

*Fundacja Rozwoju
Demokracji Lokalnej*



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INTRODUCTION

Another year of Polish local governments' life has passed. New problems and new challenges are emerging, but local governments continue to achieve their new success. Local government elections provided a good opportunity for recapitulation. Our Foundation, which sticks to its apolitical principles, did not participate in any campaign, but we were satisfied to see an emerging wide group of local leaders who enjoy strong support of their local communities and become the symbols of self-governance. It is their personal success as well as the confirmation of the sense and importance of self-governance in Poland.

As a result of the socio-economic changes that take place both in Poland and in Europe, in particular those connected with Poland's membership of the European Union, local governments face new challenges. Thus, local authorities, which represent various political groupings, are taking a very difficult test. They have to master the rules of building strategic programmes, selecting development priorities, cooperating with social partners, and finding answers to questions connected with new social and economic challenges quickly. Their existing experiences show that local authorities are quite well prepared for the European test.

Support for local and regional development becomes one of local governments' fundamental tasks. However, its coming down only to the skill of obtaining EU funds or promoting the values of individual towns is a mistake. Those activities are necessary but they represent only a piece of real problems. In order to support development, it is necessary to define objectives and the ways to implement them, and thus establish long-term strategies, which are based on local communities' needs on the one hand and on real capabilities to implement them on the other. It is necessary to know what you want but also how to achieve it.

Those are difficult tasks. The FSLD's objective is to support local authorities in their implementation. Thus, we develop those forms of activities that are particularly useful. Typical training slowly recedes into the background. Local administration is better and better prepared for its job. We are happy to see that the Colleges of Public Administration contribute to this development to a large extent. Thus, gathered experiences should be shared with others. Hence, local specialists' forums are playing a more and more important role in our work. We want to gather also their experiences in order to draw the central government's attention to those issues that require legislative solutions and to those that pose risks to self-governance and thus may lead to the obstruction of local initiatives, which represent one of the fundamental forces of the country's development.

As far as possible, we want to involve all the professions connected with local government in that work. One of such initiatives being of high importance to us is the Local Government Women's Forum, which is open to the slowly growing number of female mayors.

Our focus is still on supporting the development of a civic society. Self-governance makes sense only when communities can solve their local problems themselves. It is necessary to strengthen relations between people and authorities elected by them. Currently is it one of the most important tasks.

Soon the FSLD will celebrate its eighteenth "birthday", and thus its "coming-of-age", and soon after that it will welcome the millionth participant of its training activities. Such a long life in Polish conditions obligates us in a particular way. We will continue to fulfil our mission of supporting self-governance and local democracy.

Prof. Jerzy Regulski
President

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FSDL-GOVERNANCE

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WHAT IS THE FOUNDATION IN SUPPORT OF LOCAL DEMOCRACY

The Foundation in Support of Local Democracy is the largest non-governmental organisation supporting Polish local governments. It was established in 1989.

The FSLD's mission is to disseminate the idea of civic self-governance understood as the basic form of democracy. The Foundation is the network of 16 regional centres and the Board Office in Warsaw as well as four Colleges of Public Administration established by the FSLD and cooperating closely with those units.

The FSLD's activities are addressed to local governments, public administration, NGOs, entrepreneurs and local communities. The FSLD offers training and advisory services in all the areas that are important for local governments, local development, and in the civic development area. It prepares and implements projects in Poland and abroad, in particular in countries undergoing political transformations. It conducts research, participates in public debates, and organises trade forums for local administration employees.

The FSLD's activities are financed from domestic and foreign public funds, including the European Union's Structural Funds and private organisations' funds.

The Foundation was rewarded with the UN Habitat Scroll of Honour in 1995, the Main Award of the Prime Minister of the Republic of Poland in the *Pro Publico Bono* competition in 2000, and the Merit Award of the Economic Forum in Krynica for its activity for the benefit of an agreement in Central and Eastern Europe in 2004.

RECAPITULATION OF ACTIVITIES CONDUCTED IN 2006

The Foundation in Support of Local Democracy has been operating on the basis of 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 FSLD has been carrying out activities 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

They are indispensable for the functioning of a democratic society and are closely interrelated. The Foundation as a non-governmental organisation that supports local governments and is familiar with the specificity of the functioning of both environments often takes measures to build a bridge between public administration and NGOs. In 2006, such measures were represented by two projects: "Transparent Poland", which was aimed at promoting good practices of transparency in the functioning of local administration, and "Support for Regional and Local Communities in Counteracting Drug Abuse at the Local Level".

In 2006 training was traditionally the main form of the FSLD's activities. For 17 years of our organisation's existence, FSLD training courses have been attended in total by **815,031 people**.

In 2006, the network of the Foundation's 16 Regional Centres organised **3,158** training events (all the forms including training offered by and commissioned from the Foundation, which was provided as part of projects and forum activities, as well as conferences and seminars). They were attended by **68,017** participants (during **88,013** training person-days).

The high quality of training offered by the Foundation is evidenced by the fact that the Civil Service Office and then the Chancellery of the Prime Minister commissioned it to implement three successive training projects aimed at improving qualifications of 13,200 central government officials.

Like in 2004 and 2005, FSLD training on EU structural policy instruments was provided under the auspices of the Ministry of Regional Development (initially the Ministry of Economy and Labour). In 2006, the Foundation obtained the Initial Certificate, i.e. an entry in the Register of entities running employment agencies as a HR consulting agency and a vocational counselling agency.

Advisory and consulting services are another important form of the Foundation's activities. Through its training offer and various initiatives, the FSLD stimulates the continual improvement of qualifications and knowledge by the representatives of public authorities and administration, civic circles and entrepreneurs, and on the other hand it offers them technical support in planning and strategic decision-making.

The Foundation's three regional centres in Bydgoszcz, Katowice and Cracow supported the development of entrepreneurship on the basis of the Certificate of the National Services Network for Small and Medium-Size Enterprises (SMEs). The centre in Katowice obtained that certificate in 2006. All of them were running NSN Consulting Points (in Bydgoszcz, Cracow, Tarnów and Zabrze).

The task of the Regional Training Centre of the European Social Fund (ESF) in Podlasie, which operated at the Białystok centre, was to improve ESF project initiators' skills in preparing, implementing and managing projects and establishing local partnerships. Apart from that, the Youth Programme Regional Training Centre has been operating in Kielce since 2002 to support participation in extra-school education, and the Information Point of that programme has been active in Opole since 2005.

In 2006, the Foundation in Support of Local Democracy implemented **115 projects** in all its activity areas. Those were primarily training and advisory projects. They focused on the improvement of the functioning of public administration and the development of a civic society. They supported NGOs and the mechanisms of their cooperation with local governments (29 projects), economic development, entrepreneurship and counteracting unemployment (48 projects). They also covered the issues of internal EU integration and international and cross-border cooperation (19 projects). That group included projects focusing on the European exchange of volunteers as part of the "Youth" Programme's activities. The last group was represented by projects aimed at sharing Polish experiences from political transformations with countries currently undergoing such transformations (19 projects).

Funds for their implementation were obtained through participation in open tenders and grant competitions. The Foundation implemented also projects to commission. Like in 2005, the majority of its projects (**73 %**) was financed from EU funds. Apart from that, the FSLD obtained monies from domestic and foreign government funds and NGOs.

The Foundation implements national and interregional projects coordinated by its Board Office in Warsaw as well as individual projects at the regional centre level. In 2006, 43% of projects were implemented as the continuation of activities commenced in previous years.

Local government forums are a particularly important and constantly developing form of providing continual education to public administration staff by the FSLD. They serve the purpose of integrating professional circles, ensuring their mutual support, expanding knowledge, improving skills necessary in a given profession or on a given position. In 2006, there were **73** forums.

The Foundation organises conferences, debates and seminars across Poland. They are often part of implemented projects. There were **89** such events in 2006.

Since the mid 1990s, the FSLD has been carrying out activities in countries undergoing political and economic transformations to share Polish experiences from establishing the political system and the functioning of local government, citizens' activity and socio-economic development at the local and regional level. In 2006, they covered the following countries: Azerbaijan, Belarus, Croatia, Georgia, Moldova, Serbia, Montenegro, Russia and Ukraine. The Foundation is member of the "Zagranica" Group, which is open to Polish NGOs implementing assistance programmes for other countries.

The FSLD has taken efforts to disseminate the issues of its activities on a wide scale at the national and regional level. By virtue of its cooperation contract with the *Gazeta Samorządu i Administracji* biweekly, the Foundation is regularly provided with its own information page in that magazine. Some projects involve cooperation with the media (e.g. cooperation with the *Gazeta Sotecka* monthly on the implementation of the project entitled: "Village Administrators and Rural Leaders: Women Manage Polish Villages"). Contacts and cooperation with the media played a particularly important role also in the implementation of individual projects (e.g. TVP3 - Białystok broadcast 6 parts of a soap opera within the framework of a project entitled "Finding Your Real Self", IROP Activity 1.5). In addition to that, the FSLD cooperated closely first of all with the Polish Press Agency Local Government Service, the NGO portal at www.ngo.pl, TVP3, and other media. The Foundation's events were organised under media patronage.

The post-secondary schools of public administration established in the early 1990s by the FSLD's founders, which were converted later into the Colleges of Public Administration (CPA) in Białystok, Kielce, Łódź and Szczecin, have a separate legal capacity but they closely cooperate with the Foundation and serve as its technical support. So far, CPAs have had **9,952** graduates, of which in 2006 alone there were **1,792** graduates who attended full-time, extramural 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 2007, the Stanisław Staszic CPA in Białystok was ranked 1st once again in the Non-State Undergraduate College category, and the CPA in Łódź moved from the 15th to the 6th position.

The Foundation and the colleges together conduct publishing activities. The year 2006 was closed with 34 publications. The most important title was *ABC samorządu terytorialnego - poradnik nie tylko dla radnych* (*ABC of the Local Government - A Guide Not Only for Councillors*), which was published as technical aid for local government people elected in autumn 2006. The book was an updated version of *Poradnik dla radnych* (*A Guide for Councillors*) published in 2002. Both publications were financed from the Friedrich Naumann Foundation's Grant. Training and promotional materials (reports, leaflets, etc.) were also issued.

The year 2006 saw two major changes in the Foundation's structure. At the end of the year, its centre in Sopot was re-established as an independent regional centre under the name of The FSLD - Pomorskie Local Government Centre. The centre functioned temporarily between 2002 and 2006 as a branch of the Małopolska Institute of Local Government and Administration in Cracow. At the same time, its headquarters was moved to Gdańsk. Apart from that, starting from 1 September, the Warsaw Centre of Local Democracy (WCLD) operating in Mazowsze became part of the FSLD Board structure as the Training and Consulting Department.

In 2006, three FSLD centres had the ISO Certificate: 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.

The year 2006 was a period of important personnel changes in the Foundation. First of all, a three-year term of office of FSLD Supervisory Board members expired (31 May). Three of the existing members resigned from the Supervisory Board for its next term: Janusz Kindler, Jan Olbrycht and Wiesław Sikorski. To replace them, the FSLD Founders' Council appointed Jan Cieślak, Adam Puza, Grażyna Praweńska-Skrzypek and Bogdan Zdrojewski. The following persons are still its members for the next term: Elżbieta Hibner, Joanna Staręga-Piasek, Adam Kowalewski (Chairman) and Jan Król (Deputy Chairman). 30 November was the last day of a three-year term of office of the FSLD Board. The new Board was appointed on 1 December and its members are as follows: Barbara Imiołczyk - Chairman, Hanna Szczeblewska - Deputy Chairman, Irena Peszko - member and Jan Chrobak - the only new Board member.

Changes were also connected with the FSLD's employees' success in local government elections. Roman Ciepela, the deputy director of the Małopolska Institute of Local Government and Administration in Cracow, became Deputy Marshal of the Małopolskie Voivodship, and Józef Suszyński, the director of the centre in Zielona Góra, is now Deputy Starost of the Powiat of Nowa Sól.

At the end of 2006, the Foundation's team was composed of **249** regular employees. Once again, some of them participated in the annual national meeting, which this time was held in Polanica in September. It focused on solving the FSLD's dilemmas connected with the organisation's development and on outlining a strategy of future activities.

Currently, the FSLD's staff is taking an opportunity to improve its professional competence and skills thanks to the "FSLD Academy". It is a project co-financed by the European Social Fund and implemented under the supervision of the Ministry of Labour and Social Policy. It is used by 105 employees of the Foundation all over Poland, who participate in training, postgraduate studies, and English language courses.

Volunteers and trainees play a more and more important role in the functioning of our offices. In this way, we give the youth an opportunity to gain professional experience. In many cases, as a result of this cooperation, they become the Foundation's employees.

A book of training and promotion standards is already binding in the Foundation. Currently, a uniform employee appraisal and financial management system is being implemented in the whole network.

The Foundation is one of the co-origators of the National Forum of Non-Governmental Organisations (NFNGO). In 2006, its representative was deputy chairman of the NFNGO Board. Apart from that, the FSLD's representatives were members of national Monitoring Committees for structural funds and national Steering Committees on structural funds, as well as Regional Steering Committees (RSC) and Regional Monitoring Committees (RMC). The Foundation's representative is member of the Council on Public Benefit Activities at the Minister of Labour and Social Policy.

The FSLD is also the founding member of the Polish Chamber of Training Companies. It is member of the European Network of Training Organizations for Local and Regional Authorities of Europe, and its representative has been active in the organisation's authorities for several terms.

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 that provides training to its staff. That objective is implemented through:

- training,
- seminars and conferences,
- advisory services and consultations,
- initiating and running trade forums and clubs,
- implementation of specialist projects,
- scientific research and analyses,
- preparing and giving access to information,
- contests promoting the improvement of qualifications and the standards of managing entities.

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

Training

The Foundation is the founding member of the Polish Chamber of Training Companies. Training is the basic form of its activity. Between 2004 and the end of 2006, training was provided under the auspices of the Ministry of Economy and Labour and then the Ministry of Regional Development (MRD) in the area of structural policy instruments. In the opinion of the MRD, "training activities conducted by those institutions gave the beneficiaries of structural funds an opportunity to acquire knowledge representing the highest possible standards both in terms of merits and in organisational terms." Under those auspices, between 2005 and 2006 the Foundation trained **3,763** people.

Each of the FSLD's 16 regional centres prepares a proposal of a programme offer developed by FSLD experts on the basis of the assessment of needs in individual regions, organises specialist training to order as well as training that is part of implemented projects. Training is also one of major forms of work of local government employees' trade forums that operate at the centres.

Table 1. Training provided by FSLD centres as part of their offer and by commission in 2006			
Regional Centre	No. of training events	No. of participants	No. of person-days
Białystok	118	1828	1828
Bydgoszcz	92	1562	1777
Jelenia Góra	96	2450	3961
Katowice	171	3184	3687
Kielce	149	2018	2526
Cracow	120	2389	2600
Lublin	82	1305	1349

Łódź	101	1595	1615
Olsztyn	110	1234	1248
Opole	153	2938	3290
Poznań	42	506	522
Rzeszów	108	2856	2883
Sopot	20	307	307
Szczecin	133	2727	3008
Warsaw	44	845	1062
Wrocław	100	1560	1793
Zielona Góra	64	815	964
Total	1703	30119	34420

Just like in previous years, the subjects of training offered to local governments focused on various aspects of activities including the issues of work of local administration units in the area of their own and commissioned tasks. The areas are as follows:

- Finance, taxes, accounting
- Management, planning
- The Code of Administrative Procedure
- Municipal management
- 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, volunteerism
- Education
- Culture
- Social Policy
- Functioning of the office, organisation of work in the office, the competence of entities' representatives, ethics
- Openness of information, data protection, secret information
- Protection of environment and animals
- Labour law and OSH
- European Union, assistance programmes
- Other

Training was addressed to councillors, administration officials (also working in budget-funded entities reporting to local governments) as well as to the managerial staff of municipalities and poviats, including mayors and starosts.

The quality of training is monitored. This guarantees day-to-day control of its standards, programmes, methods of sharing knowledge, the quality of materials and the organisation itself. The evaluation result is used also for the purpose of enriching the FSLD's offer and improving the quality of services. Evaluation covers also lecturers and trainers.

Advisory services and consultations for local governments

- supporting local development

In 2006, the consulting and advisory offer for local governments included a wide range of services and subjects regarding strategic, financial, investment and legal planning. This included both methodological assistance in the preparation of strategies and activity programmes by local governments and the preparation of documents by FSLD experts that were commissioned on an individual basis. More than 40 documents were prepared in total (see more in the section entitled Local Socio-Economic Development).

Expert opinions prepared by the centre in Cracow included also issues relating to the development of culture. These were as follows: "Development Strategy for the Museum of History of the City of Cracow 2006-2013", "Monitoring of the voivodeship monument care programme entitled "The

Voivodeship Programme of Małopolska Heritage and Cultural Landscape Protection” for the Marshall’s Office of the Małopolska Voivodeship and “The Assessment of the Condition and Needs of Culture and the SWOT Analysis of Culture in Gdynia” for that city’s Office.

- **supporting the development of a civic society**

The FSLD sees its role as that of a bridge between local administration and the NGO sector. In this respect, advisory services and consulting focused mainly on strengthening the mechanisms of cooperation between those groups within the framework of implemented projects and they represented their important part. These are first of all the following projects: “Support for Regional and Local Communities in Counteracting Drug Abuse at the Local Level” co-financed from the Transition Facility 2004 funds; “Partnership for the Third Sector” financed by the Stefan Batory Foundation, and “Transparent Poland (continuation)” financed by the Polish-American Freedom Foundation (more information about those projects can be found in the section entitled *The Development of a Civic Society*).

In 2006, strategies were also developed to solve social problems in the municipalities of Łapanów and Dębno and in the Poviát of Chrzanów (the centre in Cracow - the Małopolska Institute of Local Government and Administration (MILGA)), for the municipalities of Ruda Maleniecka, Gowarczów, Moskorzew (the centre in Kielce) and for the Poviát of Myślíbórz (the centre in Szczecin).

- **assistance with application for EU funds**

- The Foundation as an institution with big experience and achievements in various grant contests and tenders assists local governments with the preparation of documentation and applications for Structural Fund Operational Programmes. It also became involved in running European funds consultation centres. For example, the ESF Regional Training Centre has been operating in Podlasie since 2006.

Local government forums

Local government forums are one of the major forms of continuing education for public administration staff, which have been used by the FSLD for many years. They serve the purpose of integrating professional circles, ensuring their mutual support, expanding knowledge, improving the methods and techniques of the profession practised and of the position held.

In 2006, **73** forums were in operation. The forums of secretaries and treasurers are active practically at all the centres. Apart from that, the European Officers’ Forums (EOF) have been active for two years. The number of social assistance workers increased from six to eight. Educational forums are emerging and they are open to various professions: headmasters (Szczecin), the Local Government Education Forum (Katowice, Gdańsk).

The activities of the majority of forums are based on their regular members who elect the forum board and make decisions on their activity for themselves. The members pay regular membership fees to cover the costs of the forum’s activities. However, there are few forums that have an open nature and the officials who participate in them do not have to make any membership declarations but instead they declare their participation every single time. Therefore, the number of the members of forums operating at the FSLD is approximate and it is estimated at 3,000 people.

In 2006, **351** training sessions and meetings were organised for **12,033 people** across Poland within the framework of forums’ activities. These were often away-from-home sessions that lasted for at least two days. In order to present the number of training courses provided by them, the centres use also a “training person-day” as a unit.

Table 2. The number of meetings and training courses for the members of forums organised at FSLD centres

Regional Centre	No. of training events	No. of participants	No. of person-days
Białystok	15	252	401
Bydgoszcz	10	135	210
Jelenia Góra	6	174	377
Katowice	15	453	513

Kielce	12	251	408
Cracow	131	5973	6980
Lublin	4	102	204
Łódź	10	356	440
Olsztyn	17	331	468
Opole	14	358	432
Poznań	2	20	40
Rzeszów	3	50	77
Sopot	60	1414	1720
Szczecin	11	231	363
Warsaw	18	1415	1641
Wrocław	9	214	279
Zielona Góra	15	304	469
Total	351	12033	15022

Regional FSLD centres cooperate closely with each other also as regards the running of forums. In 2006, the centres in Zielona Góra, Szczecin and Opole organised joint away-from-home sessions for the members of the forums of secretaries and treasurers from their regions and entrusted their logistics to the centre in Zielona Góra.

Thanks to cooperation between the centre in Białystok and the College of Public Administration operating in that area, the members of the Podlaskie European Officers' Forum went on a study visit to Brussels at the invitation of Prof. Barbara Kudrycka, the European Parliament member and the vice-chancellor of the CPA.

Currently there are plans for establishing a network of interdisciplinary forums for people involved in counteracting drug abuse as part of the implementation of the project entitled **Support for Regional and Local Communities in Counteracting Drug Abuse at the Local Level**.

Awards, contests and patronage

The Foundation organises a number of local government contests and rankings. They are a successful form of promoting the improvement of the staff's qualifications and encouraging local governments to compete in a positive way. The majority of centres organise regional rankings among those offices that take advantage of their offer. The first centre to initiate such 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 Cracow, rewarded municipalities are conferred the title of *A Clever Municipality*, which pretty much speaks for itself.

It was another year in which the "Model Office" contest was organised in Małopolska in order to reward offices for their innovation, transparency of procedures and the development of the information society. At the same time, in the Świętokrzyski Region, the Foundation's centre in Kielce co-organised the Ranking of Active Municipalities of the Świętokrzyski Region.

Since 2003, the Foundation has been institutional patron of the "Contest for the Best PhD and Master's Theses on Local Government and the Issues of Decentralisation". In 2006, the solemn awards ceremony (3rd edition) was held in Poznań on 27 June during the National Conference of Mayors, Starosts and Marshals. The contest is organised by the publisher and the editorial team of the *Samorząd Terytorialny* monthly.

In 2006, the contest and conference entitled "Between Adaptation and Isolation. The Problem of Migration and Europe's Security" organised by the Warsaw University Arcana Iuris Gentium Interdepartmental Scientific Circle, the Warsaw School of Economics Students' Scientific Circle of Journalism and Diplomacy and the Foreign Affairs Portal were another event held under the honourable auspices of the FSLD. The conference was an adaptation of the youth contest entitled "Become a Negotiator!", which was co-organised by the FSLD between 2000 and 2004.

Projects

In 2006, the Foundation implemented 115 projects, of which 29, i.e. 25%, were focused on the improvement of the functioning of public administration and the development of its cooperation with NGOs.

Thanks to the Foundation's network structure, 12 projects were implemented nationwide or in several regions. With one exception, they were coordinated by the Board Office in Warsaw.

Here are the major projects implemented for public administration in 2006:

1. Three national training projects for the civil service are implemented within the framework of Activity 2.4 "Strengthening administrative capacity" of the Human Resources Development Sectoral Operational Programme co-financed from the European Social Fund. The implementation of those projects was entrusted to the FSLD on the basis of public procurement proceedings; the first of them was entrusted by the Civil Service Office, and currently the Chancellery of the Prime Minister (CPM) is a party to that contract.

General training for civil service members, which was provided between 2005 and 2006, was the first such a wide-scale activity conducted by FSLD for the state administration. The project included nationwide managerial training for nearly 3,200 middle and top management level officials. During the implementation of the first stage of that project in 2005, the Foundation developed the principles of training, training scenarios and teaching materials. The cycle of 160 training courses in all the regions was conducted during the second stage of the project in 2006.

The project entitled **General and Specialist Training for Public Administration in Poland**, implemented between 2006 and 2007, is designed for training 10,000 public administration officials during 500 training courses in total. It is implemented within the framework of two separate projects. The first of them is the **General and Specialist Training for Civil Service Members**, under which 7,000 public administration officials will be trained during 350 training courses on four general and seven specialist subjects. The second one is the **General and Specialist Training - the Top and Middle Management Level**. It is designed for the provision of 150 training courses on eight general and seven specialist subjects to 3,000 public administration officials who hold top or middle independent and coordinating posts. In 2006, a project implementation system was prepared: a project office was established and regional coordinators were appointed. Guidelines for regional coordinators were developed, as well as the project settlement system and the system of cooperation with the FSLD's regional centres. A list of trainers was prepared and approved by the CPM. The base of people entered for the project (there were three times as many applications received as the number of places in the project) served as a basis for preparing a training agenda broken down into subjects and voivodships. Visualisation materials and training materials necessary for the provision of training starting in December 2006 were prepared.

2. The project entitled **Follow the Example of the Best - A Database of Good Practices (Good practices in implementing Structural Funds in Poland)** was implemented by all the FSLD centres and coordinated by the FSLD Training Centre in Szczecin. It was aimed at disseminating good models of projects financed from Structural Funds by local governments and NGOs between 2004 and 2006. The selection of 51 best examples from the total of 2,178 meeting the initial criteria (within the framework of IROP - 1,392 projects, HRD SOP - 362 projects, and Agriculture SOP - 424 projects) was made by a team of experts with the assistance of 16 regional coordinators and a group of 150 volunteers. The model projects are available at the "Bank of Good Practices" on the following website: <http://dobrapraktyka-fs.pl>, and they have also been published in the form of a CD. The project was implemented by order of the Ministry of Regional Development within the framework of the Technical Assistance Operational Programme.

3. **The Regional Centre of European Information and the Europe-Direct Point**

The RCEI in Kielce has been active since 2000 under the agreement between the Office of the Committee for European Integration and the FSLD. It conducts information, consulting and advisory activities. It also runs a library, which makes nearly four thousand publications on the EU's activity and development directions available to those interested, and the number of their users is growing from day to day. Apart from that, the *Europe-Direct Point* has been operating at the FSLD-Świętokrzyskie Centre since 2005. It is part of the network of 19 information centres in Poland and 407 centres in 25 EU countries. In 2006, the Point provided information services regarding EU policies, helped the region's inhabitants to enter into a dialogue with institutions, looked for foreign partners for schools to implement the Socrates-Comenius Community programme and the YOUTH Programme. Apart from that, it distributed mainly the publications of the Office for Official Publications of the European Community and those of the Committee for European Integration and the Ministry of Regional Development. In 2006, the Point succeeded in winning thirteen new institutions/organisations in Kielce at which Europe Direct Contact Points were organised. Twelve of them are libraries, which play the role of powiat contact points.

CIVIC SOCIETY

One of the Foundation's strategic objectives is to support the development of the civic society. Through training, advisory services and the implementation of projects, it encourages social activity, and in particular the establishment and development of co-operation between NGOs and local government.

The Foundation is also actively involved in major national activities strengthening the civic society and the development of the NGO sector. In 2006, its representative was Vice-Chairman of the Board of the National Forum of Non-Governmental Organisations (NFNGO). He is also member of the Council on Public Benefit Activities at the Minister of Labour and Social Policy and takes part in work on legislation regarding the Third Sector.

The Foundation's representatives were also members of three national Structural Fund Monitoring Committees and two national Structural Fund Steering Committees as well as five Regional Steering Committees (RSC) and five Regional Monitoring Committees (RMC).

Programmes strengthening the civic society involved very different forms of work. Training and workshops, national and regional conferences were organised, counselling was provided, publications were appearing, and research was conducted (e.g. a survey on the state and condition of the Third Sector in the Podkarpackie Voivodeship).

- In 2006, the ESF Regional Training Centre (ESFRTC) in Podlasie operating at the FSLD centre in Białystok played a particular role. Its task was to improve ESF project initiators' skills in preparing, implementing and managing projects and establishing local partnerships. Nearly 500-hour counselling was provided to 251 people within the framework of the ESFRTC. Apart from that, 10 activation meetings involving 96 people were held and 55 training courses were provided for 941 people.

The Regional Centre of the National Agency of the Youth Programme operated at the FSLD - Świętokrzyskie Centre, and the Information Point was open in Opole as part of its national network. It is also there that the regional ecological programme for schools entitled "Eco-Teams" has been run for ten years. It enjoys constant popularity and the majority of the voivodeship's schools are involved in it.

The high activity and variety of the Foundation's lines of activity over the 17 years created favourable conditions for the emergence of numerous initiatives taken within the framework of the FSLD network, which, as it developed, became independent and were transformed into independent organisations.

Major projects supporting cooperation between local government, NGOs and local communities in 2006:

1. Partnership for the Third Sector

A national project constituting one of the modules of "The Third Sector" programme, which was run

by the Stefan Batory Foundation, the partner of Trust for Civil Society in Central and Eastern Europe. Trust's mission provided for the development and long-lasting stabilisation of the civic society in Bulgaria, Poland, Romania, Slovakia, Slovenia and in Hungary. Module II was implemented jointly all over Poland by the FSLD and by the "SPLIT" NGO Support Network.

The "Partnership for the Third Sector" project was aimed at building mechanisms of co-operation between NGOs and local government, establishing the professional representation of the NGO sector and increasing NGOs' activity in applying for the EU's funds, among others through dissemination and activities aimed at implementing the provisions of the *Law on Public Benefit Activity and Volunteerism*, selection of the representatives of NGOs to become members of Regional Steering Committees (RSC) and Regional Monitoring Committees (RMC) for Structural Funds.

The two-year training and consulting project (2003-2005) included the assessment of the state of co-operation between Polish local governments and NGOs, the publication of the collection of Polish examples of "good practices" of co-operation between local governments and NGOs as well as two guides on the interpretation of the *Law on Public Benefit Activity and Volunteerism*, a series of 16 regional conferences entitled "Good Practices", and training devoted to the use of structural funds. Consulting was also provided in the process of drafting resolutions and co-operation agreements.

Between 2005 and 2006, the "Partnership for the Third Sector" was continued with an aim to give technical and infrastructural support to NGOs so that they could participate in the implementation of projects co-financed from Structural Funds and exert influence on the creation of Regional Operational Programmes (ROP) for the years 2007-2013. Training was provided for NGO representatives who were RSC and RMC members, "A Guide for RSC and RMC Members" was developed (available also at www.frdl.org.pl, in the Foundation's headquarters and in its regional centres and in our virtual LOGIN library). ROP consultations were held in four voivodeships and at the national level, the procedures of electing RSC and RMC members for 2007-2013 were developed and later approved by the Ministry of Regional Development.

2. Support for Regional and Local Communities in Counteracting Drug Abuse at the Local Level is a national project run in cooperation with the National Bureau for Counteracting Drug Abuse. It is aimed at giving assistance to local administration in building municipal programmes of counteracting drug abuse (MPCDA) with the participation of local communities. The programme, which is being implemented between July 2006 and October 2007, involves teams from approx. 780 municipalities (composed of the representatives of local administration and local communities); approx. 2,500 people in total. The project should result in the emergence of programmes meeting the actual local needs and in the establishment of regional Forums of Coordinators and Implementors of the Municipal Programmes of Counteracting Drug Abuse. The project is implemented within the framework of the Transition Facility 2004 (PL2004/016-829.05.01.02) and co-financed from the EU's and the Polish Government's funds.

3. "Transparent Municipality" Programme (continuation)

The programme was aimed at promoting good practices that are favourable to the transparency of public life in local government circles. Apart from the FSLD, its organisers include the Stefan Batory Foundation - the "Against Corruption" Programme, the Polish-American Freedom Foundation, the *Gazeta Wyborcza* daily, the Centre for Civic Education and the World Bank.

The Foundation implemented the first part of the programme: *the Lab* (2004-2005), which was an annual experimental education programme involving 16 local governments. Being provided with training and consulting, those local governments were implementing tasks developed in the course of the programme, which were assigned to the six principles of good governance: transparency, public participation, zero tolerance for corruption, predictability, professionalism and accountability.

The second part of the programme involved a mass campaign conducted by the *Gazeta Wyborcza* daily under the slogan "Transparent Poland" (Przejrzysta Polska) between January and December 2005. It was addressed to local governments (municipalities and poviats), which wanted to improve the practice of governance in co-operation with NGOs and their residents, striving for the elimination of corruption and other forms of pathology. The campaign involved nearly 780 municipalities and poviats (the number of applications was more than twice as much as what was expected), and it was completed by 403 local governments.

In 2006, the FSLD implemented a programme that was the continuation of “Transparent Poland”. It was addressed to local governments that participated in the 2005 campaign and obtained a certificate of its completion. The purpose that programme was to consolidate the existing solutions and implement new tasks with a view to exert 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. The continuation covered 178 local governments, of which 127 laureates (101 municipalities and 26 poviats) implemented three mandatory tasks and were awarded with special statuettes given in October during a cycle of 16 regional conferences.

During the whole campaign, local governments implemented more than 4,500 tasks - practical solutions improving local government’s operations and contributing to its more transparent functioning.

The programme, which will be continued in Poland (information is available also at: www.gazeta.pl/przejrzystapolska), was also transferred to Ukraine by FSLD centres operating in Lublin and Szczecin. (more details can be found in the section entitled *The Development of Local Democracy in Countries Undergoing Political Transformations*).

LOCAL SOCIO-ECONOMIC DEVELOPMENT

Support for socio-economic development was given primarily in the form of advisory services and consultations as well as the implementation of special projects.

Major activities undertaken in 2006 can be divided into support for:

- local administration,
- SME sector,
- NGOs,
- counteracting unemployment.

Support for local administration

In 2006, **40 studies and expert opinions** were prepared by local administration’s order. Consulting was also part of more comprehensive projects.

In 2006, just like in previous years, the Foundation offered services relating to the preparation of necessary documents enclosed with applications submitted to the Integrated Regional Operational Programme (IROP): Feasibility Studies and Local Development Plans, as well as the formulation of strategies for local development, entrepreneurship development, local revitalisation programmes, environmental impact reports, and strategies to solve social problems.

FSLD experts developed Capital Improvement Plans: in Wrocław - for the Municipality of Milicz for the years 2007-2013, for the Municipality of Polkowice for the years 2006-2013, and for the Poviats of Bolesławiec; in Cracow - for the Municipality of Klucze and the City of Gorlice; in Olsztyn - “Strategies to Attract Investments for the years 2007-2013” for the following municipalities: Rozogi, Lubawa, Pieniężno; in Szczecin - for the Municipality of Kamień Pomorski: “The Multi-Year Entrepreneurship Assistance Programme” and “The Policy to Attract Investors”.

Local revitalisation programmes were developed for the Town of Staszów (the centre in Kielce), the Town of Grodzisk Mazowiecki (the centre in Warsaw), rural areas and the Town of Wadowice (the centre in Cracow). Apart from that, the analyses of the existing municipal strategies and strategic documents were made for the municipalities of the Małopolska Voivodeship, and other expert works were prepared, too.

Six expert opinions were prepared within the framework of the Leader+ Programme. The centre in Kielce prepared documents for the municipalities of Łągów and Nowa Słupia regarding prospects for their development, human resources development, the development of local products, and the development of tourism and agritourism. Two new integrated rural development strategies were also formulated: for the municipalities of Pogórze (the centre in Cracow) and for the Myślibórz Lake District (the centre in Szczecin).

The FSLD was also commissioned by local administration to prepare investment documentation.

The centre in Olsztyn prepared the following:

- Application for a subsidy for “The Warmia House: Discovering the Tourist Assets of Warmia” project for the poviats of Olsztyn, Braniewo and Lidzbark Warmiński.
- Application and a feasibility study for the project entitled “The Development of Tourist Infrastructure in the Warmińsko-Mazurskie Voivodeship” (.).

The centre in Lublin prepared the following:

- Economic and financial analysis for the project entitled “The Construction of a Water-Pipe Network with Hook-Ups in the Towns of Kłoczew and Annopol”.
- Feasibility study for the project entitled “The Construction of a Water-Pipe Network with Hook-Ups in the Town of Nowe Zadybie”.

The centre in Warsaw prepared the following:

- Feasibility study for “The Modernisation of Local Road Infrastructure” for the Municipality of Brochów.

Support for small and medium-sized enterprises

The Foundation’s three centres have the Certificate of the National Services Network for Small and Medium-Sized Enterprises. These are the centres in Bydgoszcz, Cracow, and Katowice (since 2006). They run **Consulting Points** for SMEs (in Bydgoszcz, Cracow, Tarnów and Zabrze) under an agreement with the Polish Agency for Enterprise Development (PAED).

The majority of centres implemented also SME sector development projects. They were co-financed from EU operational programmes such as the Integrated Regional Operational Programme (IROP), the Human Resources Development Sectoral Operational Programme (HRD SOP), and PHARE funds. Major projects include an all-Poland project entitled “The Increase of the Competitiveness of Timber Sector Enterprises”, “Management Academy: A Systemic Cycle of Training for SMEs” implemented in Małopolska, and “Opole’s e-Craftsman”

Support for labour market development:

In 2006, FSLD centres implemented many projects supporting activity on the labour market by improving or teaching new qualifications and skills, which stimulated the undertaking of business activity in various areas. They were addressed to the representatives of groups that find it most difficult to feel fulfilled in the current economic reality: people over 40 years of age, people compelled to change a job, the disabled, people getting out of habits, etc.

Major ones included:

1. The project entitled **Life Starts After 50** - implemented between November 2005 and August 2006, commissioned by the Polish Agency for Enterprise Development (PAED) within the framework of PHARE 2003. It was implemented in the poviats of the former Radom Voivodeship: Białobrzegi, Koźienice, Lipsko, Przysucha, Radom, Szydłowiec, Zwoleń and the City of Radom. It was addressed to the unemployed with secondary vocational or higher education, who were over 50 years of age. Through training and small grants, it encouraged people to improve their qualifications and open their own businesses.
2. **Telecommuting. A national promotion and training programme for entrepreneurs** (www.telepraca-efs.pl) - project implemented between 2005 and 2006 by the FSLD in a consortium with DGA, PBS and F5 Konsulting, addressed to entrepreneurs and the employees of Municipal Information Centres (MICs). The programme included research on demand for telecommuting as an alternative form of employment, the publication of guides for entrepreneurs and MICs, and practical training and conferences promoting the idea of telecommuting organised in all the voivodeships.
3. 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

(MILGA) in Cracow, financed from the funds of 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 countries implementing such projects. 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 poviats level) as a practical and real way to solve the problems relating to the return of those socially excluded to the society.

4. Project entitled **Parent - Employee: The Professional Development of Parents During their Post-Maternity Leave**, implemented by a consortium led by the FSLD Dolnośląskie Centre. The main objective of that activity is to increase an opportunity to combine a career with family life through the development of flexible forms and rules of work from a distance for people staying on their post-maternity leave. The project, which is implemented in three stages, will be completed in 2008.

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, the functioning of local government, civic activity and socio-economic development at the local and regional level. 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 areas of the FSLD's assistance given outside of Poland include: the reform of public administration (decentralisation and deconcentration), building co-operation between citizens and local administration, supporting institutions that 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 Ukraine, Belarus, Russia (mainly the Kaliningrad District and Siberia), Kazakhstan, Georgia, Azerbaijan, Armenia, Moldova, Albania, Macedonia, Croatia, Serbia and Montenegro, Bosnia and Herzegovina. Within the framework of co-operation with the Council of Europe and the World Bank, its representatives have worked as consultants also in Croatia, Azerbaijan, Kyrgyzstan, Moldova and Turkey. The Foundation's assistance was financed from both Polish and foreign resources (e.g. the Polish Ministry of Foreign Affairs, the Prime Minister's Chancellery, the European Commission, the Embassy of the United Kingdom, the Embassy of the Kingdom of the Netherlands, the Polish-American Freedom Foundation, the Stefan Batory Foundation).

In 2006, the Foundation implemented projects for Albania, Azerbaijan, Belarus, Croatia, Georgia, Serbia, Russia and Ukraine. They primarily consisted in sharing Polish experiences during experts' missions to those countries and organising study visits to Poland for their representatives. Just like in 2005, nearly 20 projects were implemented.

Albania

A study visit to Cracow (June 2006) for a group of 11 representatives of Albanian local government focused on the functioning of Polish local government, its financing system and the issues of planning development on the example of the Małopolska Voivodeship. The FSLD MILGA implemented the project in partnership with the Union of Albanian Cities, which co-financed the visit.

Azerbaijan

Between 2006 and 2007, the FSLD implements the project entitled: **The Increase of Involvement of the Individual Actors of Public Life in Drawing Up a Municipal Budget**. Its objective is to share experiences from drawing up transparent municipal budgets actively involving local communities with the local authorities of the Sheki region. The project is implemented 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 from the Stefan Batory Foundation' and the FSLD's funds.

Belarus

Two projects implemented by the FSLD Training Centre in Szczecin:

1. The project entitled **Awaking the Civic Society Through Tourist Activities in Belarus** (2005-2006) was implemented in cooperation with the Lew Sapieha Foundation, financed from the funds of the Polish-American Freedom Foundation through the Foundation for Education for Democracy, within the framework of the Region in Transition (RITA) programme. The project was aimed at creating integrated local communities ready for taking up social and economic challenges on the basis of the development of sightseeing and agritourism. It resulted in the creation of a website www.na-bialorus.home.pl, a workshop held in Szczecin for a group of future Belarusian tourism organisers, and Poles' study visit to Belarus. Tourist and sightseeing circles were established in several Belarusian schools.
2. **Regional Tourism: A Chance for Local Development in Belarus** is a project financed by the Polish Ministry of Foreign Affairs within the framework of a competition entitled "Foreign Assistance and International Development Cooperation 2006". It was aimed at supporting the development of a civic society and improving the competence of local social leaders in small Belarusian towns. It was implemented through the organisation of workshops in Grodno, a study visit to Szczecin for 23 people from six Belarusian towns, and the establishment of local teams in those towns. A brochure for Belarusian teachers specialising in tourism and tourism organisers was issued along with a guide to Belarus for Poles. Those activities resulted in the establishment of a team of local Belarusian activists cooperating with each other and a network of local circles in three 'oblasts'.

Georgia

The project entitled **Preparation for Drawing Up a Participation-Based Strategy of Socio-Economic Development for the City of Kutaisi on the Basis of Polish Experiences from Selected Local Governments and NGOs: A Study Visit to Poland** (2006) financed by the Stefan Batory Foundation within the framework of the East-East Programme was a response to the request of the mayor of the City of Kutaisi. A seven-day study visit to Poland took place in October 2006. Its participants were ten representatives of regional and local authorities, NGOs, and members of a special task force established in order to implement the local government reform in the Imereti Region. The FSLD's partner in Georgia was the Imereti Region - Regional Government Administration.

In December 2006, at the request of the Georgian Parliamentary Committee on the Implementation of the Local Government Reform, Prof. Jerzy Regulski formulated a commentary to the decentralisation law enacted in Georgia at the end of 2004. He also gave a lecture at the international conference on "The Implementation of the Decentralisation Reform" in Tbilisi. At the same time, work was commenced with an aim to establish an organisation similar to the FSLD in Georgia, which would be a partner in the implementation of joint projects in that country.

Moldova

The project entitled **Local Government Academy on the Dniester Riverbanks** (2006) was implemented by the centres in Cracow and Olsztyn and financed by the Polish Ministry of Foreign Affairs. It was aimed at preparing the representatives of Moldovan local administration for changes that are slowly occurring among others as a result of the implementation of the "European Union's Action Plan - Moldova" and economic transformations. It was implemented in three stages: a cycle of training provided in Gagauzia (Moldova's autonomic district), which was devoted to the functioning of Polish local government structures, a study visit to Małopolska local governments, and

a publication with the project's content. The project participants were the representatives of managerial staff from all the Moldovan regions: Basarabia, Transnistria, Gagauzia.

Russia

1. The project entitled **Supporting Local NGOs in Activities for the Development of Condominiums and the Occupants' Rights Movement in Russia - on the Basis of Polish Experiences** financed by the Polish Ministry of Foreign Affairs was implemented in 2006 in partnership with the New Eurasia Foundation (NEF) based in Moscow. It was aimed at supporting the development of the occupants' rights movement in Russia drawing on Polish experiences from municipal housing management and the transformations of the housing sector. The project included a study visit to Poland arranged for experts and the representatives of NGOs from five Russian cities and a seminar organised in Moscow for the representatives of regional organisations, which focused on identifying crucial problems concerning the situation of occupants and defining their status in the housing policy and in practice in Russia and abroad. Apart from that, a cycle of workshops was organised in cities participating in the project. The project resulted also in a publication in the Russian language entitled: "Under One Roof: Owners and Occupants, Administrators and Suppliers. A Handbook for NGOs Operating in the Area of Housing and Occupants' Rights Defence".

2. The project entitled **Join Us (2006)** was implemented by the centre in Olsztyn in cooperation with Kaliningrad-based YULA and Aktion West-Ost from Germany within the framework of the "Community Initiatives Partnership Programme Germany - the Kaliningrad District - Poland" implemented and financed by the Stefan Batory Foundation and the Robert Bosch Foundation. The project was aimed at promoting the idea of volunteerism in the Kaliningrad District and the establishment of long-lasting cooperation between Polish, German and Russian youth actively working for their local communities and NGOs.

Serbia and Montenegro

Four projects were implemented for Serbia and Montenegro:

1. The project implemented by the centre in Kielce, entitled **From Quantity to Quality Continued Polish Experiences from the Implementation of the Education Reform in Poland (2006)**, financed from the Stefan Batory Foundation's funds, was the continuation of activities commenced in 2003. The purpose of that edition was to verify training provided so far in technical and methodological terms, supplement qualifications of eight Serbian and Montenegrin trainers and train eight specialists in the implementation of innovative teaching methods, management of an educational institution, and building local partnerships on the basis of Polish experiences. A handbook for Serbian and Montenegrin teachers was published, too.
2. The project entitled **Świętokrzyskie for Serbia: The Best Local Government Practices (2006)** was financed from the funds of the Polish Ministry of Foreign Affairs. It was aimed at sharing Polish experiences from the development of local self-governance, the management and planning of economic development processes at the lowest public administration level, and building a civic society. The project was composed of a study visit to Belgrade paid by the representatives of Polish local governments (the winners of the 2005 Ranking of the Municipalities of the Świętokrzyskie Voivodeship) who got familiar with the functioning of local governments in Serbia. They prepared and published a technical report on their stay in that country. This served as a basis for preparing training programmes and materials and providing training to the local government managing staff in Serbia, and, in addition, the arrangement of a study visit to Poland.
3. **Consultancy in the Preparation of a Development Strategy for the City of Belgrade** - that project was implemented between 2005 and 2006 by consultants from the FSLD Board Office by order of Development Alternatives Inc. from the USAID's funds. It was the continuation of the **Serbia Local Government Reform project**, in the implementation of which the FSLD also participated between 2001 and 2005. FSLD consultants worked on the implementation of that

project in the following sections: reform policy, preparation of the methodology and coordination of training activities, public participation, institutional development, the Standing Conference of Towns and Municipalities, and development plans for local staff engaged in the implementation of the project. Within the framework of final tasks, FSLD consultants cooperated with city office employees in the preparation of Belgrade's strategy.

4. The **Focus Vojvodina Project** has been implemented between 2005 and 2007 by the FSLD Board 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 is aimed at strengthening the role of the civic society and increasing its participation in the policy conducted by the municipalities of Vojvodina as well as improving multi-ethnic cooperation at the local level.

Ukraine

In 2006, four projects were implemented for Ukraine. They transferred experiences from the "Transparent Poland" campaign, which was discussed in more detail in the section entitled *The Development of a Civic Society*, to that country. Those activities merged with the Ukrainian local government reform and the authorities' effort to orient the administration towards ethicality and transparency.

Three of those projects were implemented by the Regional Centre in Lublin. These were: **Transparent Local Government in Ukraine: Stage 2** and **Transparent Local Government in Ukraine: Stage 2 (Continuation)**, both financed by the Polish-Ukrainian Cooperation Foundation (PAUCI), and the following project: **Transparent Local Government in Ukraine: Training Ukrainian Local Governments in the Modern Management of Public Administration**, financed from the funds of the Polish Ministry of Foreign Affairs.

The Training Centre in Szczecin implemented a project entitled **Transparently, Ethically and Effectively: The Development of Local Government in Ukraine**. It improved the local government competence of the mayors of 12 small and medium-sized towns of central Ukraine and marked the beginning of an integrated team of experts in the implementation and continuation of the programme in city offices all over Ukraine. Its participants, 22 people - the mayors of 12 cities of central Ukraine and seven experts - took part in workshops and a study visit to Poland. More than 200 officials acquired knowledge on the possibilities of establishing ethical infrastructure in offices (a series of training courses in ten local offices). A publication on the ethical aspects of self-governance was prepared. It was addressed to circles working for the local government reform in Ukraine. The project, which was financed from the funds of the Polish-American Freedom Foundation through the Foundation for Education for Democracy within the framework of the Region in Transition (RITA) programme, is continued through the project entitled **Transparent Ukraine: Leaders for the Ukrainian Local Government**.

Support for the local government reform is also the objective 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** implemented between 2005 and 2007 by the FSLD Board Office. It improves the qualifications of the officials of Ukrainian central and local authorities 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 is financed by Global Opportunities Fund, is the Polish-American-Ukrainian Cooperation Initiative (PAUCI).

The project entitled **From Ukraine to United Europe: Improving the Quality of Schools' Work** was implemented in 2006 by the centre in Kielce and financed from the Polish Ministry of Foreign Affairs' subsidy. Its partner was the Podole Centre of Human Rights from Winnica. The project was aimed at sharing the best Polish experiences from the implementation of the education reform with Ukraine.

FINANCIAL INFORMATION

The 2006 financial results of the Foundation in Support of Local Democracy (as of 31 December 2006)

Total revenues	32 171 974,05 PLN
Total costs	30 894 344,83 PLN
Financial result	1 277 629,22 PLN

ASSETS	Balance for: 31st Dec. 2006 TOTAL FSLD	
	31.12.2006	31.12.2005
0	1	2
A. Fixed Assets	743 287,91	719 325,76
I. Intangible and Legal Value	7 698,34	16 924,64
1. Cost of completed R&D projects	0,00	0,00
2. Goodwill	0,00	0,00
3. Other intangible and legal value	7 698,34	16 924,64
4. Down-payments towards intangible value	0,00	0,00
II. Tangible Fixed Assets	735 589,57	702 401,12
1. Fixed Assets	727 927,34	694 738,89
a). Land (including the right for perpetual use of land)	971,31	971,31
b). Buildings, structures and civil and water engineering facilities	421 795,77	404 581,17
c). Technical appliances and machinery	190 553,40	185 073,23
d). Vehicles	3 961,30	5 545,66
e). Other fixed assets	110 645,56	98 567,52
2. Fixed Assets under Construction	7 662,23	7 662,23
3. Down-payments towards fixed assets under construction	0,00	0,00
III. Long-term Receivables	0,00	0,00
1) from affiliated entities	0,00	0,00
2) from other entities	0,00	0,00
IV. Long term investment (capital projects)	0,00	0,00
1. Realty	0,00	0,00
2. Intangible and legal value	0,00	0,00
3. Long-term financial assets	0,00	0,00
a) in affiliated entities	0,00	0,00
- shares or stock	0,00	0,00
- other securities	0,00	0,00
- extended loans	0,00	0,00
- other long-term financial assets	0,00	0,00
b) in other entities	0,00	0,00
- shares or stock	0,00	0,00
- other securities	0,00	0,00
- extended loans	0,00	0,00
- other long-term financial assets	0,00	0,00
4. Other long-term investment (capital projects)	0,00	0,00
V Long term Accruals	0,00	0,00

1. Assets resulting from deferred income tax	0,00	0,00
2. Other long-term accruals	0,00	0,00
B. Turnover assets	9 361 690,22	7 970 601,54
I. Inventory	15 989,35	72 684,00
1. Materials	7 918,82	19 068,28
2. Semi-products and finished goods (under production)	0,00	0,00
3. Finished goods	0,00	0,00
4. Commodity	8 070,53	9 083,65
5. Down-payment towards supplies	0,00	44 532,07
II. Receivables and Claims	546 192,03	486 825,40
1. Receivables from affiliated entities	0,00	0,00
a). Current settlements	0,00	0,00
b) Stabilisation Fund	0,00	0,00
c) between regional centers	0,00	0,00
2. Receivables from other entities	546 192,03	486 825,40
a). For supplies and services payable	423 871,43	353 226,19
- up to 12 months	423 841,23	353 226,19
- over 12 months	0,00	0,00
b). Receivables regarding taxes, grants, tariffs, social security and health insurance and other allowances	2 218,31	24 415,31
c) Other	120 102,29	109 183,90
d). Sued	0,00	0,00
III. Short-term investment (Capital Project)	6 953 185,16	5 316 668,34
1. Short-term financial assets	6 953 185,16	5 316 668,34
a) in affiliated entities	0,00	0,00
- shares or stock	0,00	0,00
- other securities	0,00	0,00
- extended loans	0,00	0,00
- other short-term financial asserts	0,00	0,00
b) in other entities	577 907,62	481 589,68
- shares or stock	0,00	0,00
- other securities	0,00	0,00
- extended loans	0,00	0,00
- other short-term financial asserts	577 907,62	481 589,68
2. Other stock	0,00	0,00
c) cash and other monetary assets	6 375 277,54	4 835 078,66
- cash in hand and on the (bank) account	5 125 277,54	4 420 329,79
- other cash	1 250 000,00	414 748,87
-other financial assets	0,00	0,00
3. Other short-term investment	0,00	0,00
IV. Short-term accruals	1 846 323,68	1 460 109,09
Total Assets (A+B)	10 104 978,13	8 055 612,59
Liabilities	Balance for: 31st Dec. 2006 TOTAL FSLD 31.12.2006 31.12.2005 0 1 2	

A. Equity capital	5 643 897,16	4 523 207,94
I. Initial capital (fund)	100,00	100,00
II. Due payments towards initial capital (negative amount)	0,00	0,00
III. Own shares (stock) (negative amount)	0,00	0,00
IV. Reserved capital (fund)	0,00	0,00
V. Revalued capital (fund)	54 909,68	54 909,68
VI. Other capital (reserved funds)	497 232,01	497 232,01
VII. Profit/Loss from previous years	3 970 966,25	4 217 389,08
VIII. Net profit/loss	1 120 689,22	-246 422,83
IX Deduction from net profit during the financial year (negative amount)	0,00	0,00
B. Liabilities and reserved to cover liabilities	4 461 080,97	3 532 404,65
I. Reserves to cover liabilities	50 000,00	68 249,10
1. Reserves to cover deferred income tax	0,00	0,00
2. Reserves to cover pensions and other similar liabilities	0,00	0,00
- long term	0,00	0,00
- short term	0,00	0,00
3. Other reserves	50 000,00	68 249,10
- long term	0,00	0,00
- short term	50 000,00	68 249,10
II. Long-term Liabilities	0,00	0,00
1. To affiliated entities	0,00	0,00
2. To other entities	0,00	0,00
a. Loan	0,00	0,00
b. To cover debt issue	0,00	0,00
c. Other financial liabilities	0,00	0,00
d. Other	0,00	0,00
III. Short-term Liabilities	2 738 906,78	2 392 036,72
1. To affiliated entities	0,00	0,00
a) Due to current settlements	0,00	0,00
b) Due to Stabilisation Fund settlement	0,00	0,00
c) between regional centers	0,00	0,00
2. To other entities	2 640 566,57	2 330 202,05
a. Loans	917 898,26	22 620,00
b. Issued debt	0,00	0,00
c. Other financial liabilities	0,00	0,00
d. To cover supplies and services payable	886 733,90	1 334 489,77
- up to 12 months	886 733,90	1 334 489,77
- over to 12 months	0,00	0,00
e. Down payment recived towards supplies	132 506,90	199 682,67
f. Liabilities regarding bills issued	0,00	0,00
g. To cover taxes, tarrift, insurance and other allowences	374 945,48	387 089,87
h. To provide for payroll	170 044,56	188 994,04
i. Other	158 437,47	197 325,70
3. Special purpose funds	98 340,21	61 834,67
IV. Accruals	1 672 174,19	1 072 118,83

1. Negative goodwill	0,00	0,00
2. Other accruals	1 672 174,19	1 072 118,83
- long-term	8 287,07	17 999,67
- short-term	1 663 887,12	1 054 119,16
Total Balance (A+B)	10 104 978,13	8 055 612,59

Profit and Loss Account Variant with classification of expenses by type	Profit and Loss Account for: 31st Dec. 2006 TOTAL	
	current 31.12.2006	last 2005
0	1	2
A. Net Revenue on Sales and Other Treated as Such	23 117 176,30	15 882 012,34
I Net revenue on sales of products	0,00	0,00
II Net revenue on sales of services	22 838 008,00	15 687 136,64
III Net revenue on sales of goods and materials	279 168,30	232 640,25

IV Change in products inventories (increasing (+), reduction (-))	0,00	-37 764,55
B. Operating cost	30 868 844,83	23 060 132,54
I Cost (types)	30 749 112,37	22 960 355,49
1) Depreciation	599 792,77	499 827,31
2) Materials and energy used	1 605 129,17	1 337 607,64
3) Service contracted out	9 716 212,61	8 096 843,84
4) Taxes and fees	852 269,00	774 790,00
5) Payroll	14 666 456,03	9 777 637,35
6) Social security and other allowances	1 906 639,28	1 304 804,76
7) Other cost types	1 402 613,51	1 168 844,59
II Cost of sold goods and materials	119 732,46	99 777,05
C. Profit/loss on sales (A-B)	-7 751 668,53	-7 178 120,20
D. Other Operating Revenue	8 904 439,56	7 497 679,80
I Profit on sales of non-financial fixed assets	0,00	0,00
II Subventions	8 367 389,79	7 009 452,74
including:		
a) FSLD-office	0,00	0,00
III Other operating revenue	537 049,77	488 227,06
including:		
a) FSLD-office	0,00	0,00
b) as a part of settlement between regional centers	0,00	0,00
E. Other Operating Cost	0,00	607 250,10
I. Loss on sales of non-financial fixed assets	0,00	36 011,94
II Revaluation of fixed assets	0,00	41 413,83
III. Other operating cost	0,00	529 824,33
including:		
a) contribution to FSLD-office	0,00	0,00
b) other costs of settlement with FSLD-office	0,00	0,00
c) other costs as a part of settlement between regional centers	0,00	0,00
F. Operating Profit/Loss (C+D+E)	1 152 771,03	-287 690,50
G. Financial Revenue	150 358,19	132 400,69
I Dividends and Shares	0,00	0,00
a) from affiliated entities	0,00	0,00
b) from other entities	0,00	0,00
II Interest	150 358,19	125 303,85
a) from affiliated entities	0,00	0,00
b) from other entities	150 358,19	125 298,49
III Profit on sales of investments	0,00	0,00
IV Revaluation of investment	0,00	0,00
V Other	0,00	7 096,84
H. Financial Cost	25 500,00	60 728,02
I Interest	25 500,00	14 334,16
a) for affiliated entities	25 500,00	0,00
b) for other entities	0,00	14 334,16
II Loss on sales of investment	0,00	0,00
III Revaluation of investment	0,00	0,00

IV Other	0,00	46 393,86
I. Profit/Loss on Business Activity (F+G+H)	1 303 129,22	-216 017,83
j. Result of an extraordinary Event (J.I-J.II)	0,00	0,00
I Extraordinary profit	0,00	0,00
II Extraordinaru loss	0,00	0,00
K. Gross Profit/Loss (I+/-J)	1 303 129,22	-216 017,83
I. Income Tax	182 440,00	30 405,00
M.Other Mandatory Profit Reductions/Loss Increases)	0,00	0,00
N Extraordinary Net Profit/Loss (K-L-M)	1 120 689,22	-246 422,83

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 converted 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 a separate status of a legal person 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 Szczepiełowska in CPA Kielce and CPA Łódź.

The vice-chancellors of CPAs are invited to annual conventions of FSLD employees and to selected meetings of the Board of Directors. They meet with the Foundations' governing bodies several times a year.

Cooperation between the Foundation and CPAs includes promotional activities and the preparation of joint research and training as well as opinion-forming projects, the results of which will be disseminated on a wide scale through the so-called Local Government Observatory. There are plans for issuing an annual scientific publication presenting reflections on the current situation of local government and its development. FSLD employees can study at the CPAs without charge.

So far, the number of the graduates of the Colleges of Public Administration has reached **9,952** (**4,995** people in Białystok, **344** in Kielce, **1,671** in Łódź, **2,942** in Szczecin). In 2006 alone, there were **1,792** graduates. They attended full-time, evening, extramural 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 2007, the Stanisław Staszic CPA in Białystok was ranked 1st once again in the non-state undergraduate (advanced technology) college category, and the CPA in Łódź moved from the 15th to the 6th position.

CPAs offer three-year courses of study and their graduates obtain a diploma of the bachelor of public administration. The curricula are extended by the practical aspects of an office's work. Traineeships and placements in Poland and abroad are an integral part of the education process.

The FSLD's colleges are 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 and institutions in Western as well as Central and Eastern Europe.

Table 3. The distribution of students in various forms of studies offered by CPAs in the academic year 2005/2006:

College	No. of students Full-time	No. of students Long distance	No. of students Part-time	No. of students Post-graduate	Graduates of class of 2005/2006	No. of enrolled students 2005/2006
CPA Białystok	1632	2949	47	318	4946	1145
CPA Kielce	110	608	37	755	180

CPA Lodź	159	461	88	87	795	196
CPA Szczecin	226	1004	213	1443	271
Total	2127	5022	135	655	7939	1792

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. Its vice-chancellor is Prof. Barbara Kudrycka, the European Parliament member.

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

The fields of study in 2006:

- Administration
- International relations
- Philosophy
- Public health
- Cultural studies

Postgraduate studies 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 about the society and European education
- Orientation and vocational counselling

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

Since 2000, The Office of the Professional Promotion of Students and Graduates - "The Careers Office" has been operating at the CPA. Its activities focus on assisting students in their transition from education to job search. The Stanisław Staszic CPA was the first university in Podlasie and one of few universities in Poland to introduce an electronic student card system, and it is also the first Polish university whose students have begun to obtain Scholarship Payment Cards.

The CPA implements the Erasmus programme, which makes it possible to organise an exchange and studies for academics and students between the college and its partner universities in the countries of the European Union. Thanks to this, 41 students participated in foreign placements organised by the CPA in the academic years 2005/2006 and 2006/2006.

At the same time, the college participates in the European Credits Transfer System, thanks to which its students can continue their education in similar fields of study at universities in EU countries.

The CPA supports the development of local democracy in the countries of Central and Eastern Europe. In 2006, it implemented five projects for Ukraine and Belarus.

In 2006, the CPA organised five conferences on local government and philosophical issues Those included the First Workshop on Political Philosophy "Freedom and Tolerance", which focused on the issue of a balance between the need for efficient authority on the one hand and civil liberties on the other.

In 2006, once again the college organised its “Euro-Secondary School Graduate” (Euromaturzysta) competition for the youth of the last year of secondary schools. As the main award, they were offered three years of studies at the CPA without charge.

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 Club of European Integration Association.

The College of Public Administration in Kielce

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

Within the study of Administration, the college offers the following specialities:

- public administration,
- European integration.

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

In 2006, 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 provides for theoretical classes and traineeships 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. There is also the Polish-German Centre of Local Government Studies at the college. Within the framework of that cooperation, traineeships for Polish students in the Federal Republic of Germany and Polish-German scientific conferences are organised every year.

The CPA has the Erasmus University Charter and once again it participated in the EU Socrates/Erasmus academic exchange programme addressed to universities. Apart from that, in 2006 the college implemented the European Credit Transfer System (ECTS), thanks to which studies at a foreign university can be recognised as part of the studies at a university in the student's home country. In addition to that, thirteen CPA students were on a foreign placement provided under the EU Leonardo da Vinci programme.

The college organises conferences and conducts publishing activities.

In 2006, Andrzej Bednarz was appointed its vice-chancellor for another term of office, i.e. for the period between 2006 and 2009.

In March this year, the college bought the real estate on which its seat is located from Kielce.

The College of Public Administration in Łódź

Established in 1995. It provides three-year vocational higher education. Its students can take postgraduate and special courses offered as 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 year 2005/2006, the college offered postgraduate courses of study in the following fields:

- Postgraduate Study of Public Procurement
- Postgraduate Study of Administration and Local Government

- Postgraduate Study of Tax Law
- Study of Management in Administration

In the academic year 2006/2007, the college offered postgraduate courses of study in the following fields:

- Postgraduate Study of Administration and Local Government
- Postgraduate Study of Tax Law
- Postgraduate Study of Logistics

Thanks to an accreditation agreement concluded in 1998 with the University of Łódź, the CPA's graduates can take up 2nd degree studies (so far, supplementary courses leading to a master's degree) on the Faculty of Law and Administration, the Faculty of Management and the Faculty of Economy and Sociology of the University of Łódź. At the same time, under an agreement with the School of Foreign Languages of the University of Łódź, 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 monitoring of the voivodeship's labour market.

Under an agreement concluded with the Council of Europe on 13 September 1996, a depository library is open at the CPA in Łódź within the framework of the all-European documentation and scientific information network. Currently there are 6,000 volumes.

For the sixth time, the vice-chancellor of the CPA in Łódź, Tomasz Mordel, was chairman of the Charter of the Contest for the Most Friendly Central Administration Office announced by the head of the Civil Service, and a reviewer in the "Contest for the Best Master's Thesis on the Issues of the Functioning of Central Administration" organised by him.

The College of Public Administration in Szczecin

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

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

- public administration
- Euroregional administration
- accounting and finances for tax purposes

The following specialities are offered in the case of extramural studies:

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

In 2006, postgraduate courses of study were offered in the following fields:

- Public procurement
- Public administration
- Administrative enforcement of payments
- Financial control and internal audit in public services

- Organisation and management of social welfare
- Organisation and management of education

In 2006, 148 second- and third-year students participated in traineeships organised in 33 public administration offices, 24 police units and 3 companies, and 13 people went on their traineeships abroad. Study visits and other forms of training outside of Poland, i.e. mainly in Germany and Ukraine, involved 35 students and employees of the college.

Since 2005, the college has been offering a modernised curriculum, i.e. the European Credit Transfer System. Under special agreements, the CPA's graduates can also continue their studies on the Faculty of Law and Administration and on 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.

The college has Erasmus accreditation. There is also the Careers Office and an extended scholarship system. In total, in 2006 various forms of scholarship assistance were used by 456 students.

The college is a scientific institution and in conducts research activities. Specific projects involve research conducted by students under the supervision of the CPA's research workers. Their results are elaborated and are the subject of bachelor's dissertations.

The CPA conducts also extensive publishing activities.

ADDRESSES of FSLD REGIONAL TRAINING CENTRES

BIAŁYSTOK FSLD Training Centre

Director: Małgorzata Anna Szewczyk
ul. Dojlidy Fabryczne 26
15-555 Białystok
phone: (48-85) 732 17 88, 732 09 09
fax: (48-85) 732 94 84
e-mail: biuro.bialystok@frdl.org.pl

BYDGOSZCZ FSLD Pomerania and Kujawy Centre for Local Democracy

Director: Elżbieta Rusielewicz
ul. Gdańska 5
85-005 Bydgoszcz
phone/fax: (48-52) 321 18 90, 321 18 92
e-mail: pkcdl@bydgoszcz.frdl.pl

GDAŃSK FSLD Pomorze Centre for Local Democracy

Director: Sylvia Krysa
Gdyńskich Kosynierów 11
80-866 Gdańsk
tel: (48-58) 550 37 00
fax: (48-58) 550 32 39
e-mail: pcst@mistia.org.pl

JELEŃ GÓRA FSLD Local Government Centre

Director: Miłostawa Jarosz
Pl. Piastowski 27
58-560 Jelenia Góra
phone: (48-75) 75 59 087, 75 57 040
phone/fax: (48-75) 75 59 086
e-mail: csl@csl.jgora.pl

KATOWICE FSLD Walerian Pańko Centre for Local Democracy

Director: Ewa Pytasz
ul. Mariacka 1
40-014 Katowice
phone: (48-32) 253 84 09
phone/fax: (48-32) 206 98 43, 259 86 73
e-mail: biuro@frdl.katowice.pl

KIELCE FSLD Świętokrzyskie Centre

Director: Agnieszka Migoń
ul. Bodzentyńska 44a
25-308 Kielce
phone: (48-41) 34 46 630
phone/fax: (48-41) 34 47 762
e-mail: centrum@frdl.kielce.pl

KRAKÓW Małopolska Institute for Local Government and Administration - FSLD

Director: Krzysztof Lipski
ul. Szlak 73a
31-153 Cracow
phone/fax: (48-12) 633 51 54, 634 16 70, 633 98 00
e-mail: mistia@mistia.org.pl

Branch in Tarnow
ul. Sikorskiego 5
33-100 Tarnow
phone/fax: (48-14) 621 22 16
e-mail: tarnow@mistia.org.pl

LUBLIN
FSLD Regional Centre

Director: Monika Madejska
ul. Chopina 11/8
20-023 Lublin
phone/fax: (48-81) 53 26 440, 53 28 465
e-mail: info@lublin.frdl.pl

ŁÓDŹ
FSLD Training Centre

Director: Mariola Sobolewska-Pieniątek
ul. Rewolucji 1905r. 9
90-273 Łódź
phone/fax: (48-42) 632 34 81, 632 63 19
e-mail: biuro@lodz.frdl.pl

OLSZTYN
FSLD Local Government Centre

Director: Maciej Felski
ul. Pieniężnego 10
10-006 Olsztyn
phone: (48-89) 527 24 26, 521 88 55
fax: 089 521 88 54
e-mail: biuro@frdl.olsztyn.pl

OPOLE
FSLD Opolskie Centre for Local Democracy

Director: Magdalena Obrocka
ul. Krakowska 51
45-018 Opole
phone/fax: (48-77) 454 48 29, 453 68 25
e-mail: biuro@opole.frdl.pl

POZNAŃ
FSLD Regional Training Centre in Poznań

Director: Iwona Janicka
Stary Rynek 27/28
61-772 Poznań
phone: (48-61) 853 34 33
fax: (48-61) 855 33 07
e-mail: biuro@poznan.frdl.pl

RZESZOW
FSLD Rzeszowskie Centre for Local
Democracy

Director: Grzegorz Nowakowski
ul. Przesmyk 6
35-065 Rzeszow
phone: (48-17) 862 69 64
phone/fax: (48-17) 850 74 20
e-mail: biuro@frdl.rzeszow.pl

SZCZECIN
FSLD Training Centre

Director: Dominik Gorski
ul. M. Skłodowskiej-Curie 4
71-332 Szczecin
phone: (48-91) 486 15 69, 486 15 74, 486 26
73
fax: (48-91) 487 85 22
e-mail: szczfrdl@wsap.szczecin.pl

WARSZAWA
FSLD Warsaw Centre for Local Democracy

Director: Grażyna Wojciechowicz
Pl. Inwalidów 10
01-552 Warszawa
phone/fax: (48-22) 322 84 00
fax: (48-22) 322 84 10
e-mail: biuro@frdl.org.pl

WROCLAW
FSLD Lower Silesia Centre
for Local Government Training

Director: Szymon Gawryszczak
ul. Mennicza 1
50-057 Wrocław
phone/fax: (48-71) 341 85 38, 344 26 90
e-mail: biuro@frdl-cd.org.pl

ZIELONA GORA
FSLD Lubuskie Training Centre

Director: Elżbieta Polak
ul. Bohaterow Westerplatte 9
65-034 Zielona Gora
phone: (48-68) 453 22 93
phone/fax: (48-68) 453 22 92
e-mail: lcszg@frdl.org.pl