

*Fundacja Rozwoju
Demokracji Lokalnej*



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**ANNUAL REPORT
OF THE
FOUNDATION IN SUPPORT OF LOCAL DEMOCRACY**

IN 2007

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INTRODUCTION

In the year 2007, the Foundation attained its majority. As many as 18 years have passed since its founding deed was signed. This makes us extremely happy and satisfied. Thanks to huge commitment of many people, the Foundation is reaching its adulthood as a strong and mature organisation. During those 18 years, it experienced many difficult moments and overcame many difficulties caused by changing conditions in which civic organisations operated. Numerous non-governmental organisations were established in the 1990s thanks to generous foreign assistance. However, the assistance period ended and they had to adapt to new free market conditions. Many of them were not able to manage this. Therefore, I am happy that the FSLD has demonstrated its ability to exist and develop independently despite the fact that it started to operate having no capital and drawing only on the commitment of many people who wanted to support the development of democracy in Poland.

Every year, the scope of the Foundation's activities expands and every year new forms of them emerge, since Polish local governments are developing and the qualifications of those who are associated with them are improving. New problems emerge, too. The year 2007 was full of them. Strong political confrontation, which led to a new election, brought about social polarisation which, in consequence, affected also the functioning of local governments. A dispute over the state model and its role, of which people often were not aware and which was not emphasised, resulted in strong polarisation of the society. It was not clearly determined in social awareness whether the state should define development goals and model behaviours for its citizens in an authoritarian way or whether it should be an organisation whose role is to attain what its citizens wish to have. And this is what determines the place and role of local governments. There is no place for them in an authoritarian state. People cannot manage their own affairs if restrictions are imposed on them in the name of making political leaders and central government officials the only authority who knows what people want. Without confidence in local communities' ability to decide about their local affairs, we will revert to a communist-like centralised system which has already shown its inability to evolve.

It is necessary to hold a serious debate to define the place and role of local governments in the Polish political system. It is necessary to identify barriers to the development and efficiency of self-governance. It is necessary to determine what should be changed and how. The FSLD circle is aware of these problems. We can see the ways to solve them quite well. We hope that soon political circles will take the necessary decisions which will be implemented with our participation.

Apart from nationwide problems, there are more and more regional issues which require specific and at the same time fast and positive actions. For example, there are areas located along the Oder and Neisse Rivers where as a result of European integration, free exchange of goods and services, Schengen opening and disappearing labour market limitations the local authorities are faced with new and very complex challenges. Mayors and county administrators often feel helpless when they are faced with complex issues. This is how a Polish-German Local Government Congress initiative emerged. The Congress was organised for the first time by our Centre in Jelenia Góra. It was successful, and hence there is a proposal that this type of meetings should be organised every year. Local authorities cannot be left alone when they face difficult problems which may affect the development of the whole country.

There is a saying: "Children when little, make parents fool, when great, mad". And so, it does not mean that as a result of the FSLD's "majority" and the approaching "majority" of self-governance there will be fewer problems to solve. Quite the reverse, their importance will be growing together with the increasing role of local governments in this country. But our future will depend on how we are going to solve them. We want our Foundation to continue to be actively and effectively involved in this work. It is a mission that we want to fulfil.

Professor Jerzy Regulski
President

RECAPITULATION OF ACTIVITIES CONDUCTED IN 2007

In 2007, the activities of the Foundation in Support of Local Democracy were based on its programme strategy 2003-2008 hammered out jointly by the representatives of the whole organisation and updated in 2006. In accordance with its principles, the activities were carried out in four areas:

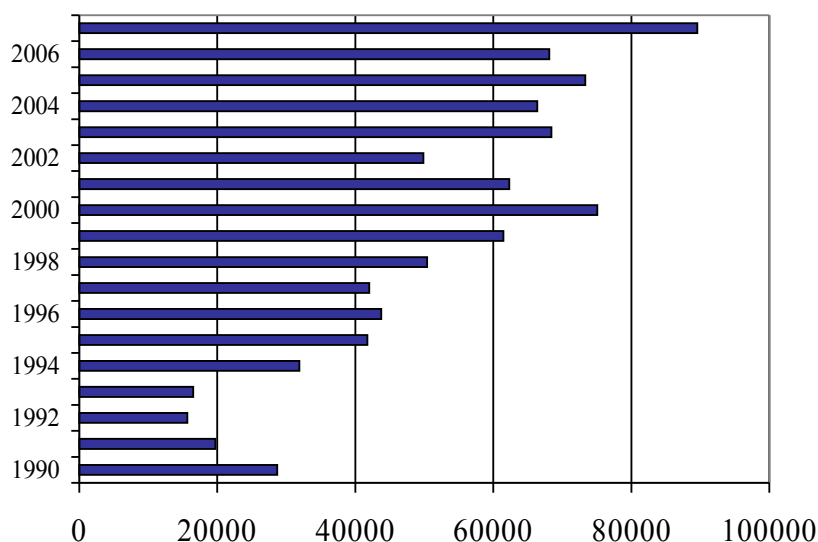
1. Development of local self-governance and public administration;
2. Civic society development;
3. Local socio-economic development;
4. Development of democracy in countries undergoing political transformations.

The Foundation is the largest non-governmental organisation acting for the development of local self-governance, providing education and consulting services to the representatives of public administration and local authorities and supporting the development of the NGO sector and local communities. It is familiar with the specific nature of those professions and circles and therefore it often takes measures to stimulate cooperation between public administration and the NGO sector. A good example of this in 2007 was the continuation of two national projects: “Transparent Poland” aimed at promoting good practices of transparent local administration, and “Support for Regional and Local Communities in Counteracting Drug Abuse at the Local Level” which marked the beginning of social coalitions established for the purpose of developing municipal programmes to address the problem of this addiction.

Just like in previous years, in 2007 the FSLD conducted training, advisory and consulting activities, implemented projects, initiated trade forums and organised their work, held conferences, seminars, competitions and conducted research and publishing activities. Training was traditionally the main form of the Foundation’s activities. It was provided as part of its regular training offer, orders, forum work and projects implemented by the Foundation. In this respect, it was a record-breaking year, since the Foundation’s network of regional training centres organised **5,399** training events (training sessions, workshops, seminars and forum meetings) which were attended by **89,547** people. This, compared with the year 2006, represented a considerable increase, both in terms of the number of events (by 42 percent) and their participants (by 24 percent).

By the end of 2007, i.e. for **18** years of the Foundation’s operations, training events organised by it have been attended in total by **904,578** people.

Figure 1: Number of people who attended the FSLD’s training events in individual years



In December 2007, the FSLD adopted the Code of Good Practices of the Polish Chamber of Training Companies. The Foundation is the only NGO among the Chamber's founding members.

Advisory and consulting services are another important form of the Foundation's activities which is strictly connected with its training activities. Through its training offer and other initiatives (e.g. competitions etc.), the FSLD stimulates the continual improvement of qualifications and knowledge by the representatives of local authorities and public administration, civic circles and entrepreneurs, and on the other hand it offers them technical support in planning and strategic decision-making. In 2007, the Foundation's specialists drew up more than 50 documents. Advisory services focused on various areas and very often they represented a very important part of training projects. In 2007, there were four Regional Centres of the European Social Fund (ESF RC) operating at the FSLD's centres in Białystok and Olsztyn as well as in Siedlce and Ciechanów of the Mazowsze region. They were coordinated by the Foundation's Office. Their aim was to improve ESF project initiators' skills in preparing, implementing and managing projects as well as in establishing local partnerships. For several years, three centres, i.e. Bydgoszcz, Katowice and Kraków, have been supporting the development of entrepreneurship in their regions on the basis of the Certificates of the National Services Network for Small and Medium-Size Enterprises. The year 2007 was another year in which they provided advisory services through the Consulting Points of the National Services Network of the Polish Agency for Enterprise Development.

Between 2002 and 2007, the Regional Centre of the European Union's "Youth" Programme supporting extra-school education operated at the Foundation in Kielce, and since 2005 Opole has been the place of activity of the "Youth in Action" Programme Information Point.

In 2007, the Foundation in Support of Local Democracy implemented **116 projects** in all the areas of its activity (Schedule No. 4: list of implemented projects). Just like in previous years, they focused predominantly on training and advisory services as well as on giving information. For the first time after a long break, there were also grant projects. In 2007, 50 percent of projects was aimed at improving professional qualifications and skills of various groups of beneficiaries, 15 percent served the purpose of developing civic activity, 11 percent focused on giving information, and 10 percent was aimed at sharing Polish experiences connected with political transformations with countries which are currently undergoing them. Grant competitions were held and handled as the main part of the projects of the Ministry of National Education implemented by the Foundation in four provinces, i.e. Lubelskie, Lubuskie, Mazowieckie and Zachodniopomorskie, under the common name of "The School of Equal Chance". The FSLD held grant competitions for schools which enabled them to organise additional education programmes. Apart from that, the Foundation implemented projects reflecting integration and cooperation within the European Union.

Funds for the implementation of projects were obtained through open tenders and competitions. The Foundation implemented also projects to commission. Since Poland's accession to the European Union, the majority of projects have been financed from Structural Funds. In 2007, they constituted 77 percent of implemented projects. Apart from that, the Foundation obtained domestic and foreign government subsidies and NGO grants.

The Foundation's projects implemented in 2007 included national projects coordinated by the Foundation's Warsaw Office and regional projects implemented by its centres. Sixty-one percent of projects carried out at that time was the continuation of activities commenced in previous years. That year saw the closing of 68 percent of projects, and the remaining ones are still in progress. The nomination of the project entitled "Village Administrators and Rural Leaders: Women Manage Polish Villages" (part of the HRD SOP), which was completed in March 2008, for the main award of the second edition of the "Good ESF Practices 2008" competition of the Ministry of Regional Development organised under the slogan: "The Best Investment in a Human Being 2008" was a great success. A particularly important and constantly developing form of providing continual education to local government representatives by the FSLD is represented by the forums of local government specialists. Their purpose is to integrate professions, ensure their mutual support, expand knowledge and improve skills and techniques necessary for a given profession or position. The year 2007 saw the emergence of 16 new forums, thanks to which the total number of forums reached **80** (Schedule No. 1: list of forums operating in individual provinces).

The Foundation organises conferences, debates and seminars all over Poland. They are often part of implemented projects. The year 2007 saw **48** such events.

Since the mid 1990s, the FSLD has been carrying out intense activities in countries undergoing political and economic transformations. Their purpose is to share Polish experiences connected with establishing the political system and the functioning of local government, civic activity and socio-economic development at the local and regional level as well as preparing the country for functioning within the European Union. In 2007, they predominantly covered Ukraine as well as Azerbaijan, Croatia, Kazakhstan, Serbia and Turkey. The Foundation is member of the Zagranica Group which is open to Polish NGOs implementing assistance programmes for other countries.

In 2007, the Foundation conducted publishing activities which predominantly included the publication of reports as well as training and promotional materials. One of them was the publication of Professor Jerzy Regulski's book entitled *Reformowanie państwa. Moje doświadczenia. (Reforming the State: My Experience)* which appeared under the imprint of the School of Public Administration in Szczecin and was co-financed by the FSLD Office.

The FSLD made effort to disseminate the issues being the focus of its activities at the national, regional and local level. By virtue of its cooperation contract with the *Gazeta Samorządu i Administracji* biweekly which was extended this year, the FSLD is regularly provided with its own information page. The media were also the Foundation's partners in the implementation of several projects (e.g. *TV Biznes* and *Serwis Samorządowy PAP* (Polish Press Agency Local Government Service) being part of the *Eurolinia+* information project which promotes the use of Structural Funds, or the *Gazeta Sołecka* monthly in the "Village Administrators and Rural Leaders" project mentioned above). Contacts and cooperation with the media played a very important role in the implementation of individual projects and in the organised events, which resulted in numerous instances of press coverage, films and radio broadcasts. The Foundation closely cooperated with the Polish Press Agency Local Government Service, the NGO portal at www.ngo.pl, TVP3 and other media. The media took the Foundation's events under their wing.

The year 2007 saw positive changes in the Foundation's structure. First of all, its regional centre known as The FSLD - Pomorskie Local Government Centre, which was re-established as an independent unit, considerably developed its activities in Gdańsk. Previously (between 2002 and 2006), it existed temporarily as a branch of the FSLD Małopolska Institute of Local Government and Administration in Cracow. At the beginning of the year, the Foundation's Warsaw Office changed the location of its headquarters. Currently the Office conducts also day-to-day training activities within the Department of Training, Advisory Services, Consulting and Projects in the Mazowsze region. The Polish Institute of Local Democracy which since autumn 2007 has been headed by Barbara Imiołczyk, the Chairperson of the Board, has also been developing its activities. In January, the FSLD Board appointed an 11-person opinion-making body from among the Foundation's employees, and in October it established an internal audit unit. A uniform periodic employee appraisal and job description system was introduced all over the network, and work on the motivation system was commenced. An institutional audit conducted in the Foundation, which showed the directions of its further development, was a very important activity for the FSLD. The audit was conducted by Towarzystwo Doradcze Ryszard Stocki thanks to an institutional grant awarded by the Stefan Batory Foundation. The year 2007 saw regular meetings of the Directors of FSLD Regional Centres, the Forum of FSLD Training Coordinators and the FSLD Project Forum. The Foundation conducted its activities in conformity with the FSLD Code of Ethics.

Three FSLD centres have the ISO Certificate. These are: the Pomorsko-Kujawskie Centre of Local Democracy in Bydgoszcz, the Małopolska Institute of Local Government and Administration in Cracow and the Walerian Pańko Local Government Training Centre in Katowice.

In autumn 2007, as a result of the parliamentary election, changes were also made in the composition of the Foundation's Supervisory Board. Two members of the Board assumed functions in the new Government: Bogdan Zdrojewski became Minister of Culture and National Heritage and Professor Grażyna Praweńska-Skrzypek became Deputy Minister of Science and Higher Education. The function of a Supervisory Board member was accepted by Professor Michał Kulesza.

The composition of the FSLD Board also changed: one of its members, Jan Chrobak, resigned. Apart from that, there was a change of directors of three FSLD regional centres in Poznań, Wrocław and Zielona Góra.

At the end of 2007, the Foundation's team was composed of **260** regular employees. A lot of them participated in the national annual convention of the FSLD team which was traditionally held in late September for the ninth time. This time, the convention was hosted by the Białystok centre and it

was organised in Białowieża. The especially solemn atmosphere of the convention was connected with the celebration of the 15th anniversary of the existence of the FSLD-Podlaskie Centre. The convention served the purpose of integration, discussions and training.

For the last two years, the FSLD staff was taking advantage of an exceptional opportunity to improve its professional competence and skills within the framework of the “FSLD Academy”. This project was co-financed by the European Social Fund and implemented under the supervision of the Ministry of Labour and Social Policy. Nearly half of the Foundation’s employees all over Poland, i.e. 107 people, were its beneficiaries. They attended post-graduate courses of study (20 people), English language courses (44 people) and participated in four training modules (training, advising, training management & organisation and project management). Apart from that, 16 people attended the “FSLD School of Trainers” which developed the skills of teaching adults.

Polish and foreign volunteers and graduate trainees play an important role in the operations of our offices. In 2007, the FSLD signed a contract for regular cooperation on international traineeships for students with Collegium Civitas.

The Foundation is member and one of the co-originators of the National Forum of Non-Governmental Organisations (NFNGO). The FSLD’s representative is member of the Council on Public Benefit Activities at the Minister of Labour and Social Policy. In 2007, the Ministry of Regional Development recommended that provinces’ local governments apply procedures developed as part of the “Partnership for the Third Sector” project implemented by the FSLD between 2003 and 2006 in electing members of the Monitoring Subcommittees of the Human Capital Operational Programme who represent NGOs.

The FSLD is also the founding member of the Polish Chamber of Training Companies. Apart from that, it is member of the European Network of Training Organisations for Local and Regional Authorities of Europe (ENTO). The Foundation’s representative has been active in the organisation’s governing bodies for several terms.

The post-secondary schools of public administration established by the FSLD’s founders in the early 1990s, which were later transformed into the Colleges of Public Administration (CPA) in Białystok, Kielce, Łódź and Szczecin, have a separate legal personality but they closely cooperate with the Foundation and serve as its technical support. So far, the CPAs have already had **12,089** graduates in total, including **2,137** graduates in the year 2007 alone. They have attended full-time, part-time and postgraduate courses of study. In the *Rzeczpospolita* daily’s and the *Perspektywy* weekly’s ranking of higher education institutions organised at the beginning of 2008, the CPA in Białystok was ranked 2nd and the CPA in Łódź was ranked 12th in the Non-State Undergraduate College category. In 2007, the colleges and the Foundation were involved in a joint activity: a cycle of four “Local Government Observatory” seminars focusing on the efficient operations of public institutions.

The year 2007 saw a change in the Białystok CPA structure resulting from the establishment of the function of the president of the college which was assumed by Professor Barbara Kudrycka. Her vice-chancellor function was assumed by Professor Jerzy Kopania. However, due to the fact Professor Kudrycka became Minister of Science and Higher Education, her function in the college is temporarily suspended.

In 2007, Professor Jerzy Regulski, the co-founder and President of the FSLD, became honorary citizen of the municipality of Marklowice. Professor Regulski received also a prestigious “Gold Hipolit” award for Outstanding Organic Work Personages which is granted by the Poznań-based Hipolit Cegielski Association.

DEVELOPMENT OF LOCAL SELF-GOVERNANCE AND PUBLIC ADMINISTRATION

One of the main objectives of activities conducted by the Foundation in Support of Local Democracy is the development of local self-governance and public administration. The FSLD is the largest Polish organisation which provides training and improves professional qualifications of local governments’ staff. In 2007, this objective was realised through:

- training,
- seminars and conferences,
- advisory and consulting services,

- initiating and running trade forums,
- implementation of specialist projects,
- scientific research and analyses,
- initiating public debates,
- preparing and giving access to information,
- contests promoting the improvement of qualifications and entity management standards.

Every month, the Foundation's centres send their service offers to local administration offices and to other regular customers and disseminate them through their websites (available also through www.frdl.org.pl) on a regular basis.

Training

Just like in previous years, in 2007 training represented the primary form of the Foundation's activity. In December 2007, it adopted the Code of Good Practices of the Polish Chamber of Training Companies. Since 2006, the Foundation has figured in the training institutions register maintained by the Mazowieckie Province Labour Office.

Since 2003, the whole FSLD network has followed the same training quality standard. Quality is constantly monitored, which guarantees day-to-day control of training standards, training curricula, teaching methods, quality of materials as well as the organisation of training. Obtained marks serve as a basis for enriching the FSLD offer and improving the quality of its services. Lecturers and trainers are evaluated on a regular basis.

Each of the FSLD's 16 regional centres prepares a proposal of a programme offer developed by the Foundation's experts on the basis of needs assessment made in individual regions, organises specialist tailor-made training as well as training which is part of implemented projects. Training is also one of major forms of work of local government employees' trade forums which operate at the centres. As it has already been presented in the *Recapitulation of Activities Conducted in 2007*, in 2007 the Foundation organised a total of **5,399** training events attended by **89,547 people**, of which **33,892 people** participated in training provided as part of the centre's training offer and by commission. There were **1,854** such events in total. The following chart (Figure 2) shows a number of training events and their participants broken down into regional FSLD centres.

Figure 2. Training provided by FSLD centres as part of their training offer and by commission in 2007

Just like in previous years, the subjects of training offered to local governments focused on various aspects of their activities including, in particular, issues relating to their own tasks as well as those commissioned to them. The areas were as follows:

- finance, taxes, accounting,
- management, planning,
- Code of Administrative Procedure,
- municipal services,
- land management, real estate and construction law,
- housing,
- transport, roads, bridges,
- business activity, entrepreneurship,
- public procurement, tender procedures,
- functioning of non-governmental organisations and cooperation with them, voluntary sector,
- education,
- culture,
- social policy,
- office functioning, office work organisation, the powers of entity representatives, ethics,
- openness of information, data protection, classified information,
- environment and animal protection,
- labour law and OSH,

- European Union, Structural Funds,
- other.

Training was addressed to councillors, administration officials (including those working in local government units), as well as to the managerial staff of municipalities and counties, including mayors and county administrators.

In recognition of the high quality of its training, the Foundation was commissioned to implement three successive training projects aimed at improving the qualifications of top and middle officials of public administration between 2005 and 2007. The task was commissioned by the Civil Service Office and subsequently by the Chancellery of the Prime Minister (CPM). This **General Training For Civil Service Members** was attended all over Poland by a total of 13,200 people. It was provided as part of *Activity 2.4 Strengthening Administrative Capacity* under the Human Resources Development Sectoral Operational Programme co-financed by the European Social Fund. Between 2006 and 2007, this training was provided as part of two projects. During the first one, which was entitled **General and Specialist Training for Civil Service Members**, 350 training sessions focusing on general subjects and seven specialist ones were attended by 7,000 public administration officials. The second one, entitled **General and Specialist Training: Top and Middle Management Level**, 150 training sessions focusing on eight general subjects and seven specialist ones improved the qualifications of 3,000 public administration officials representing top and middle level of administration as well as independent and coordinating posts.

Advisory and Consulting Services for Local Governments

In 2007, advisory and consulting services provided to local governments addressed a lot of aspects of their activity and took various forms: consulting, counselling and the preparation of documents and expert opinions. Consulting was also an essential part of several key projects such as “Transparent Poland” implemented since 2004 and “Support for Regional and Local Communities in Counteracting Drug Abuse at the Local Level”. In that case, it focused mainly on strengthening mechanisms of cooperation between local administration and local communities. For more information about these projects see the section entitled *Development of Civil Society*.

It should be stressed that in 2007 the Foundation’s consulting activities for local governments in the field of obtaining EU funds were conducted primarily through the medium of four ESF Regional Centres in Białystok, Olsztyn, Ciechanów and Siedlce.

Among more than 50 documents drawn up by FSLD specialists for local administration in 2007, for the first time the largest group was represented by social problem solving strategies. In addition to that, there were local development strategies, project feasibility studies and other studies. They are discussed in more detail in the section entitled *Local Socio-Economic Development*.

Local government offices were also ordering specialist studies concerning municipal office development, for example “Increasing Local Government Staff’s Competence in the Municipality of Głogów: Preparation of a Training Programme for the Głogów City Office” (Wrocław based centre), developing a qualification mark system for local government employees working in the Gdańsk City Office and the Pomorskie Province Marshal’s Office (Gdańsk based centre).

Among the tasks which the Foundation’s centres were commissioned to perform, it is worthwhile to mention “The Assessment of the Condition and Needs of Culture and the SWOT Analysis of Culture in Gdynia” commenced in previous year and completed by the Małopolska Institute of Local Government and Administration in Kraków.

Projects

In 2007, 33 out of 116 projects implemented by the Foundation, i.e. 28% of projects, were aimed primarily at improving professional qualifications and skills of public administration employees and services subordinate to public administration (in this year, they focused mainly on social assistance) as well as developing its cooperation with NGOs. The list of all projects is presented in Schedule No.

4 and each of them is discussed in detail on the websites of centres implementing them (www.frdl.org.pl).

Local Government Forums

Local government forums represent one of the major forms of continuing education for public administration staff which have been used by the FSLD for many years. Their purpose is to integrate professions, ensure their mutual support, expand knowledge and improve skills and techniques necessary for a given profession or position. They also offer the best opportunities for consultation and for the exchange of experiences.

The year 2007 was a special year in the activities of the Foundation's forums. Sixteen new forums were established, and the older one, the Forum of Southern Poland Local Government Secretaries, celebrated the 15th anniversary of its existence. At the end of the year, the total number of existing forums reached 80. This number is constantly growing, since initiatives to establish new ones are being taken all the time. An attempt to establish a network of interdisciplinary forums for people involved in counteracting addictions was successful in nine provinces. These forums are a form of long-lasting support for local coalitions established during the implementation of the project entitled "Support for Regional and Local Communities in Counteracting Drug Abuse at the Local Level". The "Transparent Poland" forum established at the Foundation's office (in connection with the project implemented under the same title which is described in the section entitled *Development of Civil Society*) is a national forum. It brings together local governments which are most advanced in implementing the principles of "transparent" office functioning. The forums of secretaries, treasurers and European Officers' Forums (EOF) operate virtually at all centres.

A vast majority of forums is based on their regular members who elect the forum board and make decisions on its activity themselves. The members pay regular membership fees to cover the cost of the forum's activities. Only a few forums are open and the officials who participate in them do not have to make any membership declarations but instead they declare their participation every single time. This is why the number of the members of forums operating at the FSLD is approximate and it is estimated at 3,000 people.

In 2007, 353 training sessions and meetings were organised for 12,948 people across Poland within the framework of forums' activities. These were often away-from-home sessions which lasted for at least a two days.

The Kraków centre, which organises regular meetings for the members of 13 forums, was still the leader in this category. In 2007, it organised 143 such meetings. The Gdańsk centre with eight forums and 55 meetings organised for their members came second.

Figure 3. Number of meetings and training sessions for forum members organised in FSLD centres in 2007

Once again, in 2007, the centres in Jelenia Góra, Zielona Góra, Szczecin and Opole organised joint away-from-home sessions for the members of secretaries' and treasurers' forums operating in their regions. This created favourable conditions for the exchange of experiences and integration of the whole local government milieu in those regions.

The Świętokrzyskie Secretaries' Forum established successful cooperation with the US City Management Association which was crowned by the conclusion of a partnership agreement. Polish secretaries participated in a study tour to the United States and an international conference entitled "Investment Activity and Transparency of Public Life in US Local Government" was organised in Kielce.

Local Government Cooperation within the European Union

In 2007, the Foundation traditionally supported the development of local government cross-border cooperation and integration within the European Union. The Polish-German Local Government Congress organised by the Jelenia Góra centre under the title "The Policy of the Polish and German Governments and of the European Union and Its Impact on Shaping Polish-German Cross-Border Cooperation" was a particularly important event. Its honorary patrons were the marshals of the Dolnośląskie, Zachodniopomorskie and Lubuskie Provinces. The participants regarded the Congress as a very important and necessary part of mutual neighbour cooperation. It is expected to become a

regular event. It was prepared in cooperation with the Konrad Adenauer Foundation. Financial support was provided by the Foundation for Polish-German Cooperation and Siemens.

In turn, the Kielce-based centre continued the implementation of an international project (2006-2007) entitled “Self-Governing Citizens in United Europe” as its coordinator. The project addressed the issues of self-governance and building a civil society in the expanding European Union. Two Italian organisations were involved in it: Europa Formazione and Youth Europe Service. Another participant was The Trade Union of Teachers Educational and Scientific Services from Turkey. The project included local assessment of the situation in partner regions, seminars and lectures addressed to local communities as well as studies concerning European citizenship which were prepared by experts. In addition to that, there was an exchange of project employees and groups of students. Local partnerships and cooperation between the partner countries’ regions were established. A project website was launched at www.autonomouscitizens.eu. The project was closed with a recapitulation conference which was held in Kielce in July 2007. It was financed through the EC Socrates Grundtvig 2 programme - adult learning partnership projects.

Conferences, Debates, Opinions, Research

In 2007, the Foundation in Support of Local Democracy organised **48** conferences, debates and seminars across Poland. The majority of them were addressed to the representatives of local administration. Some of those events initiated or became part of a public debate, while other ones were an important part of promoting implemented projects. The list of events is presented in Schedule No. 2.

In 2007, the Foundation took several research and opinion-forming initiatives in cooperation with the Colleges of Public Administration. There were four meetings of the “Local Government Observatory” which focused on the efficiency of public institutions. In December, the Kielce-based CPA and the FSLD Board commenced pilot research aimed at identifying problems encountered by municipalities in obtaining EU funds. In cooperation with several regional centres, they held interviews with the representatives of municipalities during which they touched on various issues relating to the history of using pre-accession funds and funds provided in the 2004-2006 financing period as well as plans and activities concerning the 2007-2013 financing period. As a result of this research, it was possible to identify strategies which were most frequently followed by municipalities in the process of obtaining funds as well as the most serious barriers to those processes in small and medium-size municipalities as well as in big cities. The report is available at www.frdl.org.pl.

Professor Jerzy Regulski, President of the FSLD, and Barbara Imińczuk, Chairperson of the FSLD Board, participate in the work of the re-established “Experience and Future” Seminar. Their report entitled “Self-Governance and Local Democracy” was published in November.

Competitions, Rankings and Patronage

The Foundation organises a number of local government competitions and rankings. They are a successful form of promoting the improvement of the staff’s qualifications and good local government practices. The majority of centres organise regional rankings for those offices which take advantage of their offer. The first centre to initiate this activity was the FSLD-Podlaskie Centre in Białystok, where an award “*For special activity in improving local government knowledge*” has been granted since 1993. In Kraków, rewarded municipalities are conferred the “*Clever Municipality*” title which pretty much speaks for itself. In 2007, for the first time the Olsztyn-based centre organised a “Local Government Education Laurel” competition. It was also already the third time that the FSLD-Małopolska Institute of Local Government and Administration in cooperation with the Małopolskie Province Marshal’s Office organised a “Małopolska Model Office” contest in which offices were rewarded for their innovation, transparent procedures and for the development of an information society.

It was also another year in which the Kielce-based centre together with the Governor and the Marshal of the Świętokrzyskie Province announced the results of the Ranking of the Świętokrzyski Region’s Municipalities 2006. The ranking was aimed at motivating local governments to support, promote and improve professional attitudes in their activities.

In Zielona Góra, the celebration of the 18th anniversary of the revived Polish local government was accompanied by a competition for a **Maturity Certificate** for the best local government activists and institutions which in the Lubuskie Province citizens' opinion had passed their "final examination" on local democracy.

It was another year since 2003 during which the Foundation acted as institutional patron of the "Contest for the Best PhD and Master's Theses on Local Government and the Issues of Decentralisation". The contest is organised by the publisher and the editorial team of the *Samorząd Terytorialny* monthly.

CIVIL SOCIETY

One of the Foundation's strategic objectives is to support the development of a civil society. From the beginning, it has been actively involved in major national activities which strengthen the civil society and the development of the NGO sector. Through training, advisory services, competitions and the implementation of projects it encourages social activity, and in particular it makes attempts to initiate and support the establishment and development of cooperation between NGOs and local governments. In 2007, this was pursued through training, workshops, conferences, counselling, publications and research (e.g. a survey concerning the condition of the Third Sector in the Podkarpackie Province).

In 2007, the Foundation's contribution to activities for the development of the Third Sector was noticed by the Ministry of Regional Development. It recommended that the procedures developed under the "Partnership for the Third Sector" project implemented by the FSLD between 2003 and 2006 should be followed by provincial local governments in electing members of the Monitoring Subcommittees of the Human Resources Operational Programme who represented NGOs.

The FSLD is the founding member of the Polish Federation of NGOs. Since 2006, the FSLD's representative has participated in legislative work for this sector as member of the Council on Public Benefit Activities at the Minister of Labour and Social Policy. The Foundation's representatives are also members of the National Strategic Reference Framework 2007-2013 Coordinating Committee, "Human Capital" Operational Programme 2007-2013 Monitoring Committee (HC OP MC), "Technical Assistance" OP 2007-2013 MC, Eastern Poland Development OP MC, Podlaskie Province HC OP MC, Opolskie Province Regional Operational Programme MC and the HC OP Monitoring Subcommittees in the Opolskie, Kujawsko-Pomorskie and Zachodniopomorskie Provinces.

In September 2007, the Gdańsk-based centre opened the **Sopot NGO Centre** comprising the **Volunteer Centre**. At the same time, an **NGO Incubator** was operating at the Opole-based centre within the framework of the EQUAL "Third Sector Professionalisation" project partnership. Apart from that, a regular training and advisory service offer for the NGO sector was created there. Two valuable NGO sector strengthening initiatives emerged in Kraków. One of them was the implementation of a project entitled "Małopolska Academy for NGO Strategic Management Trainers" and the other one was a "Małopolska Cooperation Vectors" competition for the best programme of cooperation between local governments and NGOs.

A major trend in the Foundation's activities was represented by initiatives addressed to rural leaders which improve and develop civic activity in this environment. Among them were two projects implemented by the Foundation's Office: **Village Administrators and Rural Leaders** (more details are presented below) and **Stereotype vs. Equal Opportunities for Women and Men in Rural Environment**. Apart from that, a project entitled **European Village Administrator's Academy. Supporting Civic Conduct of Zachodniopomorskie Rural Residents** was implemented in the Zachodniopomorskie Province.

As it was stressed before, in 2007 four **Regional Centres of the European Social Fund** in Białystok, Olsztyn, Ciechanów and Siedlce played a special role. Their task was to improve ESF project initiators' skills in preparing, implementing and managing projects and establishing local partnerships. There is the **Regional Centre for European Information (RCEI)** which has operated in Kielce since 2000 by virtue of an agreement between the Office of the Committee for European Integration and the FSLD. It conducts information, consulting and advisory activities. There is also a library at the RCEI with nearly 4,000 publications concerning the EU functioning and development directions. In addition to that, the **Europe-Direct Point** has been operating at the FSLD-Świętokrzyskie Centre since 2005. It is part of a network of 19 information centres in Poland and

407 centres in 25 EU Member States. In 2007, it provided services to inform people about the European Union's policies, distributed publications, assisted the region's inhabitants with entering into a dialogue with institutions, looked for foreign partners for schools to implement the Socrates-Comenius Programme and the "Youth in Action" Programme. Within the framework of cooperation with the regional portal www.gazeta.pl, it organised an internet competition concerning EU issues for the region's readers.

Between 2007 and 2008, for the first time the Foundation implemented a comprehensive information project in cooperation with the media (TV Biznes and the Polish Press Agency Local Government Service). It was aimed at disseminating knowledge of opportunities for using structural funds on a wide scale in the Polish society. Within the framework of the "Eurolinia +" project, a separate part of a TV magazine was prepared for each of 15 social groups and each of them was also offered participation in a separate monitored on-line discussion forum with an interactive subject-oriented section (www.euroliniaplus.pl).

In that period, activities for the youth and education circles included a comprehensive offer of the Regional Centre of the National Agency of the Youth Programme which operated at the Świętokrzyskie Centre between 2002 and 2007, and an offer of the "Youth in Action" Programme Information Point run in Opole as part of a national network.

The most important school education project was represented by four regional grant projects implemented under a common title: "The School of Equal Chance". They were implemented by the FSLD network in the Lubelskie, Lubuskie, Mazowieckie and Zachodniopomorskie Provinces between January 2007 and June 2008. The Social Education Association and the Foundation for Education for Democracy were the FSLD's partners. As a result of the project, in the school year 2007/2008, the offer of more than 250 (primary, junior high and secondary) schools was extended to include additional development classes for pupils to give them equal education and social opportunities. Grants were earmarked for e.g. additional lessons on various subjects including foreign languages, theatre, photography and art clubs, sightseeing tours, visits to the cinema, theatre and museums, adaptation of school buildings for the needs of pupils with disabilities, purchase of computer hardware, photographic equipment, musical instruments and other teaching aids (more information can be found at www.szkola.szans.pl). The projects were commissioned by the Ministry of National Education and financed through the HRD SOP 2004-2006, Priority 1.2a: Development of knowledge based society.

Successful projects implemented by the Opole-based centre included an ecological programme for schools entitled "Eco-teams" which in 2007 was organised for the 11th time. It enjoys constant popularity among the Opole Region's schools and the majority of them participate in it.

One of quite interesting activities aimed at mobilising the youth was a competition entitled "Which Is the Way to Democracy?". It was a competition for the best literary and social essay. It was organised in the Lubuskie Province and closed with a conference bearing the same title.

Major projects supporting cooperation between local government, NGOs and local communities and the mobilisation of rural leaders in 2007

1. Village Administrators and Rural Leaders: Women Manage Polish Villages - a project implemented by the FSLD in cooperation with the *Gazeta Sotecka* monthly under the HRD SOP (Activity 1.6), aimed at preparing women for acting as local leaders in their communities. It was implemented between 2006 and 2008 in four provinces: Mazowieckie, Lubelskie, Wielkopolskie and Kujawsko-Pomorskie and covered the total of 125 beneficiaries, i.e. village administrators, members of associations, teachers and village administrators' wives. It included training, workshops, consultations and study tours to the region. The training subjects included the issues of self-presentation and the ways of mobilising people to act, project-based work and fund solicitation. At the same time a legal counselling service was provided. Its advice, just like information about project activities, was published in the *Gazeta Sotecka* monthly. The project (closed with a conference organised in February 2008) led to more than 60 initiatives such as e.g. submitting grant applications, registering an association, drawing up local development plans. The *Gazeta Sotecka* monthly gave coverage to all the project activities on a regular basis. Apart from that, a brochure entitled *Kalejdoskop dobrych praktych (A Kaleidoscope of Good Practices)* was

published. It presented the examples of the most interesting initiatives taken by the participants (circulation: 5,000). Its electronic version is available at www.frdl.org.pl. The project is the winner of the second edition of “Good ESF Practices 2008” competition of the Ministry of Regional Development organised under the following slogan: “The Best Investment in a Human Being 2008”, as one of fifteen best projects selected from among 239 entered for the competition.

2. Support for Regional and Local Communities in Counteracting Drug Abuse at the Local Level was a national project commissioned by the National Bureau for Counteracting Drug Abuse (NBCDA) and implemented in 2006-2007. It was aimed at giving assistance to local administration in building municipal programmes to counteract drug abuse (MPCDA) with the participation of local communities. The Foundation’s 16 regional centres organised 100 training and consulting cycles (each composed of eight workshops) for teams from 800 municipalities representing local coalitions and composed of the representatives of local administration and local communities, i.e. 2,700 people in total. The project resulted in the development of 400 good strategies which should be really effective (much more was achieved than the project assumed). The representatives of 20 teams which prepared the best MPCDA participated in training organised in Spain.

The project was innovative in that an attempt was made to establish interdisciplinary forums at the FSLD centres in all the provinces. The forums were supposed to bring together people involved in counteracting addictions as a form of long-lasting support for local coalitions. This attempt was successful in nine provinces (Schedule 1: List of Forums).

A promotional campaign at the national and local level was an important part of the project. Training materials prepared for the purposes of this project and verified during its implementation served as a basis for writing a handbook entitled *Zapobieganie narkomanii w gminie. Zasady tworzenia Gminnych Programów Przeciwdziałania Narkomanii (Preventing Drug Abuse at Municipal Level. The Principles of Establishing Municipal Programmes to Counteract Drug Abuse)*. It was published in a book and CD format, in a circulation of 14,000 and sent for free to all the Polish local governments and key institutions. Its electronic version is available also at the FSLD’s and the NBCDA’s websites.

In addition to that, within the framework of the project, a team of experts prepared proposals of legislative changes in the field of counteracting drug abuse to be recommended by the NBCDA to the Polish Parliament.

The project was implemented under the Transition Facility 2004 (PL2004/016-829.05.01.02) co-financed by the EU and the Government of the Republic of Poland.

3. “Transparent Poland” Programme

This programme has been implemented since 2004. It is aimed at promoting good practices which contribute to transparent public life in local governments. Apart from the FSLD, its initiators were as follows: the Batory Foundation - “Against Corruption” Programme, the Polish-American Freedom Foundation, the *Gazeta Wyborcza* daily, the Centre for Citizenship Education and the World Bank.

The first part of the programme (2004-2005) was *The Laboratory*, an experimental one-year education programme involving 16 local governments. They were given training and consulting assistance to implement tasks developed in the course of the programme. The tasks were assigned to six good governance principles: transparency, public participation, zero tolerance for corruption, predictability, professionalism and accountability. In the second part of the programme, the *Gazeta Wyborcza* daily ran a mass campaign under the slogan “Transparent Poland”. It was addressed to local governments willing to improve the practice of governance by striving for the elimination of corruption and other pathologies in cooperation with NGOs and residents. The campaign involved nearly 800 municipalities and counties (there were nearly twice as many applications as it was anticipated) and it was completed by 403 local governments.

In 2006, the FSLD implemented a programme which was the continuation of “Transparent Poland”. It was addressed to local governments which obtained the campaign certificate of completion in 2005. The purpose that programme was to consolidate the existing solutions and implement new tasks with a view to exerting influence on the improvement of the quality of

customer service in offices, initiate a social debate on local government ethics and develop a public consultation procedure.

During the programme, local governments implemented more than 4,500 tasks - practical solutions which improve local government's operations and contribute to its higher transparency. Training was provided to more than 3,000 local government officials.

The year 2007 saw the establishment of the Transparent Poland Forum as a cooperation platform for those local governments which are most active and advanced in implementing the six principles of the campaign. There were three meetings of the Forum. Local governments conducted an internal audit of tasks implemented in the course of the project in previous years. Apart from that, training was provided to the representatives of local government. A local government certification system was developed on the basis of local governments' internal audit.

The programme was also transferred to Ukraine by FSLD centres based in Lublin and Szczecin. Apart from that, it aroused interest among local governments in such countries as Georgia, Bulgaria, Romania, Kazakhstan and the Balkan countries. Some of them have already undertaken their pilot activities within the framework of implementing the principles of "Transparent Poland".

- 3. Coalitions for Security** is a project implemented by the Olsztyn-based centre together with the Warmińsko-Mazurskie Education Office in partnership with the Association for Mediation and Legal Advice Development as well as the Saint Brother Albert Catholic Association for Child and Family Care. It was aimed at suppressing aggressive behaviour at schools by eliminating and alleviating drastic forms of social maladjustment, appointing specialists to solve the problems of aggression and violence at schools and providing training for them as well as improving cooperation between local entities (school, police, local governments, NGOs, parents), coordinating their activities, exchanging information and pursuing joint projects. Appointments of the representatives of county committees which formed the "Coalitions for Security" were made (83 people) and training was provided to them. They spent 224 hours at training sessions between which they participated in e-learning, advisory and "supervision" activities organised during study tours to individual counties which participated in the project.

LOCAL SOCIO-ECONOMIC DEVELOPMENT

In 2007, support for socio-economic development was given primarily in the form of advisory services, consulting, training, information dissemination and the implementation of special projects. It can be divided into support for local administration, the SME sector, NGO development and for the improvement of qualifications and professional skills of employees and unemployed people. The major role in those activities was represented by four Regional Centres of the European Social Fund (ESF RC) run by the Foundation in Białystok, Olsztyn, Siedlce and Ciechanów, which have already been mentioned many times in this report, as well as four Consulting Points of the National Services Network of the Polish Agency for Enterprise Development in Bydgoszcz, Kraków, Tarnów and Zabrze.

More than **50 studies and expert opinions** were prepared in 2007. Just like in previous years, the Foundation rendered services relating to the preparation of necessary documents which are enclosed with applications for structural funds. These included feasibility studies, local development strategies, enterprise development strategies, local revitalisation programmes and social problem solving strategies.

Support for Local Administration

In 2007, for the first time the largest number of studies prepared by FSLD experts was represented by social problem solving strategies. These were made for the Municipality of Grzegorzew and for the Municipality and City of Zduny in Wielkopolska, for the City and Municipality of Lubaczów and for the municipalities of Laszki, Roźwienica, Lubeń and Stubno in the Podkarpackie Province, for the Municipality of Szczurowa along with an annual verification of a strategy for the Municipality of Krzeszowice in the Małopolska Province, for the Municipality of Fryszak in the Świętokrzyski Region,

for the City of Sławków in Silesia and for the Garwolin County in Mazowsze. There were 13 documents in total.

In addition to this, development strategies were prepared (by the Kraków-based centre) for the following municipalities: Czarny Dunajec, Dębno, Turawa, City and Municipality of Olkusz as well as for the Olkusz County and the Bochnia County. The development strategy for the municipalities of Żegocina and Łęczna were updated (the latter by the Kielce-based centre).

The FSLD centre based in Lublin prepared a report on the state of the City of Puławy 2007, and the Kraków-based centre prepared “A Restoration Plan for the City of Szerzyna 2007-2013” and local revitalisation programmes for the cities of Żabno and Chelmek.

In 2007, feasibility studies and their supplements constituted an important group of expert opinions. The majority of 11 studies focused on the modernisation of water and sewer systems.

The Foundation prepared also highly specialist documents such as problem assessment and a public communication model for the restoration of vintage brick and stone buildings in Sopot, a tourism development strategy for Grudziądz as well as a modernisation and extension plan for Włodawa’s municipal landfill with an aim to establish a solid waste management utility.

Support for Small and Medium-Sized Enterprises

Just like in previous years, the FSLD supported the small and medium-sized enterprise sector through its three centres in Bydgoszcz, Kraków and Katowice which have the Certificates of the National Services Network for Small and Medium-Size Enterprises. Under an agreement with the Polish Agency for Enterprise Development (PAED), they run Consulting Points (in Bydgoszcz, Kraków, Tarnów and Zabrze) which render services to SME representatives.

SME development projects were also implemented in 2007. They were co-financed by EU operational programmes. The major ones include “Telecommuting. A National Promotion and Training Programme for Entrepreneurs” coordinated by the FSLD Office, two projects implemented in Kraków: “Management Academy: A Systemic Cycle of Training for SMEs” and “My Business: Support for the Development of Entrepreneurship in Małopolska”, as well as “Opole’s E-Craftsman” implemented in the Opole Province.

In addition, the FSLD-Małopolska Institute of Local Government and Administration conducted a survey among the Małopolska Region’s entrepreneurs concerning the degree of their linguistic competence and needs relating to their business activity.

Support for Labour Market Development

In 2007, FSLD centres implemented many projects supporting activity on the labour market by enabling employees and unemployed people to improve or acquire better qualifications and skills. The projects provided incentives to start business activity in different areas. They were primarily addressed to the representatives of those groups which find it most difficult to manage the present economic reality: people forced to change a job (e.g. miners and soldiers), groups which are at a disadvantage on the labour market (e.g. people in their forties, people with disabilities and those who are recovering from addictions). The Foundation is entered in the register of entities running job placement agencies issued by the Marshal of the Mazowieckie Province as a personnel consulting and job counselling agency. In response to labour market needs, its centres offer also vocational training courses. Such new initiative was taken in 2007 by the Bydgoszcz-based centre.

Major projects:

- Project entitled **We Can Do More: Partnership for Social Cooperatives**, implemented between 2004 and 2008 by the FSLD - Małopolska Institute of Local Government and Administration in Kraków, supporting the development of social economy in Poland, financed through the EQUAL Community Initiative Programme. Its fundamental objective is to develop a practical model of a social cooperative for people suffering from social exclusion or marginalisation on the basis of the experience of EU member states in this field. It is addressed to people, institutions and organisations interested in the practical aspects of social economy, and in particular in the

development and implementation of the Polish model of a cooperative for people who are socially disfavoured. The developed model will be disseminated and offered to local governments (mainly at the county level) as a practical and real way to solve problems relating to the return of those socially excluded to the society. In 2007, a social cooperative was opened under the name of Ratel to run a restaurant. The project was promoted in cooperation with the *Gazeta Samorządu i Administracji* biweekly. This included the First Forum of Experts, a documentary emitted *Gra o sukces z Ratelem w herbie (Aiming for Success with Ratel)*. In addition to this, a Good Practices Handbook entitled *Toward A Social Economy Company Model In Europie* was prepared in three language versions (Polish, English and Spanish) together with a CD-Rom with project materials.

- Project entitled **Student's Academy**, implemented by the Wrocław-based centre between 2005 and 2008, financed through the ESF and by the state budget within the framework of the IROP. The project is aimed at specifying students' career paths through vocational counselling and the preparation of Professional Development Plans. The participants of this project learn the principles of entering the labour market, meet with vocational counsellors and the employees of HR departments and enterprises which represent many trades as well as local government employees.
- Project entitled **Parent - Employee - Professional Development of Parents on a Post-Maternity Leave**, implemented by a consortium led by the FSLD-Dolnośląskie Centre. The main purpose of this activity is to increase the possibility of combining professional life with family life by working out flexible forms and principles of distance work for people who are on a post-maternity leave. The project has been implemented in three stages since 2004 and it will be completed in 2008. Ten workshops were organised in 2007. They were aimed at including pro-family provisions in development strategies of individual local governments.

THE DEVELOPMENT OF LOCAL DEMOCRACY IN COUNTRIES UNDERGOING POLITICAL TRANSFORMATIONS

Since the mid 1990s, the Foundation in Support of Local Democracy has been engaged in activities in countries undergoing political and economic transformations, where it has been sharing Polish experiences from building a political system, local government functioning, civic activity and socio-economic development at the local and regional level and currently also the issues of functioning within the European Union. For this activity, in 2004 the 14th Economic Forum in Krynica honoured it with the title of a Non-Governmental Organisation of Central and Eastern Europe. The FSLD is member of the Zagranica Group. The areas in which the FSLD gives its assistance abroad include the reform of public administration (decentralisation and deconcentration), building co-operation between citizens and local administration, supporting institutions which provide education to public administration employees, and preparing NGOs and local governments for integration with the EU. So far, the FSLD has implemented its programmes for Albania, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Croatia, Montenegro, Georgia, Kazakhstan, Kyrgyzstan, Macedonia, Moldova, Russia, Serbia, Turkey and Ukraine. The Foundation's support was financed by Polish and foreign sources.

In 2007, the Foundation established also regular cooperation with the Eastern Europe College Foundation which included study tours to the FSLD Office for the representatives of Ukrainian local governments, NGOs and journalists. Apart from that, it implemented projects for Azerbaijan, Croatia, Serbia, Turkey and Ukraine. They primarily consisted in sharing Polish experiences during expert missions to those countries and organising study tours to Poland for their representatives.

Azerbaijan

The project entitled **The Increase of Involvement of the Individual Actors of Public Life in Drawing Up a Municipal Budget (2006-2007)** was aimed at sharing experiences with the local authorities of the Sheki Region. It focused on drawing up a transparent municipal budget with the active participation of the local community. The project was implemented in the form of a study tour to Poland, in partnership with the ULUCHAY Charity Society from Sheki, Azerbaijan, within the

framework of the regional East-East Programme of the Open Society network, and financed by the Stefan Batory Foundation and the FSLD.

Croatia

The project entitled **Technical Assistance and Grants for NGOs' Social Services in Croatia** was implemented between 2006 and 2007 by the FSLD Office in cooperation with the Office for Economic Policy and Regional Development in Kielce (Poland). It was aimed at improving the general quality of social services on the basis of Croatia's best practices and appropriate EU standards and at strengthening the innovative potential of NGOs in connection with the establishment of long-lasting partnerships with public institutions at the national and local level with an aim to render social services. Training programmes were developed, training was provided in Croatia and a compendium of partnerships was created. The compendium contains a conceptual framework for initiating and implementing projects in public-private partnerships. The project was financed by the Croatian Ministry of Finance.

Serbia

1. The **Focus Vojvodina Project** was implemented between 2005 and 2007 by the FSLD Office as the partner of VNG International and financed by the Ministry of Foreign Affairs of the Kingdom of the Netherlands within the framework of the MATRA programme. It was aimed at strengthening the role of the civil society and increasing the participation of its representatives in the policy of Vojvodina's municipalities as well as improving multi-ethnic cooperation at the local level.
2. The project entitled **Świętokrzyskie for Serbia: Transparent Local Government Practices** was implemented in 2007 by the Kielce-based centre and financed by the Stefan Batory Foundation. It was aimed at sharing Polish best experiences from the functioning of local governments at the lowest public administration level, based on transparency, professionalism and openness. The project was implemented in the form of an eight-day study tour to Kielce which was organised for eight representatives of Serb local governments. They had an opportunity to get familiar with the functioning of Polish local government offices which implemented the tasks and principles of transparent management (under the "Transparent Poland" project).

Turkey

Civil Society Cooperation between Poland and Turkey for Supporting Local Democracy in European Union Integration in Turkey - the exchange of experiences between Turkish and Polish NGOs - a study tour to Poland - project implemented by the FSLD within the framework of the *Civil Society Dialogue: Europe - Bridges of Knowledge Programme* financed by the Small Grants Programme of the Delegation of the European Commission to Turkey. It consisted in organising a study tour to Poland in April for a delegation of 13 people representing Turkish NGOs which cooperate with local governments in the decentralisation reform and in preparations for Turkey's accession to the European Union. The project was mainly aimed at strengthening the role of Turkish NGOs in decentralisation processes and in promoting the EU's "good governance principles" (the White Paper of 2001). One of the delegation members was Zekariya Şarbak, the undersecretary of the Turkish Ministry of the Interior.

Ukraine

1. Projects for Ukraine have been implemented since 2006. They are aimed at transferring experiences from the "Transparent Poland" Programme, which is discussed in more detail in the section entitled *Development of Civil Society*, to Ukraine. Those activities merge with the Ukrainian local government reform and an effort to orient the administration towards ethicality and transparency. In 2007, the Szczecin-based centre implemented a project entitled **Transparent Ukraine: Leaders for Ethical Local Government**. It focused on the improvement of

leaders' competence, the pilot implementation of the "Transparent Ukraine" tasks in five cities and the evaluation of those activities. Workshops were organised for experts in Ukraine and in Poland. They were helpful in implementing tasks and publishing a Ukrainian brochure which promoted the campaign in Ukraine. Ukrainian experts who received training in Poland held a number of consultation meetings in five pilot Ukrainian cities which they prepared for the implementation of selected tasks.

2. The project entitled **Integration - The European Development Direction of Ukraine** was implemented jointly by the Kraków- and Opole-based centres. It was aimed at promoting the ideas of integration among people managing local governments in Western Ukraine by sharing Polish experiences such as functioning within European structures and obtaining EU funds. The demonstration of tangible benefits from cooperation with European structures for local communities will be helpful in providing future incentives for the representatives of local authorities to be more active in using European funds which are available (for example, from the European Neighbourhood and Partnership Instrument). The project activities focused on the provision of practical training in Ukraine. It was dedicated to the functioning of European structures, their powers, obtaining EU funds and project management. In addition to that, the participants had an opportunity to verify their knowledge acquired during training courses thanks to study tours to local governments (municipalities, counties, meetings with regional authorities) of the Małopolskie and Opolskie Provinces. The project resulted also in the publication of a practical guide to the functioning of European structures and institutions as well as changes in public administration following accession to the European Union based on the Polish example. The project was financed by the Polish Ministry of Foreign Affairs as part of Foreign Assistance 2007.
3. The project entitled **I Am a Citizen: Shaping Civic Behaviour among the Ukrainian Youth**, implemented between 2006 and 2008 by the Małopolska Institute of Local Government and Administration in Kraków, is expected to contribute to the development of the Ukrainian methodology of making the youth good citizens. It will be verified during hands-on workshops with Ukrainian pupils and subsequently described and published in the form of a handbook for local authorities and other agencies which run education institutions in Ukraine. A group of people will be prepared for working as professional civic education staff. They will be able not only to educate the youth but also to provide training to other trainers. 'Hands-on' tours to Polish institutions implementing similar projects will be organised. The project is financed by the Delegation of the European Commission based in Kiev.
4. The aim of the project entitled **Strengthening the Ukrainian Administration at the Local and Central Level, Paying Special Attention to Preparing Ukraine for Functioning Within the EU Structures**, which was implemented between 2005 and 2007 by the FSLD Office, was to improve the qualifications the officials of Ukrainian central and local administration in the implementation of policy oriented towards Ukraine's integration with the EU. Thanks to the project, five new training subjects such as the EU regional policy, the functions of local authorities after the decentralisation reform, local development, and the creation of conditions for the development of investments were included in the curriculum of the Public Administration Academy (and in those of regional centres). The leader of the project, which was financed by the Global Opportunities Fund, was the Polish-American-Ukrainian Cooperation Initiative (PAUCI).
5. The project entitled **From Ukraine to United Europe: Professionalisation of Local Government Staff (2007)**, which was implemented by the Kielce-based centre, was aimed at supporting Ukrainian local governments in operating efficiently in the conditions of a civil society and state. Four study tours to Poland and Ukraine were organised, of which three were conducted in Poland and one in Ukraine. There were also two conferences. The project was co-financed by the Polish Ministry of Foreign Affairs within the framework of the Polish Foreign Assistance Programme. The Winnica-based Podolskie Centre of Human Rights was its partner.
6. The project entitled **From Ukraine to United Europe: Improving the Quality of Schools' Work** was implemented in 2007 as a study tour by the Kielce-based centre (continuation of the 2006

project) in partnership with the Winnica-based Podolskie Centre of Human Rights. The project was aimed at sharing the best Polish experiences from the implementation of the education reform with Ukraine. It was financed by the Stefan Batory Foundation.

Exchange of Experiences between Polish, Belarusian and Ukrainian NGOs

The Tarnów Branch of the FSLD-Małopolska Institute of Local Government and Administration was the host of three **study tours** organised by the Stefan Batory Foundation within the framework of the programme entitled Civil Initiatives in Eastern Europe. They were aimed at sharing experiences and activities by the representatives of the Belarusian, Polish and Ukrainian third sector. The Ukrainian and Belarusian guests spent one week in Poland. During that time, they visited a dozen or so NGOs in small and medium-sized towns. Special emphasis was put on the NGOs' history, their professionalisation and the process of choosing subjects. The participants of the tours represented NGOs which operate in areas such as economic development, entrepreneurship, civil society, education, environmental protection and charity.

FINANCIAL INFORMATION

In 2007, the financial result of the Foundation in Support of Local Democracy was as follows.

Total revenues: PLN 37,981,004.00

Total expenses: PLN 34,691,967.05

Income: PLN 3,289,036.95

The Foundation's income was appropriated for its statutory activities, in particular for analyses, research, organisation of seminars and conferences, publications and its own contribution to implemented projects.

THE COLLEGES OF PUBLIC ADMINISTRATION

In the early 1990s, by virtue of the resolutions of the Founders' Council and the FSLD Board and permits obtained from the Ministry of National Education, the founders of the FSLD established four post-secondary schools of local government and administration. Their task was to train professional public administration officials. All of them were transformed into Colleges of Public Administration (CPA). These are:

- The Stanisław Staszic College of Public Administration in Białystok;
- The College of Public Administration in Kielce;
- The College of Public Administration in Łódź;
- The College of Public Administration in Szczecin.

The colleges have separate legal personality but they closely cooperate with the Foundation and serve as its technical support. The representatives of the governing bodies of the FSLD as the colleges' founder are members of their senates: Irena Peszko in CPA Białystok and CPA Szczecin and Hanna Szczęblewska in CPA Kielce and CPA Łódź. The vice-chancellors of the CPAs are invited to annual conventions of FSLD employees and to selected meetings of the Directors of FSLD Regional Centres. They meet with the Foundations' governing bodies several times a year.

In 2007, cooperation between the Foundation and the CPAs included promotion activities, preparation of joint research and training as well as opinion-forming projects. Among them were four "Local Government Observatory" seminars. FSLD employees can take up free studies at the CPAs. The Colleges of Public Administration established by the FSLD cooperate with each other to improve their education curricula and to work out a common scientific and teaching policy.

The CPAs offer three-year courses of study and their graduates obtain a diploma of the bachelor of public administration. Their curricula are extended to include the practical aspects of work in an office. Traineeships and placements in Poland and abroad are an integral part of the education process. All the colleges participate in the European Credits Transfer System thanks to which their students can continue education in similar fields of study at universities in EU countries.

So far, the total number of graduates of the FSLD's Colleges of Public Administration has reached **12,089**. They attended full-time, part-time and postgraduate courses of study (Table ..).

Table 1. Distribution of students in various forms of studies offered by the CPAs in the academic year 2007/2008:

College	Number of full-time students	Number of part-time students	Number of postgraduate students	Total number of students in academic year 2007/2008
CPA Białystok	1,325	2,815	365	4,505
CPA Kielce	73	545	71	689
CPA Łódź	139	500	157	796
CPA Szczecin	179	977	263	1,419
TOTAL	1,716	4,837	856	7,409

Table 2. Number of CPA graduates

College	Graduates in academic year 2006/2007	Total number of CPA graduates
CPA Białystok	1,149	6,377
CPA Kielce	263	607
CPA Łódź	199	1,870
CPA Szczecin	526	3,468
TOTAL	2,137	12,089

In the *Rzeczpospolita* daily's and the *Perspektywy* weekly's ranking of higher education institutions organised at the beginning of 2008, the Stanisław Staszic CPA in Białystok was ranked 2nd (last year it was ranked 1st) and the CPA in Łódź was ranked 12th in the Non-State Undergraduate College category.

The FSLD's Colleges of Public Administration together with German colleges established the Polish-German Forum of the Colleges of Public Administration based in Berlin. It is composed of four German and five Polish colleges (the FSLD's four CPAs and the Faculty of Law and Administration of the Warmińsko-Mazurski University in Olsztyn).

The FSLD's colleges are also members of many international organisations such as: NISPAcee (the Network of Institutes and Schools of Public Administration in Central and Eastern Europe), NASPAA (the National Association of Schools of Public Administration), IASIA (the International Association of Schools and Institutes of Administration), EGPA (the European Group of Public Administration). They cooperate with ENTO (the European Network of Training Organisations) and numerous schools of public administration, universities and European scientific institutions.

The Stanisław Staszic College of Public Administration in Białystok

Established in 1996. Since 2005, its name has been The Stanisław Staszic College of Public Administration. In 2007, there was a change in the structure of the Białystok-based CPA resulting from the establishment of the function of the president of the college which was assumed by Professor Barbara Kudrycka, its founder and existing vice-chancellor. As a result of the change, her vice-chancellor function was assumed by Professor Jerzy Kopania. However, due to the fact that Professor Kudrycka became Minister of Science and Higher Education, currently her function in the college is temporarily suspended.

The CPA provides 3-year higher vocational education. Its students can take full-time and part-time courses and its graduates obtain a diploma and acquire the title of bachelor.

The fields of study in 2007:

- administration,
- international relations,
- philosophy,
- public health,
- cultural studies.

Postgraduate studies (just like in 2006) included the following fields of study:

- contemporary methods of administering public affairs,
- financing environmental protection,
- organisation of social assistance,
- regional development and project management in the European Union,
- knowledge of the society and European education,
- orientation and vocational counselling,
- job placement.

The college conducts scientific research and publishing activities and implements various programmes for local communities.

The CPA is also the location of the Office of the Professional Promotion of Students and Graduates - "The Careers Office". Its activities focus on assisting students in their transition from education to job search. It is member of the National Careers Office Network. In addition, there is an electronic student card system and the students obtain Scholarship Payment Cards.

The CPA implements the Erasmus programme, which makes it possible to organise studies and an exchange of research workers and students between the college and its partner universities in the EU countries. Within the framework of this programme, 63 students participated in training offered by 20 universities in 12 countries in the academic years 2006/2007 and 2007/2008. In 2007, the CPA concluded next cooperation agreements with three Turkish universities.

In 2007, the CPA carried out four international and five research projects. It also organised four scientific conferences dedicated to the issues of local government and philosophy. These included the Second Stanisław Staszic Political Philosophy Workshop entitled "Europe of Spirit - the Spirit of Europe" and The Fourth Conference of Young Research Workers dedicated to the problems and factors of Eastern Poland's development.

In 2007, the College's publishing activities resulted in seven publications. In addition to that, there were another two issues (1/9/2007 and 2/10/2007) of the CPA's scientific booklets entitled *Administracja Publiczna - studia krajowe i międzynarodowe (Public Administration: Domestic and International Studies)*. In November, the CPA's semi-annual periodical joined the journal ranking list (4 points for publication on a six-point scale), which was a great success.

There is a students' theatre at the CPA which operates under the name of "Administratorium" and a choir which was awarded two silver diplomas in church and folk music categories during the Fourth International Choirs' Festival MUNDUS CANTAT Sopot organised in May 2008.

The college cooperates with the NGO Support Centre in Białystok, the FSLD centre in Białystok and with many schools in Poland and abroad. The representatives of the CPA are also members of the Association for Public Administration Education and the Europartner Academic European Integration Club.

The College of Public Administration in Kielce

Established in 1999. It provides 3-year higher vocational education. Its students can take full-time and part-time courses and its graduates obtain a diploma and acquire the title of bachelor of administration.

Within the framework of the study of Administration, the College offers the following specialities:

- public administration,
- administration in the European integration process.

Under special agreements, the CPA's graduates can continue their graduate studies in Administration offered by the Jagiellonian University Faculty of Law and Administration and in Political Science offered by the Faculty of Management and Administration of the Świętokrzyska Academy in Kielce.

In 2007, the CPA offered the following postgraduate courses of study:

- Postgraduate Study of Local Government and Administration;
- Postgraduate Study of the Management of Public Administration Programmes and Projects.

The curriculum includes classes in theory and traineeships organised in local administration offices in Poland and abroad, among others within the framework of cooperation with partner universities such as Fachhochschule für Verwaltung und Rechtspflege Berlin and Hochschule für öffentliche Verwaltung Kehl.

Under an agreement with the Main Library of the Świętokrzyska Academy in Kielce, the CPA's students have on-line access to its books. There is also a financial aid fund for students which is financed through an earmarked subsidy obtained from the Ministry of Science and Higher Education.

The College has been awarded Erasmus University Charter and it participates in the EU Socrates/Erasmus academic exchange programme designed for universities. In 2007, it had signed agreements with universities from five EU member states. Between 2004 and 2007, 40 students of the CPA completed their training in foreign universities. In autumn 2007, the participants of training organised a cycle of seminars for the youth attending schools in the Świętokrzyski Region to promote the idea of participation in EU programmes addressed to the youth. There is also the Polish-German Centre for Local Government Studies at the CPA.

In the academic year 2007/2008, within the framework of its research activity and in cooperation with the Foundation in Support of Local Democracy the College implemented a pilot project entitled "Taking Your Chance". It consisted in gathering local governments' experiences from using EU funds and resulted in a report concerning barriers to their full use.

In 2007, the Minister of Science and Higher Education approved the new statutes of the College which changed the organisational structure of its governing bodies. The new rules of study were also introduced.

The CPA is member of the Thematic Network of Public Administration (TNPA) administered by the University of Leiden (the Netherlands) which is composed of 116 European universities. It is also

member of the Association for Public Administration Education in Białystok and the Network of Institutes and Schools of Public Administration in Central and Eastern Europe based in Bratislava.

The College of Public Administration in Łódź

Established in 1995. It provides three-year vocational higher education. Its students can take postgraduate and special full-time and extramural courses of study. Its graduates obtain a diploma of bachelor of public administration in the following specialities:

- public administration,
- economic administration.

In the academic years 2006/2007/2008, the College offered postgraduate courses of study in six fields:

- Postgraduate Study of Public Procurement (2006/2007);
- Postgraduate Study of Logistics (2006/2007);
- Postgraduate Study of Administration and Local Government (2006/2007, 2007/2008);
- Postgraduate Study of Tax Law (2006/2007, 2007/2008);
- Postgraduate Study of Internal Audit (2007/2008);
- Postgraduate Study of Labour Law and HR Issues (2007/2008).

Thanks to an accreditation agreement concluded in 1998 with the University of Łódź, the CPA's graduates can take up graduate studies (so far, supplementary courses leading to a master's degree) in the Faculty of Law and Administration, the Faculty of Management and the Faculty of Economy and Sociology at the University of Łódź. At the same time, under an agreement with the Łódź University School of Foreign Languages, the representative of Weiterbildungs-Testsysteme GMBH - the Central TELC Examination Administration Office for Poland, the CPA has the status of a partner school - TELC language centre.

The college regularly cooperates with many foreign institutions in the field of improving curricula, exchanging staff and students and organising joint seminars and conferences.

The Academic Careers Office operating at the college gathers job offers and makes them available to students, provides individual vocational counselling and training for students, organises traineeships and carries out the monitoring of the provincial labour market. For many years, the Łódź based CPA has been one of the universities which are most often indicated by employers from the Łódzkie Province, thanks to which it has the highest "prestige rate" (as much as 75%) among the region's universities.

Under an agreement concluded with the Council of Europe, a depository library is open at the CPA in Łódź within the framework of the all-European documentation and scientific information network.

In 2007, the CPA completed its pilot project entitled "Virtual University of Public Administration. The European Internet-Based Platform for the Professionalisation of Public Administration Officers" which was implemented in partnership with Czech, Spanish and Greek institutions within the framework of the Leonardo da Vinci programme. Its aim was the long-lasting improvement of qualifications and professional competence of people working as secretaries in public administration of all countries covered by the project through the establishment of a virtual continuing education centre.

The College of Public Administration in Szczecin

Established in 1995. It provides three-year vocational higher education. Its students can take postgraduate and special full-time and extramural courses of study and its graduates obtain a diploma of bachelor of public administration. Under special agreements, the CPA's graduates can also continue their studies in the Faculty of Law and Administration and in the Faculty of Economic Sciences and Management as well as take supplementary courses leading to a master's degree at the Institute of Political Science of the University of Szczecin.

Within the framework of the full-time study of Administration, the CPA offers the following specialities:

- public administration,
- Euro-regional administration,
- accounting and finances for tax purposes.

The following specialities are offered within the framework of part-time studies:

- public administration,
- finances for tax purposes,
- accounting and finances.

In 2007, postgraduate courses of study were offered in the following fields:

- public administration,
- financial and internal audit in public services,
- organisation and administration of social services,
- organisation and management of education,
- public procurement,
- European project management.

In 2007, there was an additional enrolment on a postgraduate course of study entitled "Administration of Justice". The course started in January 2008. In 2007, the "Academy of a Professional Trainer and Lecturer" was also offered as a postgraduate course of study within the framework of a project co-financed by the European Social Fund and implemented under the supervision of the Polish Agency for Enterprise Development.

In 2007, 112 students participated in traineeships organised in 33 Polish public administration offices, police units, fire departments, border guard units and companies, and 31 people in total went on their traineeships abroad.

Before the commencement of their studies at the CPA, the students participate in an away-from-home integration workshop. In 2007, it was organised in Mielno-Unieście.

The college has been accredited by Erasmus. There is also the Careers Office and an extended scholarship system. In total, in 2007, various forms of scholarship assistance were used by 455 students.

The college is a scientific institution and it conducts research activities. Specific projects involve research conducted by students under the supervision of the CPA's research workers. Their results are processed and they are the subject of bachelor's dissertations. Five such projects were completed in 2007.

The students' Self-Governing Body plays a very important role at the CPA. It takes many initiatives and issues its newsletter entitled *Tabula Rasa*. Among others, in 2007 its members prepared and organised a competition for the youth concerning Szczecin. It was entitled "Szczecin: A City of Youth and the Future". They also participated in the project implemented by the FSLD-Training Centre entitled "Ukraine on Its Way to the European Union".

The CPA conducts also extensive publishing activities. The year 2007 was closed with 12 publications including a book written by Professor Jerzy Regulski entitled *Reformowanie państwa. Moje doświadczenia (Reforming the State. My Experience)* in which the author reflects on Poland's political and economic transformations between 1989 and 1993. Other publications included the first issue of the CPA's "Scientific Booklet" entitled *Problematyka funkcjonowania samorządu terytorialnego (The Issues of Local Government Functioning)*.

Moreover, the next (tenth) "2007 Album of Graduates" appeared traditionally as a form of maintaining bonds with the College's graduates. In November 2007, a cooperation agreement was signed between the Association of CPA Graduates and the Masters' Fraternity of the State Management Academy at the President of Ukraine based in Lvov.

The CPA's vice-chancellor, Włodzimierz Puzyna, and Professor Bronisław Ziemianin are the founding members of the Association for Public Administration Education.

SCHEDULES

Schedule 1 - List of local government forums operating at FSLD centres in 2007

	National Forums	Number of Members
1	"Transparent Poland" Forum	47 local governments
2	Women's Local Government Forum	42 people
Dolnośląskie Forums		
3	Mayors' Forum	42 municipalities, 6 county offices
4	Dolnośląskie Secretaries' Forum (based in Wrocław)	42 people
5	Dolnośląskie Province European Officers' Forum	40 people
6	Forum of People Implementing and Coordinating Municipal Programmes to Counteract Drug Abuse (since 2007)	15 people
7	Dolnośląskie Treasurers' Forum (based in Jelenia Góra) (since 2007)	40 people
Lubelskie Forums		
8	Forum for Counteracting Drug Abuse (since 2007)	No formal members, but the meetings are held twice a year
9	Lubelskie Province Secretaries' Forum	No formal members, but the meetings are held twice a year
Lubuskie Forums		
10	Lubuskie European Officers' Forum	76 people
11	Lubuskie Secretaries' Forum	40 people
12	Lubuskie Treasurers' Forum	80 people
13	Lubuskie Forum of Chairpersons of Municipal and County Councils	35 people
Łódzkie Forums		
14	Mayors' Forum	No formal members
15	European Officers' Forum	12 people
16	Łódzkie Province Treasurers' Forum	100 people
17	Secretaries' Forum	65 people
18	Addictions Forum (since 2007)	17 people
Małopolskie Forums		
19	Southern Poland Secretaries' Forum	149 people
20	Local Government Education Forum	103 people
21	Małopolska Mayors' Forum (since 2007)	154 people
22	Registrar's Office Employees' Forum	95 people
23	Municipal Spatial Management Forum	105 people

24	Local Government Ecological Forum	63 people
25	Crisis Management Coordinators' Forum	71 people
26	Małopolska Treasurers' Forum	172 people
27	Public Health Forum	37 people
28	European Officers' Forum	86 people
29	Małopolskie Social Assistance Forum	130 people
30	Public Administration Lawyers' Forum	41 people
31	Forum of Chairpersons of Municipal and County Councils of the Małopolska Region	60 people
Mazowieckie Forums		
32	Mazowieckie Province Secretaries' Forum	95 people
Opolskie Forums		
33	Opolskie European Officers' Forum	39 people
34	Social Assistance Forum	No formal members
35	County/Municipal Secretaries' Forum of the Opolskie Province	32 people
Podkarpackie Province		
36	Secretaries' Forum	28 people
37	European Officers' Forum	36 people
38	Treasurers' Forum	36 people
Podlaskie Province		
39	European Officers' Forum	30 people
40	Social Assistance Forum	28 people
41	Podlaskie Province Secretaries' Forum	35 people
42	Podlaskie Addiction Prevention Forum (since 2007)	12 people
Pomorskie Forums		
43	Pomorskie Province Treasurers' Forum	104 people
44	Pomorskie Province Secretaries' Forum	70 people
45	Pomorskie Social Assistance Forum	101 people
46	Pomorskie Province European Officers' Forum	38 people
47	Pomorskie Province Local Government Education Forum	43 people
48	Pomorskie Province Registrar's Office Employees' Forum	46 people
49	Forum of Chairpersons of Municipal and County Councils of the Pomorze Region (since 2007)	49 people
50	Forum of People Coordinating and Implementing Municipal Programmes to Counteract Drug Abuse in the Pomorskie Province (since 2007)	43 people

	Kujawsko-Pomorskie Forums	
51	Mayors' and County Administrators' Forum	32 people
52	Kujawsko-Pomorskie Secretaries' Forum	46 people
53	social Assistance Forum	37 people
54	Forum of People Coordinating and Implementing Municipal Programmes to Counteract Drug Abuse (since 2007)	30 people
55	Treasurers' Forum	No formal members
	Śląskie Forums	
56	Śląskie Registrars' Forum (ceased to operate in 2007)	15 people
57	Śląskie Local Government Education Forum	45 people
58	Śląskie Addiction Prevention Forum (since 2007)	26 people
59	Śląskie Forum of Chairpersons of Municipal and County Councils (since 2007)	36 people
60	HR Employees' Forum (since 2007)	15 people
	Świętokrzyskie Forums	
61	Municipal and County Secretaries' Forum of the Świętokrzyskie Province	33 people
62	Municipal and County Treasurers' Forum of the Świętokrzyskie Province	41 people
63	Świętokrzyskie Education Forum	19 people
64	Świętokrzyskie Crisis Management Coordinators' Forum	27 people
65	Social Assistance Forum	57 people
66	Świętokrzyskie Culture Forum	52 people
67	European Officers' Forum (since 2007)	No formal members
	Warmińsko-Mazurskie Forums	
68	Warmia and Mazury Mayors' Club	No formal members
69	Warmińsko-Mazurskie Province Treasurers' Forum	27 people
70	Warmińsko-Mazurskie Secretaries' Forum	52 people
71	Warmińsko-Mazurskie Social Assistance Forum	26 people
72	European Union Expert's Forum	16 people
73	Warmińsko-Mazurskie Forum for Counteracting Addictions (since 2007)	19 people
74	Local Government HR Employees' Forum (since 2007)	No formal members
	Wielkopolskie Forums	
75	Wielkopolskie Province European Officers' Forum	41 people
76	Forum of People Coordinating and Implementing Municipal Programmes to Counteract Drug Abuse (since 2007)	16 people
	Zachodniopomorskie Forums	
77	Municipal Secretaries' Forum of the Zachodniopomorskie Province	55 people

78	County Secretaries' Club of the Zachodniopomorskie Province	No formal members
79	Local Government - NGO Cooperation Forum	No formal members
80	Local Government Internal Auditors' Forum	No formal members

Schedule 2 - The FSLD's publications in 2007

FSLD Office

- Hejda Anna, Okulicz-Kozaryn Katarzyna (ed.), *Zapobieganie narkomanii w gminie. Zasady tworzenia Gminnych Programów Przeciwdziałania Narkomanii* [Preventing Drug Abuse in Municipality. The Principles of Organising Municipal Programmes to Counteract Drug Abuse], Warsaw 2007
- Professor Regulski Jerzy, *Reformowanie państwa. Moje doświadczenia* [Reforming the State. My Experience]. Issued by the CPA Szczecin and the Foundation.
- Imiołczyk Barbara, Professor Regulski Jerzy, *Samorządność i demokracja lokalna*, Raport nr 2/2007 Konwersatorium Doświadczenie i Przyszłość [Self-Governance and Local Democracy, Report No. 2/2007, Seminar: Experience and the Future], Warsaw 2007 - this is not our publication.

Białystok

- Boczoń Jerzy, *Poradnik standardu usług socjalnych* [A Guide on the Standard of Social Services], Białystok 2007
- *Dialog Gminny* 4 issues - quarterly issued by the FSLD Podlaskie Centre

Jelenia Góra

Zielińska Anetta (ed.), *Czysta Nysa '2006 - Saubere Neisse '2006 - Čistá Nisa '2006* [Clean Neisse '2006], (in the Polish, German and Czech languages), Jelenia Góra 2007.

Kraków

BIULETYN "MISTIA na Szlaku" ['MISTIA on Trail' BULLETIN] - Bulletin issued by the FSLD - Małopolska Institute of Local Government and Administration (MISTIA)

Lublin

Dworak Elżbieta, *Instrukcja postępowania dla jednostek samorządu terytorialnego (gmin) oraz ich jednostek organizacyjnych - szkół odnośnie środków otrzymywanych w ramach programu "Szkola równych szans - programy rozwojowe szkół w województwie lubelskim"* [Instructions for Local Governments (Municipalities) and Their Entities - Schools concerning Funds Obtained under the Project Entitled 'The School of Equal Chance: Development Programmes for Schools in the Lubelskie Province'], Lublin 2007

Olsztyn

- Koszuba Dariusz (ed.), *Koalicje na rzecz bezpieczeństwa - raport końcowy* [Coalitions for Security: A Final Report], Olsztyn 2007
- Krzysztof Krukowski (scientific ed.), *Zarządzanie organizacjami rynku pracy - wybrane zagadnienia* [Management of Labour Market Organisations: Selected Issues], Olsztyn 2007

Opole

- Sokółowska Jadwiga, Białoskórska Anna, *Mobilność edukacyjna i zawodowa osób bezpośrednio związanych z bezpieczeństwem w województwie opolskim* [Educational and Professional Mobility of People Directly Associated with Security in the Opolskie Province] - Report on a research module implemented within the framework of the project carried out by the FSLD Opole Centre for Local Democracy in Opole entitled "Communication and Effective Management as a Condition for Security in the Region", Opole 2007
- Szczygielska Maria, *Informator - Program Ekozespołów w moim przedszkolu i mojej szkole rok szkolny 2006/2007* [A Guide: The Ecoteams Programme in My Kindergarten and in My School, the school year 2006/2007], Opole 2007