local media and non-governmental organisations. The centres organised training events, courses, seminars, conferences and workshops. They also provided consulting services and technical assistance for local governments and administration, and carried out research and analyses. The FSLD training staff improved their skills through the participation in internships in Polish and foreign administrations. The regional centres were also involved in lobbying for civic society building and the development of entrepreneurship.

Apart from the every-day training activity, the regional centres of the Foundation also organise **training events directly related with the programmes they implement.**

The **FSLD centre in Białystok** has, since October 1999, been involved in the project: **Supporting Public Administration Reform – Training for Poviats**. The project is part of the British Know-How Fund's Local Government Assistance Programme. The main objective of the project is to improve the efficiency of operation of the powiat offices. The Białystok centre is implementing two training series: "Public procurement – rational and ethical procedures" and "Powiat's competencies and tasks in social services with special emphasis on the cooperation with NGO's"

The **Walerian Pańko Local Government Centre in Katowice**, in cooperation with the US Embassy, organised two training events: four-day workshops for the employees of social services and a three-day workshop for city police officers.

As part of cooperation of the FSLD in Kraków and the central government administration, the **Małopolska Institute of Local Government and Administration (MISTiA)** signed an agreement with the Department of Health and Social Services of the Małopolska Voivode Office. The agreement is for the delivery of a training series for the employees of social services, as part of the ALSO/POMOST programme. Nineteen four-day training courses were held, with the participation of 165 people.

As of May 21, 1999, the FSLD concluded its largest and longest ever program: **Municipal Development and Training in Poland – Phase II**, financed by the European Union - Phare. The second phase of the programme had been implemented since 1996 and was a continuation of phase one. The first quarter of 1999 saw the completion of all projects under the programme. It was a period of technical and financial reporting for the Programme Management Unit. The FSLD published a report on all activities carried out under the programme.

The table below illustrates the number of training events and participants in the individual regional centres of the FSLD.

REGIONAL CENTRE	NUMBER OF TRAINING EVENTS	NUMBER OF PARTICIPANTS
Białystok	71	2010
Bydgoszcz	80	2371
Jelenia Góra	61	1949
Katowice	159	4111
Kielce	142	3054
Kraków	225	4171
Lublin	113	2428
Łódź	23	319
Olsztyn	159	3503
Opole	148	4354
Poznań	718	16135
Rzeszów	173	3899
Sopot	139	2700
Szczecin	208	4729
Warsaw	91	2000
Wrocław	98	2189
Zielona Góra	56	1598
TOTAL	2664	61 520

The total number of participants of the training events, courses and seminars organised by the FSLD in 1999 amounted to nearly **65,000**. The total number of participants of all training events organised by the FSLD in its more than ten-year activity exceeds **350,000**.

Conferences and seminars

In 1999, the FSLD regional training centres and schools organised 27 conferences and seminars at the international, national and regional level. The list of all conferences is included in Appendix 1.

Clubs and forums

The FSLD regional centres are the initiators and animators of professional clubs and forums of municipal and powiat officers. The meetings of the forums are a unique opportunity for the officers to exchange experiences and improve their skills. The forums also organise training events for their members, and discussions of the latest legislation and government regulations. The forum meetings often host members of parliament, representatives of central government institutions and control and inspection bodies.

The largest number of regional forums has been established **for municipal secretaries**. They are operating at the FSLD centres in Białystok, Bydgoszcz, Jelenia Góra, Kielce, Kraków, Lublin, Łódź (School), Poznań, Olsztyn, Sopot, Szczecin, Warsaw and Wrocław. Forums of **municipal treasurers** are active at the regional centres in Kielce, Kraków, Poznań, Rzeszów, Szczecin and Warsaw.

Powiat secretaries and treasurers are also members of the majority of the above forums.

Additionally, the following forums are in operation at the FSLD regional centres:

- Environmental Forum of Local Government (Kraków)
- Municipal Forum of Land Management (Kraków)
- Małopolska Forum of Culture (Kraków)
- Mayors' Club (Białystok)
- Chairmen of the Council Club (Poznań)
- Chairmen of Municipal Boards Club (Poznań)
- Rabka Development Club (Kraków)
- Forum of Social Services (Kraków)
- Forum of Local Government Schooling (Kraków)
- Polish-American Enterprise Club (Kraków)
- Forum of Powiat Secretaries (Poznań)
- Forum of Powiat Treasurers (Poznań)
- Forum of Emergency Management Coordinators (Kraków)
- Forum of Powiat Presidents (Poznań)
- Club of Gmina and City Council Chairmen (Białystok)

At the end of 1999, the **Silesia Club in Support of Entrepreneurship** in Sosnowiec was established. It is a branch of the Polish-American Enterprise Club, operating at MISTiA (Kraków). Also the **Forum of Małopolska Mayors** started its activity in 1999.

The **total number of clubs and forums** operating at the FSLD regional centres is **36**.

Consulting

Unique and individual needs of gminas are met through consulting services. Their scope depends on the clients' expectations and their form varies from telephone information through to representing gminas in public procurement procedures. Thanks to its cooperation with nearly 500 experts throughout the country, the FSLD is prepared to offer advice and technical assistance in the majority of areas of local government, as well as NGO's and small and medium-size enterprises.

Consulting offered by the FSLD is connected with legal and financial issues and consists in developing expertise, legal opinions, and carrying out research and analysis suited to the individual needs of specific city and gmina offices.

Apart from these standard consulting services, several regional centres developed or continued the delivery of other forms of technical assistance for local governments.

The **regional centre in Wrocław** continued its specialist assistance to local governments in strategic planning of local development. The teams of consultants carried out analysis and diagnosis, delivered information workshops for the representatives of local communities, performed research and polls, delivered short and long term economic prognoses, etc. In 1999, the Wrocław experts commenced work on the local development strategies for Sobótka and Złotoryja. They also embarked on the process of updating the strategy of development of the City and Gmina of Trzebnica and a pilot implementation of a strategic programme there.

The **Wielkopolska Centre for Local Government Training** implemented several consulting projects, including legal and IT advice and a program of promotion of gminas and poviats, functioning under the Centre of Local Government Information (CIS). The legal experts of the centre developed 176 individual and 45 generic legal opinions and expertise (which were distributed to all gminas of Wielkopolska) and provided more than 3,500 pieces of advice.

The **Małopolska Institute of Local Government and Administration (MISTiA)** also delivered various types of consulting services. Their scope was diverse, and dependent on the needs of the individual clients. Consulting was one of the principal elements of the work of each of the forums operating at MISTiA. The Institute also prepared legal advice and expertise and provided technical assistance as part of different projects in local governments. More information on these activities is included in the “Local Economic Development” section of this report.

In 1999 the **FSLD Central Office** in Warsaw received a grant from the Local Government Partnership Programme dedicated to public participation in local government. The grant was to finance consulting services in two gminas: Gorzów Wielkopolski (lubuskie region) and Sośno (pomorskie region). The goal of the projects was to increase public participation in local decision making. The consultants’ task was to help the gminas develop programmes of improvements in this field.

The programmes started in April 1999 with a public opinion poll in each of the gminas. On the basis of the results, the consultants in cooperation with the local authorities developed detailed lists of improvements, which could lead to greater public involvement. Later the consultants were actively involved in the implementation of these recommendations. The outcomes of the projects were assessed through repeated public opinion polls at the end of the projects, in October 1999.

Support for the state system reform

In 1999, the FSLD was actively involved in the preparation of officers and councillors for work in the newly established levels of self-government: poviats and regions. These works took different forms, including training of trainers, training of officials and councillors and close

cooperation with **the Council for State System Reform** (the FSLD published regular bulletins of the Council). The Foundation, in cooperation with the Association of Polish Poviats, prepared and published six issues of the **“Poviat Republic”** (Rzeczpospolita Powiatowa) newsletter, which was sent to all poviats as well as institutions and individuals dealing with local government issues.

The FSLD organised a nation-wide conference in Warsaw, entitled: **“Local Government vis-à-vis the Reform of the Schooling System”**. Two hundred and twenty people from all over the country attended the conference. Among the issues discussed were: reform of the curriculum and the structure of the educational system, as well as problems connected with the establishment of a new school network as a result of the creation of middle schools.

Five other conferences were organised as part of the **Support and Monitoring of Local Government Reform in Poland** project:

- “Poviat Self-government – the Starting Point”
- “Poviat Finance”
- “Health Care in Poviats”
- “Poviat Management”
- “Emergency Management in Poviats”

Also the regional centres of the Foundation organised several conferences connected with the state system reform, including:

- “Powers, Tasks and Financial Resources of Local Government Units”
- “The 2000 Budget for Poviats”
- “Local Government Units’ 2000 Budget”
- “Water Management Related Tasks of the Poviats”

The Foundation devoted a lot of time and resources to the preparation of a bid for the tender announced by the Cooperation Fund for the training of poviat officers and councillors. The FSLD was part of a specially appointed Local Government Training Consortium, including 10 leading Polish organisations and schools working in the field of local government. The goal of the 10-year programme was to organise and deliver a series of training for 7,200 representatives of local governments and NGO’s.

Computerization of municipal offices

Several of the FSLD centres were engaged in activities connected with information technologies in local governments.

The largest programme of computerisation of gminas was that implemented by the **Wielkopolska Centre for Local Government Training** (WOKST) since 1991, which in 1999 was addressed to 143 gminas of the Wielkopolska region. The centre’s task was to define the IT needs of each gmina, develop an individual IT model for that gmina, assist the authorities in the selection of

adequate hardware and software, provide help in the implementation of the tools and *ad hoc* technical assistance, and represent gminas in negotiations with the central government administration.

In implementing these tasks, the IT specialists of the Wielkopolska centre paid 913 visits in gminas and trained 1,660 people in the use of the equipment and the software. The centre also provided 2,419 pieces of advice during the shifts of IT specialists in WOKST.

1999 was another year of operation of the Poznań **Local Government Information Centre (CIS)**. The goal of the programme is to provide the poviats and gminas of Wielkopolska with access to network resources and services and to create telecommunications infrastructure enabling computer transfer of data between gminas and other entities from their environment.

The main activities of CIS include: creation and providing access to databases of interest for local government, coordination of the construction of teleinformatic infrastructure for the needs of local governments and the actual provision of access to network resources.

MISTiA continued the operation of its **Internet Education Centre**, created thanks to financial aid from the Stefan Batory Foundation. The centre organised training for local government officers and representatives of NGO's

The **Warsaw Centre for Local Democracy** is a distributor of unique computer software dedicated to public procurement procedures, developed by TELESOFT.

Local economic development

The Foundation in Support of Local Democracy is actively involved in the efforts of local governments for local economic development. Among the FSLD centres most active in this field in 1999 were those in Kraków and Wrocław.

In late autumn of 1999, the regional centre in **Wrocław** embarked on the work on **local development strategies for Złotoryja and Sobótka** and on updating the strategy of **Trzebnica**. All activities have had a positive impact on the attitudes of the local communities in question towards the issues of local economic development. For example, in Złotoryja, the consultants managed to cover the largest ever portion of a local community with social research – they received research questionnaires from more than 500 inhabitants. In turn, in Sobótka, the consultants managed to achieve the deepest ever level of reaching the citizens – the strategy related workshops were held not only at the level of the gmina but also at the level of parish councils. In Trzebnica, the consultants and the authorities embarked on pilot implementation of a development programme proposed by a group of local leaders cooperating with the Council Committee for Economic Initiatives and Combating Unemployment.

The approach of **the Malopolska Institute of Local Government and Administration (MISTiA)** is that building the development strategy should be a social process, and not one limited to the preparation of documentation by experts. Special attention in this process is paid to:

- gaining social acceptance and understanding for the activities and the involvement of as many representatives of different local communities as possible;
- delegating responsibility for elements of the strategic process to the different stakeholders and key players
- basing information campaigns on the opinions of the “silent majority”, which helps cope with conflicts more effectively; additionally, conflict is viewed as part and parcel of the strategic process;
- creating various instruments for the implementation of the strategy such as: task-based budgeting, defining gmina tasks as projects which must be implemented, project management, etc.

In 1999, MISTiA was involved in considerably varied projects of local development. Among the most fruitful of these was the cooperation of the Institute’s trainers and experts with the Local Government Partnership Programme (LGPP). The result of this cooperation was the **certification of MISTiA experts** as consultants in strategic planning, financial management and social communication.

The MISTiA team of consultants and trainers was also active in the preparation of **development strategies for Opatów** (both city and gmina), **Iwaniska, Biecz and Stąporków** (city and gmina). Holistic development strategies were prepared for these local governments.

The Board of the Małopolska Voivodship commissioned the Institute to prepare the **“Sector Programme: Culture”** – integral part of the development strategy of the Małopolska Region.

MISTiA was also involved in:

- Economic development strategy for Olecko, Olsztynek and Mikołajki (LGPP)
- Economic development strategy for the Communal Association of the Cieszyn Region (13 gminas)
- MUNDI project, including a series of seminars for mayors, powiat presidents and local politicians, devoted to local development strategies, techniques and methods of effective project management, intergovernmental cooperation, Geographic Information Systems (GIS) (Swiss Embassy)
- Strategic management workshops aiming at the improvement of gmina management, contacts with clients, implementation of strategic management systems and structures in the gminas of Zgierz and Łęczyca; the programme also consisted in the preparation of a two-part manual “Strategic Management” (LGPP)
- Training on the preparation and implementation of capital investment programmes – for gminas and consulting firms (LGPP).

Under the USAID-sponsored programme **Local Government 2000**, the Central Office of the FSLD organised the last round of the **“Gmina as No Other”** competition. The competition is addressed to gminas of up to 20,000 inhabitants. Its goal was to promote improvements introduced in small and medium-size gminas, which increase gmina performance and efficiency and are conducive to local community participation and optimal use of local resources.

Twenty-four projects were submitted for the competition. The title “Gmina As No Other” went to:

- **Wieleń** (Education. Culture and Tourism)
- **Rudniki** (Environmental Protection)
- **Pierzchnica** (Economic Development)

Special awards, presented by the co-organisers of the competition went to:

- **Zblewo** – award of the Association of Rural Gminas
- **Szczebrzeszyn** – award of the Union of Polish Small Towns

Financial, strategic and emergency management

As part of the above mentioned Local Government 2000 programme, the Central Office in Warsaw established and trained **three teams of consultants** specialising in technical assistance to local governments in financial management, strategic management and emergency management.

The members of each team were selected from among candidates recommended by the regional centres of the FSLD and the Civil Defence (in the case of emergency management). The main criterion was the candidate’s experience in the relevant technical area. Ten people were selected for each of the teams, who underwent intensive training by Polish and American experts, selected by Rutgers University.

Over the one-year period of operation of the consulting teams, ten development strategies and ten economic analyses of gminas were prepared. A training seminar was also held in emergency management in cooperation with the Czech Centre for Emergency Management in Ostrava.

As a result of the implementation of the programme, three teams of consultants were established, which offer consulting and training in the following fields:

- Financial management:
 - Capital investment planning
 - Multi-year financial planning
 - Economic condition analysis
 - Task-based budgeting
 - Creditworthiness assessment
- Strategic management:
 - Preparation of complete development strategies for gminas
 - Analysis of the process of strategic planning
 - Analysis of strategic goals
 - Instruments of strategy implementation
- Emergency management:
 - Preparation of evacuation plans

- Simulations of emergency situations
- Preparation of emergency management plans
- Training of the staff of Emergency Management Centres

As part of the emergency management component of the programme, the FSLD prepared the following publications and audio-visual materials:

- *Emergency Management: Flood Protection* (book)
- *How to Save Your Home from Flooding? How to Act in Emergencies?* (brochure)
- *What Johnny Should Know* (booklet for children)
- Training manual
- CD-ROM with software for emergency management related issues.

These materials will be published in the first quarter of 2000.

Development of civic society

Developing an aware and active civic society is one of the most important goals of the Foundation. This type of activity aims at supporting civic initiatives, encouraging public participation and fostering cooperation between civic organisations, local authorities and the citizens.

DIALOG Programme

In 1999, the regional centres in Białystok, Katowice, Kielce, Opole, Rzeszów and Sopot continued the implementation of the DIALOG Programme. The programme is implemented in seven Polish cities: Białystok, Będzin, Kielce, Olecko, Opole, Rzeszów and Sopot. The national coordinator of the programme is the FSLD centre in Białystok. The goals of the programme include:

- Encouraging citizens to activity and involvement in public affairs
- Developing contacts between citizens on the neighbourhood, professional and other levels
- Improving the exchange of information and cooperation between non-governmental organisations, local authorities and citizens
- Fostering cooperative attitudes in solving local problems.

The principal forms of implementation of the DIALOG Programme and of increasing public participation are:

- Training of leaders; technical and logistical support for them in the implementation of tasks in their neighbourhoods
- Technical and financial support for active neighbourhood groups

- Publishing
- Building local coalitions for safety
- **Active Local Government** – a project addressed to the representatives of borough councils
- Civic education
- **Neighbourhood Watch** and **Safe School** projects
- **Young Leaders Academy**
- **Friendly School Club** (Kielce)
- **Volunteer Centre** (Kielce)
- **Eco-teams** programme (Opole)
- **Young Leaders Club** (Opole).

Enlargement of the DIALOG Programme

On completion of a series of training events in 1998, which presented the forms of activity of the DIALOG Programme in Kielce, the regional centre contacted all those participants who showed interest in the programme. Eight of these gminas were offered on-going cooperation with the programme. All these gminas are from the Świętokrzyskie Region: Chmielnik, Jędrzejów, Morawica, Łagów, Ostrowiec Świętokrzyski, Pińczów, Skarżysko-Kamienna and Starachowice. The interest of these gminas in the instruments of the DIALOG Programme led to the creation of the **Świętokrzyskie Council of the DIALOG Programme**. The Council is made up of presidents of the board of selected gminas, the President of Kielce as well as the Director of the Programme in Kielce. The tasks of the Council include exchange of information on the projects and activities undertaken in the gminas participating in the programme, analysis and dissemination of the experiences relating to the programme of the individual gminas, promotion of different forms of civic activity and developing a programme of joint activities.

Other programmes relating to civic society

In January 1999, the Initiative Group of the **Świętokrzyskie Community Fund** project began its operation. The Group is made up of: the President of Kielce, representatives of the Świętokrzyskie Marshall's Office, the Parliament of the Świętokrzyskie Region; representatives of business: Exbud S.A., Odlewnie Polskie S.A., Jezierski Lekomin, Pekao S.A. Bank, Kolporter S.A.; and non-governmental organisations: Polish Scouts Association, Association of Active Kielce Citizens, and the Charity Society. The members of the Initiative Group developed the principles underlying the community fund and drafts of its mission statement, goals, forms of activity, statutes and 2000-2004 strategy, and prepared the process of registration of the fund. They also participated in the work of the network of the community funds organised by the Academy for Philanthropy in Poland, including a Summer School of Fundraising, the Fundraisers Club and the Leaders Club. The members of the Group also took part in the work of a network of community funds organised by the FSLD centres in Rzeszów and Kielce and the Central Office in Warsaw. The objective of this network is to create and develop such institutions in Kielce, Rzeszów and Lidzbark Warmiński as well as to exchange information and experiences.

Thanks to its cooperation with public institutions and civic organisations, the **Civic Advice Bureau in Wrocław** achieved a very high level of efficiency in the fulfilment of its mission, which is to defend the rights of citizens and encourage public participation. Thirty-three volunteers worked for the Bureau in 1999 and a total of 3,000 citizen problems were dealt with (excluding simple advice given on the telephone). At the end of 1999, the Wrocław CAB began active cooperation with the Polish Humanitarian Action.

The mission of building civic society was also furthered through the activity of the **Civic Information and Advice Bureau in Kraków** at the Małopolska Institute of Local Government and Administration. As of 1 November 1999, the activity of the Bureau was extended geographically thanks to the establishment of a **Civic Advice Bureau at the Tarnów centre** of the Foundation. The CAB's are active in making citizens aware of their rights and obligations, informing them about practical means of dealing with difficult situations and directing them to institutions and organisations mandated to provide them assistance.

Under the **Youth and Local Government project**, the regional centre in Szczecin developed and delivered a training of trainers programme. The project was addressed to current and potential partners and collaborators of the FSLD centre in Szczecin. Its objective was to improve the training skills of the young participants. The programme enabled them not only to broaden their theoretical knowledge, but also to gain experience through delivering training first to their peers and later to a target group (primary and secondary school children).

MISTiA implemented other projects aimed at strengthening civic initiatives, encouraging public participation, fostering cooperation between local authorities, civic organisations and the citizens, and supporting NGO's. Such projects included:

- **Promoting Consumer Rights** (Phare Partnership)
- **Outreach – social communication in the gmina**; cooperation and public information (LGPP – gminas: Sośno and Trzcianka)
- **Forum – public participation in the gmina**; establishing models of cooperation between the local government, NGO's and business organisations (LGPP)
- **Ethics in Gmina Management** (LGPP)
- **Women in Local Government** (Westminster Foundation for Democracy, London).

Civic education objectives were also furthered by the activities addressed by MISTiA to teachers. In cooperation with the Henryk Jordan Youth Centre, the Institute organised a conference with the participation of foreign experts, entitled: **“Entry of young people into professional and social activity as an element of the regional policy”** (Kraków, 28-29 May 1999). In the implementation of this and other similar educational activities, the Institute cooperated with the Regional Board of Education and the Ministry of Education.

In 1999 the **FSLD Central Office** in Warsaw received a grant from the Local Government Partnership Programme dedicated to public participation in local government. The grant was to finance consulting services in two gminas: Gorzów Wielkopolski (Lubuskie Region) and Sośno (Pomorskie Region). The goal of the projects was to increase public participation in local

decision making. The consultants' task was to help the gminas develop programmes of improvements in this field.

The programmes started in April 1999 with a public opinion poll in each of the gminas. On the basis of the results, the consultants in cooperation with the local authorities developed detailed lists of improvements that would lead to greater public involvement. Later, the consultants were actively involved in the implementation of these recommendations. The outcomes of the projects were assessed through repeated public opinion polls at the end of the projects, in October 1999.

The FSLD also participated in **the 2nd National Forum of Non-governmental Initiatives**, held in Warsaw on 4-5 September 1999. It was a meeting of representatives of more than 800 associations and foundations from Poland and abroad, as well as representatives of public administration and journalists. The Forum was a unique opportunity to present programmes implemented by the FSLD.

The second day of the Forum was devoted to a fair entitled "**Discover the New World**". It was an opportunity to present the Foundation's offer: its training offer, legal expertise, publications and information about the programmes it implements, such as DIALOG and Community Funds. More than 20,000 inhabitants of Warsaw and tourists visited the fair.

Jerzy Buzek, the Polish Prime Minister and his wife also visited the fair. The PM, as an honorary patron of the 2nd Forum of Non-governmental Initiatives, visited the stand of the Foundation in Support of Local Democracy.

Civic education

Another important area of the FSLD's activity in 1999 was civic education.

The regional centres of the Foundation in Opole and Szczecin implemented the programme: **Civic Education in the Local Government School (KOSS)**. The programme consists in the introduction of civic education classes in the 7th and 8th year of primary education. The national coordinator of KOSS is the Civic Education Centre in Warsaw. Specialists from the regional centres cooperate with teachers from local schools on modifying and improving the syllabus. The main goal of the exercise is to equip the students with basic knowledge and skills and to shape attitudes which will allow them to understand the basic values of democracy.

The Szczecin centre completed the KOSS-98 training, addressed to the third batch of teachers of civic education in primary schools of the former Szczecin Voivodship.

From March to November 1999, training series for two groups of 20 teachers each were delivered. They were part of the project entitled **Active Teaching Methods in Secondary Schools Based on the KOSS Example**. The project was financed by the Ministry of Education and coordinated with the Civic Education Centre Foundation.

The **Opole centre** of the FSLD completed the fifth round of the KOSS programme in May 1999. It was co-financed by the Small Grants Fund – FIESTA II, the US Embassy, the Embassy of the Netherlands and the Helsinki Foundation of Human Rights. Fifty-three teachers participated in that round of training. It was the last KOSS programme addressed to primary school teachers.

Implemented since 1995, KOSS turned out to be a great success of the Opole Centre of Local Democracy. Five rounds of the programme were held between 1995 and 1999, with 350 teachers trained (including 100 from the Opolskie Voivodship). The KOSS programme was the most important programme of civic education in the history of the Opole centre.

But the centre in Opole implemented other programmes of civic education as well. The project: **How Citizens Can Assert Their Rights** was addressed to primary school teachers. It dealt with the issues of human rights. The goal of the project was to raise the awareness of teachers in the area of human rights, the mechanisms of their protection as well as institutions defending these rights. The implementation of the programme consisted in two three-day workshops and lasted from March till May 1999. The workshops were delivered by graduates of the Helsinki School of Human Rights.

April 1999 saw the end of the project: **Councillor as a Leader of the Local Community**, which started in May 1998 in the Szczecin centre of the FSLD. The promotion of training for councillors met with enormous response. The culmination of the project was a six-day workshop in Łeba, entitled: **Councillor as a Leader**, which covered 11 roles/functions of a councillor (politician, negotiator, decision-maker, assistant, transmitter, constructor of self-governance, supervisor, finance specialist, representative of the authority, inspirer, leader). In the 1999 part of the implementation of the programme, **672 councillors** were trained, including 456 who were trained in their own 26 gminas. In total, over the entire duration of the project **1000 councillors and 29 candidates** were trained.

Several Polish cities are homes to the **Young Leaders Academies**, implemented under the DIALOG Programme. The curriculum of the academy covers 15 meetings over one school year, which offer the young people the opportunity to find out about the basics of the democratic system. The workshops of the academy are practical and interactive. The young people participate in role-play, in which they become the mayor, the municipal officer, the councillor, etc. The participants of the academies coordinated a number of activities integrating their local communities, such as promotional campaigns in the media, trips, informal meetings, etc.

The Białystok and Kielce regional centres are hosts to **Volunteer Centres** organised under the DIALOG Programme. More information about these Centres can be found in the “Development of civic society” section of this report.

Research

The implementation of the research programme: **Construction of Local Government in Poland: hopes, barriers, achievements**, was possible thanks to the financial support of the EU Phare, USAID and Local Government and Public Service Initiative in Budapest. The year 1999 saw the conclusion of this project together with the closure of the Municipal Development and Training in Poland – Phase II, of which it was an integral part.

The main goal of the programme, managed and implemented by Professor Jerzy Regulski and his team, was to develop a historical analysis of the process of state system reform, which started in 1989. The goal was achieved through the preparation of a monograph containing the analysis of the process of construction of local self-government in Poland and the assessment of the role of the FSLD and the EU Phare Programme in this process. The archives of the programme contain all the source materials gathered in the research phase of the project. The archives contain published and unpublished materials, documents, newsletters, periodicals, conference materials, books and specially commissioned expert reports and sections for the monograph.

The Małopolska Institute of Local Government and Administration continued its research activities through the participation in the second stage of the national programme: **Self-government Analyses System (SAS)**. This stage of the programme saw the deployment of research instruments aiming at the assessment of local government activity in the fields of arts, culture and transport. The project confirmed the usefulness of the proposed instruments to monitor the management of these sectors in the gminas. The results of the work were published in a three-volume work entitled *Monitoring of Public Services in Cities*, by the Association of Polish Cities in 1999.

European integration

One of the more important issues dealt with by the Foundation in the recent years has been the upcoming participation of Poland in the European structures. For the last few years, the Foundation has been active in the field of civic education about the outcomes of European integration.

On 20 December 1999, the representatives of the Świętokrzyskie Centre for Local Government Training and Studies received the certificate of a **Regional European Information Centre (REIC)**, during a press conference at the European Information Centre of the Committee for European Integration. REIC is a joint initiative of the Kielce centre of the FSLD and the Association for European Integration of the Świętokrzyskie Region: “The Kielce Community”. The most typical forms of activity of REIC’s are training and consulting, implemented through lectures, seminars, conferences, as well as meetings with politicians, representatives of the Committee for European Integration, and the distribution of informational materials. Regional European Information Centres were also established in Bydgoszcz and Sopot.

The year 1999 was also another year of activity of the **REIC at the Wielkopolska Centre for Local Government Training (WOKST)**. The start up of REIC in Poznań is taking place in stages due to lack of sufficient financial resources (it is fully financed by WOKST). One of the means of implementing the mission of the Poznań REIC was the organisation of the first round of the KOSS programme (Civic Education in the Self-government School), in which special emphasis was placed on the issues connected with European integration. A total of 40 teachers completed the first round of training and another 20 embarked on the programme in December 1999.

Between 1 June and 15 July 1999, the Świętokrzyskie Centre for Local Government Training and Studies operated the Phare 97 – **European Integration Information Point**. The beneficiaries of the Point were non-governmental organisations from the Świętokrzyskie Region, as well as representatives of local government.

In December 1999, the Szczecin Training Centre commenced the implementation of the project: **Pro-European Promotion and Information Centres in the Border Gminas of West Pomerania**, which is expected to continue until November 2000. The project aims at the promotion of the idea of European integration among the citizens of 12 border gminas of the Zachodniopomorskie Region, through the creation of promotion and information points in these gminas, which will provide information about various aspects of Poland's accession to the EU.

Another educational initiative in the field of European integration is the **“European Regional Review – Information Bulletin”** which is developed in MISTiA in cooperation with the Institute of Public Affairs of the Jagiellonian University.

The Local Government Centre in Jelenia Góra commenced the implementation of 12 training cycles, under the **Phare – Black Triangle Programme**, on the accession of the Dolny Śląsk Region to the EU. Three sessions were held in 1999. The two-day training sessions are to teach the participants about the EU principles and mechanisms, directives in the field of environmental protection, as well as about the possibilities of financing regional projects in the pre-accession phase. Special emphasis was placed on the possibilities and means of the most effective use of future EU funds. The lecturers were both Polish and EU experts.

In December 1999 the Kielce regional centre declared its participation in the regional project: **Euro Splot**, as a partner to the Centre in Support of Non-governmental Organisations in Rzeszów – the principal beneficiary – and the Lublin Centre of Self-help. The project received financing from the Phare 97 – European Integration funds. The target group of the project is NGO's of the Świętokrzyskie Region, which will receive training in European integration, technical assistance and publications of the European Information Centre of the Committee for European Integration.

On 28 December 1999, the Kielce centre of the Foundation signed an agreement with Cooperation Fund on the financing of a new project entitled: **Kielce Closer to Europe**. The project will cover the entire region. It is addressed to officers and councillors of 102 gminas and 14 poviats. The project consists of a conference (which took place on February 8, 2000) and a series of 8 training seminars dedicated to assistance funds of the European Union for local

governments and twinning of Polish and EU municipalities. The project is financed through EU Phare 97.

In December 1999, the Opole Centre for Local Democracy embarked on the implementation of two projects: **European Education - Polish Schools in United Europe** (addressed to the teachers of middle and secondary schools) and **European Clubs – the Kindergarten of United Europe** (addressed to teachers of middle schools – the monitors of the School European Clubs and the students active in these Clubs). Both programmes will contain a series of training sessions on European issues, which are to prepare the teachers to deliver lessons on EU in their schools. The projects will continue until September 2000.

In the year 2000, the Warsaw Centre for Local Democracy is implementing the project entitled: **Europe-School-Gmina**. It consists of training workshops for the representatives of small gminas of Mazovia.

The Szczecin School of Public Administration is participating in a TEMPUS project: **Needed Skills in Administrative Integration with the EU**. The Szczecin school will cooperate with the West Pomerania School of Business, The Piła School of Business, Den Danske Ekspoertskole from Herning (Denmark), Bildungswerk der Wirtschaft from Berlin and Fachhochschule fur Verwaltung und Rechtspflege from Berlin (Germany).

In June and July 1999, the FSLD Central Office organised a series of two-day training courses aimed at raising the interest of local governments in European integration issues. The training dealt with the Common Agricultural Policy of the EU, the structural policy, regional programmes implemented for EU funds and pre-accession programmes. A total of 140 representatives of rural gminas of Mazovia participated in the events. The project was financed by the Foundation in Support of Rural Areas.

The Department of Science and higher Education of the European Commission in Brussels appointed the Białystok School of Public Administration as the main coordinator of the JEP Tempus Bis project. It is a two-year project of student exchange with universities in the UK, Germany and Portugal. The project started in November 1999 and will consist in the creation of **European Studies of Personnel Management in Public Administration**. Students and local government officers will be trained in HRM, strategic management in the gmina, service quality, appraisal and motivational systems, information technology, English, etc.

The Białystok School of Public Administration carried out research within the European Group of Public Administration on the **State of Europeisation of Teaching Public Administration in Poland**. The research was commissioned under the EU Socrates programme.

On 16 February 1999, the first meeting of the FSLD working team for European integration took place. The team is made up of representatives of the regional centres in Kielce, Kraków and Katowice, as well as a representative of the FSLD Central Office. During two months of its work, the team reviewed the activity of the FSLD centres in the field of European integration and their plans for the future. A cumulative report on the results of this review helped the FSLD realise the varying levels of interest in these issues in different regions of Poland.

Supporting the development of local democracy in Central and Eastern Europe, the Balkans and Georgia.

In 1999 the Foundation implemented programmes supporting democratic reform at the local level and the development of civic society in the countries which are less advanced in the state system reform than Poland. The representatives of the Foundation were present at the most important international seminars and conferences devoted to strengthening local democracy. The Foundation organised numerous internships and meetings of the representatives of local governments and NGO's from Belarus, Ukraine and Bulgaria. The main beneficiaries of the assistance delivered by the experts and trainers of the FSLD were Belarus, Ukraine and Albania.

Programmes for the Ukraine

The FSLD Central Office was the coordinator of the **Community Partnership** programme, implemented with the Centre for Russian, Central and East European Studies of Rutgers University and the US-Ukraine Foundation. The first stage of the project was to establish a network of training centres in the Ukraine, based on the FSLD model. To become familiar with the structure of the Foundation, a group of Ukrainian local politicians visited the FSLD centres in Warsaw, Lublin, Rzeszów and Kraków in April 1999. As a result of these activities, four regional training centres were established in the Ukraine, in: Lviv, Donetsk, Cherkassy and Kherson. The next stage of the project was the delivery of training in these centres in fields such as: public participation, economic development, transport, housing, municipal services and budgeting. The training took place between September and December 1999.

Another programme aiming at familiarising local activists from the Ukraine with the Polish administrative reform and the relations between central and local administration was the **Public Policy Capacity Building** project. This four-year programme, initiated in April 1999, is financed by the Canadian International Development Agency under the patronage of the governments of Canada, Poland and the Ukraine. Its goal is to teach local politicians from the Ukraine about the instruments of pro-reformatory public policies and supporting administrative reforms, which were successfully implemented in Poland. The project is implemented through a series of study visits of students and professors of the Ukrainian Academy for Public Administration to Poland. The interns participate in training and visit the Schools of Public Administration in Białystok and Łódź and the National School of Public Administration in Warsaw. The programme is continued in the year 2000.

In 1999, the Rzeszów Centre for Local Government was commissioned by the Polish Foundation of Market Transformation "Know-How" in Warsaw to organise three five-day seminars entitled: **"Self-government administration in a democratic state – Polish experiences"**. The seminars were addressed to representatives of local authorities from the Ukraine. In total, 75 people participated in the events.

The continuation of this cycle is the **Programme of Seminars for Ukrainian Members of Local Administration**, which apart from seminars also includes the publication of a series of

manuals for Ukrainian local authorities. The programme will be financed through the Soros Foundation and the “Know-How” Foundation.

The Szczecin centre, in cooperation with the Charity Brothers of St. Vincent a Paulo (AIC Kharkiv), implemented the programme: **Polish-Ukrainian Democratic and Civic Workshops for Young People**. The programme gathered a group of 25 young people from Kharkiv and 18 from Poland. The goal of the workshops was to impart knowledge and skills necessary for functioning in a democratic civic society. The trainers were almost exclusively young people (students of Szczecin universities), trained at the Szczecin centre of the FSLD under previous youth programmes.

The year 1999 saw the development of contacts between the FSLD centre in Kraków and the Ukraine. MISTiA’s trainers and consultants assisted the authorities of Lviv in the preparation of the city’s development strategy. MISTiA provided training for the Lviv officials in strategic management and trained future trainers of the emerging local administration training centres in four cities of the Ukraine (under the USAID sponsored **Local Government 2000** programme). The Institute also participates in the implementation of a joint project addressed to small and medium-size enterprises from the Ukraine and Poland, and prepares young Ukrainians to play the role of leaders of their local communities.

Programmes for Belarus

The programme: **Journalists for the Development of Democratic Society in Belarus**, implemented by the Szczecin centre of the Foundation was to finish in 1999. The tasks remaining for that year included in the completion and publication of a manual for young Belorussian journalists and organisation of a conference in Belarus, summarising the programme and promoting the book and the activity of both partners (Association: Free Speech and “Supolnasc” Centre). Unfortunately, political unrest in Belarus caused delays in the work on the manual. It turned out necessary to organise additional editorial meetings in Minsk, frequent telephone conversations with the Belorussian partners who were often persecuted, as well as resending of manuscripts through the malfunctioning mail (August 1999). The book could therefore not be published in 1999. In that situation, the sponsor granted an extension of the project until mid-2000. The book will be published in the spring of 2000 and the closing conference will take place soon afterwards.

1999 also saw the continuation of the programme: **Establishing Structures of Civic Society in Belarus**. Its goal is to train a group of trainers and coordinators who will deliver workshops leading to the emergence and development of democracy, self-governance and civic society structures in Belarus. The trainers and coordinators, in cooperation with a partner organisation – Leo Sapieha Foundation in Minsk, will in the future establish the Belorussian School of Social Education. Another objective of the project is the publication of a manual in Belorussian *Democracy through Civic Society*. The programme will conclude in 2000.

The programme: **Young Journalists for the Development of Democracy and Freedom of Speech in Belarus** was implemented by the Szczecin centre of the FSLD together with the

Regional Civic Association “Civic Initiatives” from Homel in Belarus. The goal of the project was to train young journalists of the Homel region to carry out their work in the conditions of a democratic state. This goal was achieved through open lectures in journalism delivered by Belorussian speakers, a competition for the best youth related publication and a journalistic workshop for the winners of the competition combined with individual internships in Szczecin mass media.

In 1999, the Szczecin centre of the Foundation continued its effort on the publication of two **manuals in Belorussian**. The political situation in Belarus led to a delay in the publication of both books, which will appear in early 2000. The manuals are:

- *Democracy through Civic Society* – a manual for Belorussian trainers delivering training on democracy, self-governance and the functioning of civic society. The manual is written partly by Polish and partly by Belorussian authors and published in Belorussian. A suggested scenario of the training follows each technical section. (265 pages, 1,800 copies)
- *Manual for Young Belorussian Journalists* – the manual is addressed to young journalists of Belarus and other young people who are planning to become journalists. (201 pages, 1,000 copies).

Programme for Albania

Two of the ten workshops planned for Albanian local government activists under the programme **Training Assistance for Local Governments in Albania on the Basis of Polish Experiences** took place in Katowice and Kraków between 6 and 17 December 1999. Forty-eight Albanian representatives participated in the events. The project is implemented and financed under the auspices of the Polish Ministry of Foreign Affairs. The FSLD’s partners in the project are: the “Know-How” Foundation, the Soros Foundation in Albania, the Open Society Foundation in Tirana and UNDP. The initiation of cooperation with Albania through the implementation of a pilot training in 1999, created a sound basis for a broader and long-term programme of the transfer of Polish local government experiences to the countries of Southern Europe, including former Yugoslavia. The programme, along with three other aid programmes for the Balkans won the approval of the Council of Europe and will be implemented as part of the Stability Pact. The programme is coordinated by the FSLD Central Office in Warsaw.

The workshops were an opportunity for the Albanian participants to learn about the functioning of local government in Poland. The subjects of the training, selected by the Polish and Albanian counterparts, included: state system issues, division of tasks among three levels of self-government, public finance, municipal services, economic activity and capital investment.

Apart from theoretical training, the Albanian representatives also had the opportunity to visit selected gminas to observe the practical aspects of the management of municipal offices and of stimulating the enterprise and involvement of the local communities, as well as the results of Polish democratic transformations.

Support for Georgia

The FSLD regional centre in Szczecin was invited by the Swedish Association of Local Authorities to joint implementation of the programme: **Support to the Development of Local Government in Georgia**. Under the project, in September 1999, one representative of the centre along with Swedish experts delivered three two-day seminars for newly elected Georgian councillors from Kaspi and Gori. In June 2000, the FSLD centre in Szczecin will organise a study visit for a delegation of 16 Georgian representatives.

Multinational programmes

Thanks to the funds from the Open Society Institute in Budapest, The School of Public Administration in Białystok organised the **Summer Academy of Public Administration** for Polish, Ukrainian and Belorussian students. The participants of the Academy came from the Ukrainian Academy of Public Administration in Lviv and Kharkiv, the Kuleshov State University of Mohyliv and the School of Public Administration in Białystok. The workshops and lectures were delivered by specialists in public administration, such as: Professor Michał Kulesza, Professor Allan Roisenbaum and Dr Victor Wekselberg of LGPP. Apart from theoretical lectures, the participants had the opportunity to participate in a simulated session of the Gmina Council and the Finance Committee of the Council, Oxford debates and meetings with the regional authorities.

In August 1999, MISTiA organised a **meeting of the representatives of the Soros Foundation** from more than a dozen countries of Central and Eastern Europe. They had the opportunity to learn about the efforts and achievement of Polish local governments, activities in their support undertaken by the FSLD and to exchange their own experiences.

International training and internships

Each year, the Foundation organises international internships and study trips for the representatives of local government, local government units and local entrepreneurs.

In 1999, the **Wielkopolska Centre for Local Government Training in Poznań**, in cooperation with its foreign partners, organised internships for 45 chairmen of the council, presidents of gmina boards, headmasters, municipal secretaries and other local government officers.

- Fifteen people visited the **Summer University of Ker Lann** (France). The purpose of the internship was to improve the participants' skills in French and to increase their knowledge about the functioning of local government in France. The Association "Ille-et-Vilaine-Pologne" financed the internship
- Thirty interns participated in two internships entitled **Local government institutions of Brittany**. The theme of the internships was the role of local authorities in the processes of

European integration, on the basis of the French experiences. The Association "Ille-et-Vilaine-Pologne" financed the internships.

Institutional development of the Foundation

As of the 1 June 1999, the Executive Board of the FSLD established the FSLD Training Centre in Łódź as a permanent regional centre of the Foundation. The Centre, covering with its activity the entire Łódź Region, concentrates primarily on on-going training and raising the qualifications of local government employees, as well as organising a system of technical assistance and consulting.

The resolution of the Executive Board no. 23/99 of 14 May 1999 transformed the Zielona Góra branch of the Jelenia Góra Local Government Centre into the Lubuskie FSLD Training Centre in Zielona Góra as of 1 June 1999.

The resolution of the Executive Board no. 40/99 of 30 August 1999 transformed the Gorzów Wielkopolski branch of the Szczecin Training Centre into the Gorzów Branch of the Lubuskie FSLD Training Centre.

In this way the existing network of regional centres was adjusted to the new administrative map of Poland. Today, the Foundation boasts of one regional training centre in each region, and two in the Dolnośląskie Region.

An important event in 1999 was the meeting of all FSLD staff to celebrate the 10th anniversary of the Foundation. More than 100 people from all regional centres of the Foundation met in Jachranka near Warsaw. The first day was devoted to the presentation of all members of staff from each of the centres. Day two, organised in groups, was dedicated to the discussion of issues such as strengthening the FSLD's network, means of promotion of the Foundation and methods of furthering of the Foundation's non-commercial goals.

The meeting achieved its objectives, strengthened the ties between the different centres of the Foundation and led to the elaboration of a number of useful organisational solutions. It was decided that meetings of this kind should be held at least once a year. The next one will be held in 2000 in Kraków.

Publications

In 1999, the FSLD Local Government Publishers published books addressed to local government officials, entrepreneurs and students of public administration. Publications connected with the state system reform were also produced. For the list of publications, please refer to Appendix 2.

The FSLD Publishers also prepared publications connected with FSLD conferences, as well as informational materials about the Foundation and its activity.

Also selected regional centres and schools of the Foundation were involved in publishing activities. This consisted mainly in the publication of training materials, distributed among participants of training, as well as informational and promotional materials. For the list of publications of the regional centres, please refer to Appendix 3.

Principal programmes implemented by the FSLD in 1999

- Active Local Government
- Assistance Training for Albanian Local Government Representatives on the Basis of Polish Experiences
- Civic Advice Bureaux
- Civic Education in the Self-government School (KOSS)
- Community Funds
- Community Partnership
- Councillor as a Leader of the Local Community
- DIALOG
- Emerging Civic Society Structures in Belarus
- Entry of young people into professional and social activity as an element of the regional policy
- Ethics in Local Government Management
- European Clubs – the Kindergarten of United Europe
- European Regional Review: Information Bulletin
- Forum - Public Participation
- Journalists for the Development of Civic Society in Belarus
- Kielce Closer to Europe
- Local Authorities and Communal Enterprise Management
- Local Government 2000
- Local Government Administration in a Democratic State
- Local Government Education
- Municipal Development and Training in Poland – Phase II
- Outreach – Social Communication
- Pro-European Information and Promotion Points in Border Gminas of West Pomerania
- Promoting Consumers' Rights
- Regional European Information Centres
- Role of Women in Local Government
- Self-government Analyses System
- Short and long-term Financial Management
- Support and Monitoring of the Implementation of the Local Government Reform in Poland
- Support for the Reform of Public Administration. Training for Poviats
- Task-based budgeting
- Volunteer Centre
- Youth and Local Governments

3. FINANCE

In 1999, similarly as in previous years, the funds for FSLD's activities came from three sources:

- Transfers made to the Foundation's accounts by Polish and international donors, earmarked for the implementation of specific programmes by the FSLD and its regional centres; subsidies for schools and earmarked grants;
- FSLD's own revenues coming from the training fees, school fees, charges for consulting services and other types of services for local governments;
- Revenues from publishing and economic activity and other revenues (bank interests, extraordinary revenues);
- Funds used by the donors directly for the implementation of programmes by the Foundation, but not transferred to the FSLD's accounts.

Balance sheet of 31 December 1999

Balance of profit and loss

Employment

In 1999, the FSLD employed 186 people. Another 32 persons were employed in the economic activities performed by the Foundation.

Economic activity

In 1999, the Foundation in Support of Local Democracy ran economic activities in the following forms:

- Hotel services
- Catering services
- Commercial activity

The hotel and catering services were performed in FSLD venues in Szczecin and Kraków (hotels of the training centres) in the periods when they were not used for statutory activity (holidays, vacation periods, etc.). The commercial activity consisted in the sale of publications of the FSLD Local Government Publishers.

APPENDIX 1

FSLD CONFERENCES IN 1999

- 5th Lower Silesian Oncological Autumn – Karpacz, 8-10 October 1999
- Civil Service in the Local Administration of the Central Government – a Road to Career or Stagnation? – 28 June 1999
- Clean Nysa River – Piechowice, 24-26 November 1999
- Culture in the Process of European Integration – School of Public Administration in cooperation with Arsenal Gallery, February 1999
- Current Issues of Legal Services to Local Government Units – Szczyrk, 21-23 June 1999
- Emergency Management System in the Poviats – 18 October 1999
- Entry of young people into professional and social activity as an element of the regional policy – 28-29 May 1999
- Financial Management in Gminas – (in cooperation with the Regional Accounting Chamber in Gdańsk) seminars for treasurers, January and November 1999
- Government Policy for the Use of Structural Funds in the Development of the Opolskie Region – the Opole FSLD Centre in cooperation with the Opole Marshall's Office
- Health Care in Poviats – Szczecin, 4 October 1999
- Information Technology in Local Government Administration – Ustroń, 26-28 May 1999
- ISO 14001 – Three Years of Experiences – (in cooperation with SEMLA) November 1999; Seminar on Confidential Information Protection – December 1999
- Local Government Cultural Policy – 25-26 January 1999
- Local Government vis-à-vis the Reform of the Education System – Warsaw, 21 January, 1999
- Poviats Government Finance – Szczecin, 1 June 1999
- Poviats Management – Szczecin, 14 December 1999
- Poviats Self-government: the Starting Point – Szczecin, 12 April 1999
- Poviats's Tasks in the Field of Water Management – Szczecin, 26 April 1999
- Powers, Tasks and Finance of Local Government Units – Szczyrk, 24-26 May 1999
- Project Management – Sosnowiec, 28-30 April, 1999.
- Public Relations in Emergency Situations – 19 October 1999
- Role of Women in Local Government – 8 March 1999
- SME's in the Małopolska Region: Support Institutions and Activities – 23-24 March 1999
- The 2000 Budget for Poviats – Lubliniec, 15 October 1999
- The 2000 Budget for the Local Government Units – Ustroń, 8-10 November 1999
- What after the School Network? – Szczecin, 10-11 May 1999
- Women in Local Government – Kraków, 8 March 1999

SEMINAR AND MEETING CYCLES

- Seminar cycle for the representatives of local governments from the border regions of Germany. The organiser was the School of Public Administration in Szczecin in cooperation with Komunalgemeinschaft POMERANIA e.V. Locknitz, Bildungswerk des AUV

Neubrandenburg e.V. The first meeting: “Polish Local Government Reform” was held on 10-11 September 1999.

- Meetings of young politicians from Poland and Germany: workshops “Germany and Poland in the European Union” (organised by the School of Public Administration in Szczecin) – 10-12 December 1999
- “Polish-German Forum” - discussion meetings with representatives of the German intellectual elite, organised by the Szczecin School of Public Administration in cooperation with the Centre for European Integration and the Pomeranian Princes Castle.

APPENDIX 2

LIST OF PUBLICATIONS OF THE FSLD LOCAL GOVERNMENT PUBLISHERS

The Effective Officer series:

- Borodziuk, M – *Budget – Basic Concepts*
 - Collective work – *Local Governments and Secondary Schools – Experiences of Large Cities: 1996-1998*
 - Dale, M – *Interview*
 - Grytner, R A – *Organisation of Work in the Municipal Office*
 - Kubiak, E, Niekonieczna-Kisiel, H – *Economics: Macroeconomic grounds of economic policy*
 - Sobek, J – *Mentoring: Supporting the professional development of municipal officers*
 - Wolska, H, Jefremienko, M – *Management of City Finance*
-
- *Municipal Development and Training in Poland – Phase II*; report on activities implemented under the programme (English and Polish version)
 - “Newsletter of the Council for State System Reform”; commissioned by the Chancellery of the Prime Minister

APPENDIX 3

PUBLICATIONS OF THE FSLD REGIONAL CENTRES

BIAŁYSTOK

- “Municipal Dialogue” – monthly periodical

KATOWICE

- “Newsletter of the Regional Accounting Chamber in Katowice”
- Gładysz, A ed. - *Culture in the Poviats: Problems, Threats, Outlooks* co-financing of the publication

KIELCE

- “With Dialog” – quarterly (3 issues published)
- *Social Information Centre Directory* – created in cooperation with the Bank of Information on NGO’s – KLON/JAWOR, the Świętokrzyskie Voivode Office, and the governments of the region, the poviats and the gminas, as well as the Świętokrzyskie branch of the Polish Rehabilitation Fund for the Disabled

KRAKÓW

- “European Regional Review – Information Bulletin”
- Jefremienko, M – *Financial Management*
- Prawelska-Skrzypek, G; Bieńkowska, D – *Strategic Management*; second edition, revised and extended

POZNAŃ

- *Collection of Local Government Legislation* (11,000 copies)
- 45 legal opinions and expertise developed for the gminas and poviats within the area of functioning of the centre (up to 270 copies each)

SZCZECIN SCHOOL OF PUBLIC ADMINISTRATION

- Bielawska, A – *Enterprise Finance: Review, Exercises, Tasks*
- Bryk, K – *Auxiliary Materials in Microeconomics for Students of Non-economic Departments* (2nd edition)
- Kieszkowska, T – *Macroeconomics. Auxiliary Materials for Students on Non-economic Departments*
- Kiziukiewicz, T; Sadowska, T – *A Guide to Accounting* (2nd edition)
- Mokrzyz, M; Ofiarski, Z; Rutkowski, B – *Budgetary Law of Poviats*
- Ofiarski, Z - ed. – *Local Government Law*
- Ofiarski, Z; Mokrzyz, M – *A Practical Commentary on the Act of Local Government*
- Radomski, J – *Introduction to the Strategic Management of Organisations*
- Rutkowski, B – *Tax Law – Guidebook for students*
- “The Students Paper” – monthly of the Szczecin School students
- *1999 Graduation Album*

WROCŁAW

- “Local Government Bulletins” – national quarterly (4 issues)

WARSAW

- Jefremienko, M – *Local Finance for Dummies*
- “The Local Official Files” series – brochures on the powers of gminas in social services, health care, environmental protection, etc.
- Wojtczak, Z - *Lexicon of Finance for Gminas* (under EU Phare “Municipal Development and Training in Poland – Phase II”)

APPENDIX 4

SPONSORS OF FSLD PROGRAMMES IN 1999

No	SPONSOR	REVENUES
1	Białystok Training Centre The German Marshall Fund Polish Foundation of Children and Young People BORIS Foundation Volunteer Centre FISE Business TOTAL:	106 268,98 13 181,84 1 316,63 10 376,13 6 247,44 5 394,73 142 785,75
2	Pomorsko-Kujawskie Centre for Local Democracy in Bydgoszcz Phare 2 (Pro-european Initiatives Programme) TOTAL:	 25 897,20 25 897,20
3	Centre for Local Government in Jelenia Góra	No data available
4	Walerian Pańko Centre for Local Government in Katowice US Embassy TOTAL:	 33 825,70 33 825,70
5.	Świętokrzyskie Centre for Local Government Training and Studies in Kielce CS Mott Local Fund Ford Foundation Dialog GMF Dialog CS Mott Volunteer Centre Stefan Batory Foundation Coperation Fund Social Information Centre Polish Foundation for Children and Young People USAID DAI TOTAL:	 61 595,77 220 259,50 1 714,95 108 669,50 2 600,00 3 704,00 2 640,98 49 682,62 3 100,00 320,00 800,00 455 087,32
6.	Post-secondary School of Local Government and Administration in Kielce Kielce City Office Locla government assembly – stipends TOTAL:	 11 416,00 7 540,00 18 956,00
7.	Małopolska Institute for Local Government and Administration in Kraków	

	Stefan Batory Foundation	45 000,00
	Kronenberg Foundation	5 000,00
	LGPP grants	56 122,11
	Polish Foundation for the Promotion and Development of SME's Cooperation Fund	294 409,35
	LGPP	2 613,98
	TOTAL:	778 254,13
		1 181 399,57
8	Regional Centre in Lublin	No donations
9	Local Government Centre in Olsztyn	No donations
10	Opole Centre of Local Democracy	
	TOTAL:	123 226,07
11	Wielkopolska Local Government Training Centre in Poznań	
	Wielkopolska Centre for Local Government Education and Training Association (WOKiSS)	
	TOTAL:	1 380 345,24
		1 380 345,24
12	Rzeszów Centre for Local Government	
	Dialog	16 114,66
	Community Funds	20 906,00
	Central Office for Teacher Training in Warsaw	2 753,98
	TOTAL:	39 774,64
13	Pomeranian Centre for Local Government in Sopot	
	Dialog	
	TOTAL:	976,00
		976,00
14	Szczecin Training Centre	
	PHARE TACIS 5313	33 892,44
	PHARE TACIS 6210	306 856,55
	PHARE TACIS Democracy	11 800,86
	Youth and Local Governments	11 752,54
	Young Journalists	50 546,22
	KOSS Training	91 891,55
	Stefan Batory Foundation	31 000,00
	Regional Board of Education	2 520,00
	Pro-european Initiatives Programme	716,28
	Local Government Reform	36 807,47
	SALA/BITS	16 710,16
	TOTAL:	594 494,07
15	Warsaw Centre for Local Democracy	No donations
16	Lower Silesia Centre for Local Government Training in Wrocław	
	PHARE	4 203,24
	Cooperation Fund	1 020,00
	Wrocław City Office	18 000,00

	Stefan Batory Foundation	999,98
	Civic Advice Bureaux Association	38 023,02
	VEW Concern	150 000,00
	TOTAL:	212 246,24
17	Lubuskie Training Centre in Zielona Góra	No donations
18	Central Office in Warsaw	
	TOTAL:	3 444 818,86
	TOTAL DONATIONS	7 653 832,66