



POLISH-AMERICAN
FREEDOM FOUNDATION



2025 ANNUAL REPORT

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Letter from the PAFF Leadership



Andrew Nagorski
Chairman of the Board
of Directors



Jerzy Koźmiński
President and Chief
Executive Officer

Dear Friends,

2025 was a special year in the history of the Polish-American Freedom Foundation: a quarter of a century ago the Foundation began its activities. In celebration, a jubilee meeting was held in Warsaw on June 6. The event brought together over 700 guests from Poland and abroad. The meeting served as a unique opportunity to review the 25 years of PAFF's operation.

On the occasion of this milestone anniversary, the Foundation received congratulations and best wishes from the President of Poland Andrzej Duda, the Speaker of the Sejm Szymon Hołownia, the Speaker of the Senate Małgorzata Kidawa-Błońska, the Vice-Speaker of the Senate Maciej Żywno, the Vice-Prime Minister and Minister of National Defense Władysław Kosiniak-Kamysz, the Minister of Foreign Affairs Radosław Sikorski, and the Head of the Prime Minister's Chancellery, Minister Jan Grabiec. Many other individuals and institutions sent congratulatory letters to the Foundation as well.

Among the distinguished guests attending the gala were Minister Wojciech Kolarski, who read a letter from President Andrzej Duda; Vice-Speaker of the Sejm Włodzimierz Czarzasty; former President of Poland Aleksander Kwaśniewski; former Prime Ministers Jerzy Buzek, Marek Belka and Janusz Steinhoff; Commissioner for Children's Rights Monika Horna-Cieślak; Senators Marek Borowski and Krzysztof Kwiatkowski; Władysław Teofil Bartoszewski, Secretary of State, and Anna Radwan-Röhrenscheff, Undersecretary of State, at the Ministry of Foreign Affairs; Maria Ejchart, Undersecretary of State at the Ministry of Justice, as well as representatives of embassies of the countries that are linked to PAFF's activities, including Daniel Lawton, Chargé d'affaires of the United States to Poland.

Also present were other significant contributors to the Foundation. In addition to the Members of the PAFF Board of Directors, this group included leaders of NGOs implementing PAFF programs. The most active participants of PAFF's initiatives joined from across Poland – leaders of Act Locally Centers, PAFF Local Partnerships, schools and libraries, numerous civic organizations, local activity organizers and their tutors, local media journalists, as well as a group of 130 Lane Kirkland Scholarships holders, along with many other friends of the Foundation.

During the anniversary gala, attendees were reminded that 25 years ago the founders of PAFF were guided by two main goals: to consolidate Poland's post-1989 changes, and to share the country's experience of transformation with other Central and Eastern European countries. Such broadly defined objectives needed to be narrowed down. For its activities within Poland, the Foundation chose to focus on communities and groups that required particular support during that period of profound change – especially in rural areas and small towns. As a result, two issues have dominated PAFF activity in Poland since inception. The first is leveling the playing field in education, along with improving the quality of education overall. The second is supporting the development of local communities, especially civic initiatives aimed at solving local problems and encouraging aspirations that make a difference.

Ever since PAFF's inception, we have focused on local communities as a means for building and strengthening social capital, which is characterized by intense social interaction and mutual trust within a community. The success of those efforts determines the developmental capacity at local and higher levels. In choosing the two dominating motifs in our activity we were convinced that social capital and education, both in terms of access as well as quality, are the two major factors impacting Poland's long-term advancement.

Over the course of its twenty-five years of operation the Foundation has initiated 40 programs, allocating \$305 million of its own funds and securing an additional \$299 million from other sources.

This made it possible to award 36,000 scholarships to young people from low-income families in small localities to attend universities, to introduce over 230,000 teachers to modern teaching methods, and to implement 23,000 local projects reaching hundreds of thousands of beneficiaries. Additionally, 16,000 student volunteers carried out educational initiatives for 467,000 children and young people. 38,000 leaders and staff of non-governmental organizations, along with other local community organizers, received training to hone their skills and competencies.

In line with its original mission, the Foundation was concurrently engaged in sharing the knowledge that Poland gained during its systemic transformation and EU integration with other countries. Since 2000, some 17,000 people from Eastern Europe, the largest number coming from Ukraine, as well as the South Caucasus and Central Asia, have been hosted in Poland. This group included nearly 12,000 student leaders and professionals, almost 4,000 participants in the "Region in Transition" program (RITA), and over 1,000 graduates of the Lane Kirkland Scholarship Program.

This anniversary offers a timely opportunity to showcase the results of activities the Foundation has implemented since its earliest days.

Launched in 2000, the „English Teaching” program has delivered almost 1,300 educational projects that promote English language learning among rural and small-town children and youth, as well as inspire valuable community initiatives in small towns and villages.

The “Learning Schools” program (“LES”) has played a unique role for 25 years while offering comprehensive support to over 12,000 schools. The quality of teaching was upgraded through the introduction of research-based solutions as well as best international and

domestic practices. “LES” not only reshaped teaching and school management, but also had a substantial impact on the entire education system in Poland. Developed under “LES” and popularized over the years, such good practices as formative assessment are now an integral part of mainstream education.

The “Act Locally” program was the first undertaking of PAFF to systematically offer grants to activate community initiatives in small localities. It provided support for 17,000 civic initiatives, with nearly 6 million people engaged in these projects. In the course of 25 years, “Act Locally” has evolved to become a comprehensive and well-known system: a unique and important approach to local activity in Europe. Since 2004 the Act Locally Centers’ network has grown from 15 to 77 organizations now covering 673 communities, awarding grants through open competitions.

The ngo.pl portal was also established in 2000 and continues to expand its range of resources. It has served as an important part of Poland’s third-sector infrastructure, with approximately 4 million users benefiting from it last year.

The Foundation’s first international initiative was the Lane Kirkland Scholarship Program. Over a thousand of its alumni are now leaders in social, economic, and political activities in thirteen countries of the region.

Launched in 2000, the „Region in Transition” program (RITA) was another of PAFF’s long-term international undertakings. Under this program Polish NGOs carried out 1,253 projects, sharing Poland’s experience in socio-economic transformation and European integration with their partners in the East. These projects mostly focused on the functioning and advancement of local governments and civil society.

Among the programs that the Foundation launched after 2000, the Library Development Program deserves special attention. It was primarily funded by a grant of \$31 million which PAFF received from the Bill and Melinda Gates Foundation in 2008. The program transformed 4,200 Polish libraries in small towns and villages into modern centers of education, culture, and information, teeming with civic activity. Over 12,000 librarians participated in training workshops while their institutions received modern computer equipment, software, and free Internet access.

A unique institution – the School of Education of the Polish-American Freedom Foundation and the University of Warsaw – has been operating in Warsaw for ten years. The School of Education’s curriculum, designed by the Foundation and Columbia University Teachers College in New York, has set out new standards for preparing students for the teaching profession. The School runs the first full-time postgraduate program in Poland, combining academic instruction with intensive practical classroom training. 220 participants have completed the program to date. Simultaneously, more than 11,000 in-service teachers have taken advantage of the School’s part-time programs, workshops and training opportunities. Today the School of Education is synonymous with high-quality teacher education and various events promoting its methods have attracted the interest of nearly 21,000 people. Experts from the School of Education, as well as the “Learning Schools” program, have been instrumental in shaping Poland’s education policy over recent years. Their role gained special significance in the beginning of 2024,

when they were invited to contribute to the changes of Polish education, including the new core curriculum.

Since Russia's invasion of Ukraine in 2022, the Foundation has been actively supporting the victims of the war, working in partnership with other non-governmental organizations. PAFF carried out this task through both its national and international programs. Immediately after the outbreak of war, the Foundation offered material and financial support for the civilian population in Ukraine, providing medical equipment, food, and transportation. It also took an active role in initiatives aimed at supporting war refugees in Poland. The Foundation promptly launched a new program – "Support for Ukraine" – addressed to Polish civil society organizations involved in assisting Ukrainian refugees in Poland and civilians in Ukraine. To date, PAFF has allocated 14 million PLN to this program, directly benefiting 180,000 refugees residing in Poland and 167,000 people in Ukraine.

In 2025, most PAFF programs added jubilee-related events to those that were already scheduled. These events were a time for summing up and evaluating our experiences, as well as formulating proposals for the future. It was pointed out that although many PAFF programs were initiated years ago, they have changed considerably over time. These programs have evolved because they were flexible and open to new opportunities and challenges, such as the emergence of available EU funding twenty years ago, Poland's education reform, the global pandemic, the various stages of the unfolding digital revolution, the outbreak of the war in Ukraine and the influx of refugees, the alarming mental health condition of children and youth, as well as the growing need to bolster social resilience.

As we wrap up a quarter of a century of PAFF activity, our gratitude and appreciation go out to those who, over the years, have contributed to the success of the Foundation's programs. We wish to thank all our partners, community leaders, non-governmental organizations, and other institutions involved in PAFF's activities. Above all, we extend our heartfelt thanks to the organizations that served as Program Managers, and their excellent teams of capable, creative, and dedicated people.

We would also like to extend our most sincere gratitude and appreciation to the Members of the Foundation's Board of Directors. We can always rely on their kindness, support and expertise. We truly regret that some of them did not live long enough to witness our 25th anniversary: John P. Birkelund, first Chairman of the Board of Directors, Zbigniew Brzeziński, Frederick M. Bohen, Colin G. Campbell, John H. D'Arms, Robert G. Faris, Aleksander Koj and Nicholas A. Rey. And, just two months ago, with great sadness, we bade farewell to Krzysztof Pawłowski.

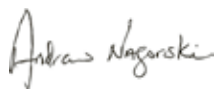
We wish to express our gratitude to Anna Fornalczyk and Joseph C. Bell for their profound contributions to the Foundation's activity. Last year, they stepped down from the Board of Directors after 25 years of service. We are delighted to welcome Katarzyna Maniszewska, who just joined the Board of Directors in May.

Finally, we express our most heartfelt thanks to the entire PAFF team; our current and former Co-workers and Associates. We very much appreciate their dedication, energy

and professionalism. Without the deep, daily commitment of the PAFF team, our list of accomplishments over the last 25 years would be much shorter.

Throughout this period the Foundation has consistently pursued the goals set at its inception in 2000, while adapting its programs to the changing circumstances and needs in Poland and beyond. We look to the future with confidence, convinced that the experience accrued by us and the steadfast support of our partners will allow us to continue to build on our accomplishments.

New York – Warsaw, June 2026



Andrew Nagorski
Chairman of the Board of Directors



Jerzy Koźmiński
President and Chief Executive Officer

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Initiatives in Education

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ENGLISH TEACHING

Since 2000 this program has initiated and supported actions to promote the English language and improve its teaching standards among children and youth from small towns and villages, strengthening their educational opportunities overall. The program fosters the professional development of English teachers working in small towns and rural areas as well.

Promoting the learning of English, “English Teaching” also stimulates and develops a variety of social initiatives that often surpass the initial goal, leading to stimulation of activity in local communities. The program is aimed mostly at English language teachers working in primary schools and kindergartens. In the past, many initiatives were organized at junior high schools, but those schools no longer exist. The program includes training sessions for teachers, coupled with the possibility of obtaining financial support for projects with their pupils. It also provides help in preparing these actions.

Between 2000 and 2025, grant competitions addressed to small-town schools and non-governmental organizations funded 1,284 projects to organize school clubs for fans of Anglo-Saxon culture and the English language, create libraries with English literature and media, and form theatrical clubs. The program also led to organizing numerous contests focused on Anglo-Saxon writers, culture, and history, as well as song festivals. Children and teenagers were invited to watch English films and take part in lessons with native speakers of English. More than 75,000 pupils and nearly 5,000 teachers participated in the projects directly, and over 200,000 parents and other members of local communities were indirectly engaged.

Summer language camps for children and youth were also organized, which attracted over 2,000 participants from 2006 to 2025.

“Weekends with English Teaching” are methodology training sessions for English teachers based in towns and villages with populations of up to 20,000. To date, 175 such training sessions have been arranged for a total of 8,000 participants.

21 nation-wide educational meetings – “English Teaching Markets” – were organized for English teachers and representatives of interested institutions, non-governmental organizations, schools, and publishing houses; they attracted more than 9,000 attendees in total. These annual meetings help expand the co-operation network of English teachers from smaller localities; they are backed up with a social media portal and regular e-news about other educational initiatives, such as grants for projects, training, or contests. In 2025 nearly 300 participants took part in the jubilee, 25th English Teaching Market.

The Polish Association of Teachers of “English Teaching” was founded in 2015, developed from the “English Teaching Ambassadors” initiative with the most active teachers participating in the program. Its main purpose is the professional development of English teachers from small towns and villages in particular, as well as advocating social activities there. ■

FACTS AND FIGURES



1,284 projects were funded through grant competitions addressed to schools and non-governmental organizations in small localities.

THE FOUNDATION
HAS DISBURSED

\$10,702,850

including \$454,574 in 2025.

MORE INFORMATION AT:
englishteaching.org.pl

PROGRAM MANAGER:
The Nidzica Development Foundation “NIDA”

EQUAL OPPORTUNITIES

The purpose of “Equal Opportunities”, launched in 2001, is to support social initiatives addressed to rural and small-town children and youth in order to better their chances for a good start in adult life by increasing their personal competencies and developing their social skills, such as teamwork, winning the support necessary to accomplish established goals and planning actions to achieve them.

As part of the program non-governmental organizations, cultural centers, libraries, and informal groups apply for grants to support projects that stimulate the aspirations of children and young people, set realistic goals for themselves, help cope with emotions, develop active attitudes and openness, and especially encourage working for the benefit of their communities. The projects give young people the opportunity to participate in classes extending beyond the standard educational offer of their schools.

In 2025, 77 projects were completed as part of the “Small Grants” Competition. These included initiatives aimed at promoting youth civic engagement through organization of various events for the local community (neighborhood cleanups, educational activities on healthy eating), development of public spaces (painting murals, creating a vegetable garden, setting up a podcast recording area for youth in the library), or expanding the scope of educational and cultural activities through organization of outdoor games inspired by local legends, conducting educational classes for children from a nearby preschool, or staging theatrical performances.

The program also offers training for project coordinators to increase their qualifications, teach project management with a focus on engaging youth as active

creators, participants, and direct implementers of a given undertaking.

The program offer is complete with the “Summer School for Young Leaders”, whose every edition attracts more than 20 participants of the “Equal Opportunities” projects. At the “Summer School”, young people spend a week of their holidays at workshops where they learn how to plan and implement social actions more effectively and improve their knowledge in the field of civic education.

Over 25 years of the program, more than 3,650 projects were carried out with almost 158,000 participants (indirectly, 592,000 people were involved). The program also contributed to the activation and integration of local communities to act for children and youth. Over the years, the program evolved from an initiative focused mainly on extending knowledge and horizons of young people living in villages and small towns into the full-fledged program aimed at development of their social and emotional skills.

In 2025, the fifth round of the “Ready for the Future” campaign took place, providing a space for debate and the exchange of experiences between young people and adults in the face of challenges young people face today. The main theme of the event, organized in

FACTS AND FIGURES



3,650 projects have been implemented within the program and engaged **158,000 active participants** – involving nearly **592,000 people** indirectly.

THE FOUNDATION HAS DISBURSED

\$20,318,378

including \$660,765 in 2025.

MORE INFORMATION AT:
rownacszanse.pl

PROGRAM MANAGER:
The Civis Polonus Foundation

collaboration with the Goniec portal, was the role of new technologies in young people's lives – their impact on young people's mental health, the way of learning and building relationships. The event was held under the honorary patronage of Commissioner for Children's Rights Monika Horna-Cieślak. The event's partners were the "Sector 3.0" program, the "PROJECTOR – Student Volunteers" program, and the Nastoletni Azyl (Teenage Asylum) portal. The media patron was the ngo.pl portal. In 2022–23, the media partner in the "Ready for the Future" campaign was Onet portal. Since 2024, the media partner has been the Goniec portal.

The "Equal Opportunities" program is the winner of the Janusz Korczak Award in the "Institutions and Organizations" category in 2023. The aim of the award, organized by the Korczak University – Academy of Applied Sciences, is to promote Janusz Korczak's ideas and support changes in education by rewarding institutions and people who are guided by the principle of empowering children, as well as supporting children and their families in difficult situations along with creating environments conducive to a happy childhood.

Within the program, PAFF supports the Young Explorer Clubs initiative, which is a continuation of a model project initiated as part of the program in 2002 by the Education Society of Kłodzko, now carried out by the Copernicus Science Center. The purpose of the Young Explorer Clubs is to attract children and young people to the sciences. The YEC format helps young people learn through experimentation, using simple, easily available materials.

2025 welcomed the 14th international Young Explorer Clubs Forum, held at the Copernicus Science Center in Warsaw. The event gathered 270 people from Armenia, Georgia, Moldova, Romania and Ukraine, as well as Ethiopia, Israel, and Kenya. The Forum is a contact and experience-sharing platform which promotes the Clubs. Nearly 800 units belong to the YEC network: a total of more than 300 of them operate in Georgia, Ukraine, Armenia and Moldova.

The Polish Children and Youth Foundation was Program Manager from 2001 to 2020. ■

LEARNING SCHOOLS (LES)

Comprehensive action to improve Polish education, using the best international standards, has been carried out under this program since its launch in 2000. The quality of schools improves mostly thanks to training delivered to teachers and headmasters, in rural areas and small towns in particular.

The "LES" training offer involves long-term actions for holistic school development, year-long e-learning courses for teachers, and one-day workshops for teaching staff. "LES" also cooperates with Civitas University to offer Postgraduate Courses for Education Leaders.

"LES" introduces an original quality assurance system into the daily operation of schools, which improves pupils' learning outcomes. The system is based on formative assessment and a set of learning strategies which constitute the basic tool for working with schools. By encouraging learners and teachers to become partners in learning, the system develops learning skills, strengthens internal motivation, and gives children and youth a sense of authorship. "LES" schools develop ways to perfect teacher performance, monitor the results of activities, and share best practices with each other. The "Learning Schools" program improves the effectiveness of teaching and learning, organizing the functioning of a school as a learning institution, increasing the competencies and autonomy of teaching staff, strengthening the position of headmasters, and ensuring cooperation between the school and its outside environment.

In the course of 25 years the program gathered some 12,500 schools, of which 1,700 participated in its core operations that aimed to introduce formative assessment. Nearly 200,000 teachers and nearly 11,000 school principals benefited from various "LES" components.

Over the last years the program offer has been extended. The changes started by the Ministry of National Education in 2017, the COVID-19 pandemic, and the war in Ukraine, which resulted in an influx of refugees to Poland made it necessary to ensure additional support for schools. To this end, "LES" added a "Resilient School" initiative to its portfolio. The objective behind this new undertaking is to create a network of schools, enhance teacher skills, and improve the position of headmasters in managing the school in times of uncertainty. So far, 6,000 people have taken part in these activities.

An important component of the program is to promote the outcomes of expert analyses and present best practices in education, pupil guidance, and school organization. These are actively used to improve the quality of the education system; the "LES" experts actively

FACTS AND FIGURES



12,500 schools have taken part in the program over 25 years. Training sessions offered as part of the “LES” program attracted **200,000 teachers**.

THE FOUNDATION
HAS DISBURSED

\$17,740,748

including \$ 645,797 in 2025.

MORE INFORMATION AT:
sus.ceo.org.pl

PROGRAM MANAGER:
The Center for Citizenship Education Foundation

participate in work and consultations on new curricular and legal solutions. This activity intensified notably in 2024 on the initiative of the Ministry of National Education.

The many years of “LES” experience is also used in various educational initiatives financed from EU funds. These include: “The Student Academy,” “Digital School,” “The Le-

arning Schools Academy for Education Leaders,” “School for the Innovator” and the “Friendly School”. The purpose of these initiatives is to develop competencies which students will need in adult life, by promoting innovative teaching, assessment and evaluation methods among teachers and school principals, and by reshaping the organization of schoolwork. ■

PROJECTOR – STUDENT VOLUNTEERS

The purpose of the program is to equalize educational opportunities of children and youth from villages and small towns. Under the program, groups of volunteer university students carry out projects that expand knowledge, skills, and personal interests of children and teenagers. The projects are carried out in free time during the school year as well as during summer and winter holidays.

They focus on several leading topics, including responsible use of the Internet, ecology, as well as building and maintaining social relationships. The program encourages pupils to develop their skills by promoting positive role models; at the same time it shapes university students’ sense of social responsibility and solidarity while providing them with an attractive way to discover and follow their passions.

Since 2003 more than 46,000 educational projects have been organized across Poland in about 3,000 schools with 17,500 volunteer students, involving nearly 480,000 pupils. In 2025, 800 student-volunteers carried out 1,460 educational projects for 13,000 pupils at 346 primary

schools. More than half had participated in the “Bridge Scholarships” program and, for many, the “Projector – Student Volunteers” program was their first experience of social activity. In 2022, nearly 100 student-volunteers became involved in about 600 educational projects for more than 3,000 Ukrainian children at 93 educational facilities.

The program offer is supplemented with ekampus.pl, a digital platform with educational materials for volunteers to use in their projects.

The program gained support from two former Prime Ministers: Professor Jerzy Buzek and Professor Marek

FACTS AND FIGURES



46,000 educational projects have been carried out since 2003 in **3,200 schools** all over Poland; they involved **17,500 student volunteers** and **480,000 pupils**.

THE FOUNDATION
HAS DISBURSED

\$9,456,572

including \$ 450,061 in 2025.

MORE INFORMATION AT:
www.projektor.org.pl

PROGRAM MANAGER:

The Educational Enterprise Foundation

Belka who, during the 2007 summer holidays, took on the role of volunteers and taught classes for school pupils in several rural communes. In 2012, in cooperation with the Chancellery of the President, the Modern Patriotism project was carried out, where Ministers and Advisors of the Chancellery visited schools in small localities. The project was designed to stimulate discussion about patriotism, shaping citizens' attitudes in young people, introducing them to national symbols and local traditions, as well as promoting respect and tolerance.

"PROJECTOR – Student Volunteers" closely cooperates with a dozen accomplished education experts. They include Anna Konarzewska – a teacher, educator, writer and blogger, who was nominated for the prestigious Global Teacher Prize 2026; and Łukasz Szeliga – a tutor, educator, and trainer with extensive international experience.

The experts assist student-volunteers in conducting projects, preparing materials and drawing up lesson scenarios.

Since 2011 the projects carried out by volunteer students have been regularly monitored and evaluated. This is meant to both assess the direct results of the entire program as well as observing its long-term influence. The most important benefits of taking part in the "PROJECTOR" are emphasized by schools, which mention expanding the educational offer, increasing school attractiveness, and positive reception of the program by parents. The biggest benefits indicated by student-volunteers include opportunities to acquire practical experience, develop communication skills, meet people, and carry out social activities that are seen and appreciated by their alma maters. ■

PAFF AND UW SCHOOL OF EDUCATION

The School of Education of the Polish-American Freedom Foundation and the University of Warsaw is a joint undertaking of these two institutions. Its concept and curriculum were designed in close cooperation with Columbia University Teachers College in New York. This is the only non-remote, full-time post-graduate course in Poland granting teaching certificates.

The course is provided free of charge, and School of Education students may apply for a scholarship to help cover the costs of living and a place in a UW dormitory.

Daily in-school teaching practice is an integral part of SE teacher training. Students spend time in both academic

classes and a school classroom. They observe lessons, co-teach, teach on their own, and take part in meetings of teacher boards and parent-teacher conferences. The experience gained at schools are then regularly discussed during academic classes. The School of Education

FACTS AND FIGURES



5,000 people attended various online meetings (conferences, training sessions, workshops) in 2025 to learn about School of Education methods and tools for working with students.

THE FOUNDATION HAS DISBURSED

\$11,336,086

including \$1,548,822 in 2025.

MORE INFORMATION AT:
szkolaedukacji.pl

PROGRAM MANAGER:
The Foundation for Quality Education

takes responsibility for the quality of in-school apprenticeships by closely cooperating with a network of 40 selected schools in Warsaw and vicinity. 100 teachers from these schools regularly participate in workshops and consultation meetings.

SE tutors provide students with one-to-one tutoring. Academic sessions are held in small groups, where major focus is placed on discussing and systematically reflecting on student progress. The SE teaching staff members have experience with in-school work, are actively involved in the education sector, and offer a range of perspectives: teacher-practitioners, academics, and education supporters. These SE lecturers are drawn from various academic centers and have undergone training by leading American and European experts in teacher education.

The 10th round (covering the 2024/25 academic year) attracted 31 students who pursued one of the four education paths: Polish language studies, mathematics, history and civic education, as well as biology and natural science.

The PAFF and UW School of Education offers long-term support for 400 alumni and also provides assistance in securing a teaching job. Former students have ongoing contact with SE lecturers, regularly refining their methods and sharing teaching experiences. Education institutions that hire the alumni are welcome to benefit from the rich training offer of the School of Education.

Since 2017 the School of Education has added to its offer professional development for in-service teachers in teaching literature and Polish, mathematics, biology, history, as well as didactic and communication competencies. The courses were attended by 1,000 people to date.

Ever since 2023, the program taps into the “Thinking Class” experience. This innovative teaching method was designed by a Canadian math teaching expert, Professor Peter Lijledahl of the Simon Fraser University in Vancouver, Canada. After being trained by Professor Lijledahl, SE mentors hold workshops to introduce this method to all lessons – not just math, but Polish, history, and biology as well. A total of about 1,500 teachers have taken part in the workshops to date.

A new initiative – The PAFF and UW Masters of Education School – was launched in the 2024/25 academic year. This post-graduate course is addressed to 60 in-service teachers, possessing a proficient professional skill-set, who wish to introduce innovative solutions conducive to teacher and pupil developments. The course, implemented in an extra-mural and hybrid form, offers 3 areas of specialization: the Polish language, mathematics and class management (provided to teachers of all subjects). The mathematics path is funded by the Ministry of National Education. In 2025 60 persons completed the program, and in the 2025/26 academic year 90 teachers are participating in the classes.

Additionally, under the program, research is carried out to scientifically verify the method and related teaching tools used at the School of Education. Tried-and-tested practices are promoted not just at schools but also at universities and teacher development centers. In 2025 over 5,000 people attended conferences, training sessions, and webinars which showcased SE methods and tools used in work with students.

The Foundation for Quality Education, established by PAFF in 2014, is responsible for the management and development of the School of Education. ■

BRIDGE SCHOLARSHIPS

This undertaking was launched in 2002 to address the stark disproportional access to higher education between young people from rural and urban areas. It was meant to help gifted youngsters from small towns and villages, former state farms (PGR) in particular, make the decision to continue their education at universities by awarding them first-year scholarships.

From the beginning “Bridge Scholarships”, initiated by PAFF, was a joint venture of several partners. Now the scholarships are financed by the Polish-American Freedom Foundation, the Inter Cars Foundation, the PZU Foundation, with involvement of a coalition of local non-governmental organizations and in co-operation with the Professor Bronisław Geremek Center Foundation. So far the Partners have provided PLN 157 million for the program. More than 29,000 scholarships have been granted since the beginning of the program, including 19,000 for the first year of studies.

The “Diploma of Dreams” campaign, which aims to encourage and support more local non-governmental organizations to take up scholarship initiatives aligned with the “Bridge Scholarships” concept, has resulted in engaging 200 NGOs in helping more than 7,000 students since 2006.

After several years “Bridge Scholarships” evolved into a complex system, offering much more than a stipend for the first year of studies. Today the scholarship holders who do well in their academic pursuits have the possibility of receiving assistance in successive years of study. For the second year they may enter the “Top Student” competition; and they may apply for corporate scholarships for their third and fourth years.

Additionally, the program offers language scholarships, workshops preparing scholarship holders for entering the job market and challenges of the digitized world, as well as annual “Scientific Start” conferences.

There are also summer internships in the USA organized in cooperation with the Embassy of the United States in Warsaw (the Polish-American Internship Initiative – PAII). From 2011 to 2019, before the pandemic, 108 students completed internships in thirteen corporations, including: Boeing, Chevron North America, Citigroup, GE Hitachi Nuclear Energy, MoneyGram, Pittsburgh Glass Works LLC, Raytheon BBN Technologies, Sikorsky Aircraft Corporation, Westinghouse Electric Company, and Discovery Inc. Additionally, thanks to co-operation with the Transatlantic Future Leaders Forum, 18 students completed their internships at the United States Congress.

In the past, one of the program segments offered scientific scholarships to the best performing young people from small towns and villages who studied economics at non-state universities and private business schools. Between 2001 and 2014 nearly 7,000 such scholarships were granted.

Surveys conducted among program graduates show that 98 percent believe their bridge scholarships significantly

FACTS AND FIGURES



29,000 “bridge” scholarships have been awarded since program launch, including 19,000 scholarships for the first year of studies.

THE FOUNDATION HAS DISBURSED

\$33,005,515

including \$1,506,801 in 2025.

MORE INFORMATION AT:

www.stypendia-pomostowe.pl
www.mojestypendium.pl
e-wolontariat.pl

PROGRAM MANAGERS:

The Educational Enterprise Foundation
 The Good Network Foundation
 (“My Scholarship” and “e-volunteering”)

improved their financial standing during their studies. 90 percent of scholarship holders achieve good or very good academic results, 70 percent finish their studies on time, and only 5 percent discontinued their studies.

Under this program PAFF supports the Entrepreneurship Olympics, a joint initiative of the Foundation for the Promotion and Accreditation of Economic Education and the five largest Polish economic universities: the Warsaw School of Economics (SGH), and the Economic Universities in Katowice, Cracow, Poznań, and Wrocław. The aim of the initiative is to promote entrepreneurship among high school students across Poland.

The 2024 Olympics attracted almost 10,000 pupils from 884 schools.

The Bridge Scholarships Program enables PAFF to support the development of scholarships and volunteer services carried out by the Good Network Foundation which runs the "My Scholarship" website (mojestypendium.pl) – the largest Polish website about scholarships.

"Rzeczpospolita," "Forum Akademickie," "Perspektywy" and the dlaStudenta.pl website provide media sponsorship for the program. ■

THIRD AGE UNIVERSITIES

The program, initiated in 2005, aims to promote actions that encourage older people to become more active, with particular emphasis placed on their social activity and intergenerational relations. The program is carried out mainly by supporting and promoting initiatives taken by seniors themselves, who use their potential, knowledge, experience, and time for the benefit of their own environment as well as local communities, and by supporting the Third Age Universities.

The "Generations in Action" competition offers grants and training for people over 60 who wish to carry out social initiatives based on their own ideas, individually or in tandem with a younger person. The competition is addressed to active seniors enrolled in a Third Age University, as well as those cooperating with other organizations and institutions.

So far, over 500 projects have been financed in the 17 editions of the "Generations in Action" competition: inter-generational projects, projects that encourage older people to act for the benefit of their community, and projects promoting volunteer services by the seniors. The 18th edition is underway, with 19 projects being implemented.

FACTS AND FIGURES



500 intergenerational projects
stimulating seniors to act for the benefit
of their communities and promoting
their voluntary work have been carried
out under the program.

THE FOUNDATION
HAS DISBURSED
\$7,286,734
including \$450,061 in 2025.

MORE INFORMATION AT:
pokoleniawakcji.pl

PROGRAM MANAGER:
The Association of the Creative Initiatives „e”

To support Third Age Universities (TAU) the program offers training, workshops, and experience exchange during conferences for TAU representatives. In 2004–2012, nationwide TAU meetings were held in Cracow, Bydgoszcz, Słupsk, Płock, Warsaw, Nowy Sącz, and Katowice. Between 2011 and 2013, 14 regional TAU meetings were granted support. The program was also engaged in other events important to the TAU movement, including the annual Third Age Forum, which was a part of the International Economic Forum in Krynica (now in Karpacz). National TAU Congresses are important events, to which PAFF is usually a partner.

Since 2013 representatives of Third Age Universities may participate in “TAU for Local Communities” workshops which encourage the formation of volunteer groups at the Universities as well as cooperation with local communities. Twelve rounds of this project gathered 121 TAUs; the present, 13th edition, includes ten more.

2020 was the last year of the pilot program “Tandem. Mentoring 55+” focused on engaging older people in mentoring children and youth living in environments

needing support. About a dozen mentors cooperated with their proteges to boost their self-esteem and social competencies. The result was the publication, “Tandem: How to Provide Inter-generational Mentoring”, a step-by-step compendium for institutions and organizations interested in such actions among children and teenagers (available for free on the website of the Program Manager). The partners of the pilot program were: the Elżbieta Sołtys Education Foundation and the “School with Passion” Kindergarten Complex in Ostrowiec Świętokrzyski, as well as Joanna Radziwiłł’s Caring Wings Foundation in Warsaw.

From 2005 to 2008, under the grant competition addressed directly to the Third Age Universities, 131 grants were awarded for projects improving the quality of their educational offers, including computer and Internet courses enabling Third Age Universities to reach a wider audience of senior citizens, as well as stimulating seniors’ involvement in activities for the benefit of their local communities, particularly through voluntary work. ■

COURSE ON RESILIENCE

This is the newest undertaking of PAFF and is aimed at enhancing children’s and youth’s mental resilience. This is achieved through developing teachers’ and other educators’ competence to deal with young people who are depressed, have low motivation, experience loneliness and lack of self-esteem. The program is implemented in cooperation with the School with Class Foundation.

“Course on Resilience” is based on the experience gained in other PAFF programs, in particular “The Relief Fund for NGOs and Civic Initiatives” conducted from 2020 to 2023 as the response to the COVID-19 pandemic. The effects of that undertaking have shown that the pandemic had a heavy impact on children’s and young people’s well-being, which resulted in a sense of insecurity, depressed moods, low motivation, as well as difficulties in establishing relationships and getting involved in social activities.

The poor mental condition of Polish teenagers was confirmed by the results of the latest PISA study. Polish young people ranked far below the average in OECD countries in terms of persistence, curiosity, readiness to cooperate, empathy, assertiveness, resistance to stress, and emotional control. UNICEF notes that 630,000 children in Poland need ongoing specialist support. Teachers, educators, parents and experts who participate in PAFF programs call not only for interventions but, primarily, for securing effective prevention in the form of educational

programs that would enhance social skills, mental toughness, and the well-being of the youngest.

This new PAFF program offers a comprehensive approach to building children’s and youth’s mental resilience. Activities are addressed to teachers and implemented at schools as well as to people involved in non-formal education. Thanks to the program, people working with children and young people learn ways of building relationships within their peer groups, enhancing their self-esteem, self-assessment, or digital hygiene. They also learn how to recognize symptoms of mood disorders in the youngest and how to react in crisis situations.

The offer for schools consists of supporting teachers in developing students’ social and emotional competence through building empowerment. The participants have access to workshops, webinars and ongoing experts’ assistance. That component of the program is based on the experience gained over many years in the School with Class Initiative’s implementation.

FACTS AND FIGURES



140 schools, 400 teachers,
and **30 NGOs**, libraries, and culture
centers from rural areas and small towns,
as well as communities with limited
educational opportunities were covered
by first program actions in 2024.

THE FOUNDATION
HAS DISBURSED

\$980,951

including \$456,114 in 2025.

MORE INFORMATION AT:
kursnaodpornosc.pl

PROGRAM MANAGER:
The School with Class Foundation

An important component of the program is building synergy between school and extra-school activities through establishing a network of cooperating schools, libraries and NGOs. It is also the objective of social campaigns aimed at building mental toughness of the youngest that are to be carried out in local communities.

Between 2024-2025, the program has been implemented in cooperation with the School with Class Foundation (offer for schools) and the Education for Democracy

Foundation (grant component for NGOs, libraries, and cultural centers). The program covered 850 teachers from 300 schools. Over 90 educators from extracurricular institutions took part in the program, 65 of whom implemented grant projects with a total value of PLN 1 million.

The program is carried out under the patronage of the Minister of National Education. ■

Development of Local Communities

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SUPPORT FOR NGOS

The purpose of the program is to support non-governmental organizations and community leaders in Poland, especially in small towns and villages, by providing them with information, guidance, and training. This improves the functioning of third-sector organizations and their quality of management leading to more efficiency and effectiveness of social/civic undertakings.

The program operates along three paths.

The first, “Mutual Information Society” (“MIS@NGO”) – is an information system for civil society organizations, the main component of which is the Non-governmental Organizations Portal ngo.pl – the largest Polish portal about civil society, recognized by almost 80% of NGOs in Poland. Every year about 4 million users avail themselves of ngo.pl resources. At present, the ngo.pl database contains information about 240,000 Polish NGOs. The system also has an Information Center with a free Infoline at 801-646-719 (about 1,000 consultations annually), plus research papers and publications.

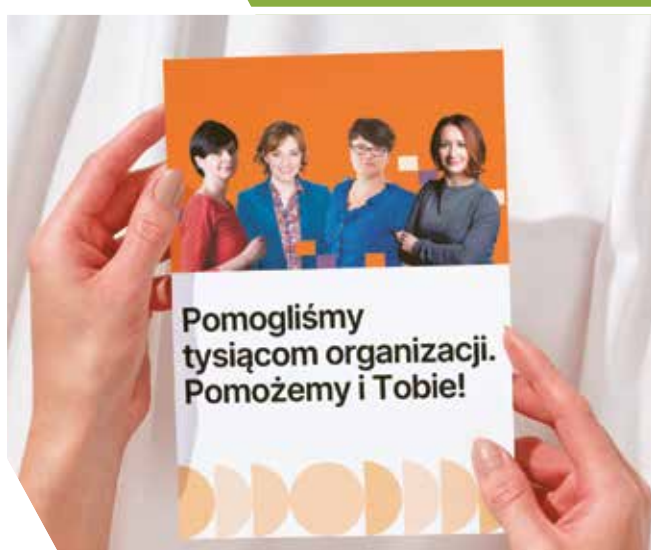
As part of this path, the EURO-NGO+ initiative is being implemented, which aims to increase the acquisition of European Union funds by nonprofit organizations. It is a continuation of the PAFF “EURO-NGO” program, implemented between 2003–2006, which helped Polish non-governmental organizations gain knowledge about structural funds as well as developing the skills needed to effectively apply for EU funding. Also, information and advocacy activities of the third sector are carried out at the national and European levels by the National Federation of Polish NGOs (OFOP). These include monitoring and analyzing the implementation processes of national and regional operational programs under

the current EU financial framework, supporting members of monitoring committees, and actively representing the interests of NGOs in activities preparing for the establishment of the new EU financial framework for 2027–2034.

The second path – “Financial Management in NGOs” (FIMANGO) – is a support system comprising workshops, counseling, publications, and a network of local advisors for individuals who are in charge of financial management in nonprofit organizations, primarily outside major urban areas. In total, between 2000 and 2025, 6,850 people representing nearly 4,700 NGOs from across Poland participated in training sessions provided by the Civil Society Development Foundation.

The third path, launched in 2013, is a comprehensive educational offer for NGO managers, consisting of an advanced program in management education, the “Kursodrom” e-learning platform, which has already been used by over 9,000 users, as well as workshops and training sessions on managing non-governmental organizations, the most important component of which is the Fundraising Education Program aimed at individuals who raise funds for activities of non-profit organizations. These efforts are complemented by webinars, publications, conferences, and meetings dedicated

FACTS AND FIGURES



4 million users visited the ngo.pl portal in 2025. Its database contains information on **240,000 Polish non-governmental organizations**.

THE FOUNDATION HAS DISBURSED

\$18,520,965

including \$2,048,565 in 2025.

MORE INFORMATION AT:

ngo.pl
frso.pl
faoo.pl

PROGRAM MANAGER:

The Klon/Jawor Association
 The Civil Society Development Foundation
 The Academy of Civic Organizations Foundation

to issues relevant to the development of non-governmental organizations in Poland. The third path of the program is managed by the Academy of Civil Society Organizations Foundation, established by PAFF.

For many years, PAFF co-organized the annual nationwide meeting of rural organizations in Maróz, which was attended by several hundreds of their representatives

from various Polish regions. The present format of the initiative has undergone some change. It now targets village governors; its main host continues to be the Rural Development Foundation.

PAFF also supports regular "Research about the Condition of NGOs in Poland" carried out by the Klon/Jawor Association. ■

ACT LOCALLY

The purpose of this program, launched in 2000, is to support and activate local communities in rural areas and small towns through civic projects meant to encourage development and increase the quality of life, thus building social capital. The program offers support for active local communities whose members define their needs themselves and take collective action.

Grants are awarded in open grant competitions, organized once a year at the local level by the network of Act Locally Centers (ALCs), which encompasses associations and foundations operating in localities with up to 50,000 people, covering areas whose size ranges from four rural communes (gminas) to several counties. The ALC network is gradually growing. It began with 15 ALCs in 2004 and now includes 77 organizations in 651 communes. There are at least two Act Locally Centers in every Polish province. They cooperate with other non-governmental organizations as well as local authorities and entrepreneurs. New ALCs are appointed by the Selection Committee in an open recruitment procedure. The beneficiaries of local grant competitions, arranged by ALCs, are non-governmental organizations

as well as informal citizen groups that may apply through public organizations and institutions (schools, cultural centers, libraries) in small towns and villages with up to 20,000 inhabitants.

Since inception more than 17,000 local projects have engaged 6 million participants, involving over 273,000 volunteers.

Funded initiatives focus on culture and tradition, education, health, ecology, sports, creating new opportunities for personal development and spending free time, tourism, and improving the attractiveness of the region, as well as counteracting social exclusion. Their common denominator is local activity, which enables the population to learn new skills, better organize them-

FACTS AND FIGURES



6 million participants, including 273,000 volunteers, have been involved in the implementation of 17,000 local projects. Local involvement has always been their common denominator.

THE FOUNDATION HAS DISBURSED

\$23,408,237

including \$1,123,539 in 2025.

MORE INFORMATION AT:
dzialajlokalnie.pl

PROGRAM MANAGER:

The Academy for the Development of Philanthropy in Poland

selves, and respond to emerging problems. Local competitions include implementing projects aligned with thematic pathways. The current edition of the program involves the following pathways: “Youth Acting Locally,” “Intercultural Dialog in Action” and “Act Ecologically.” The last pathway was initiated in 2021, in cooperation with WWF Poland. The “Tell Me...” competition is organized for the managers of supported initiatives; it gives awards to the most interesting forms of communicating and promoting the actions taken.

The quality of Act Locally Centers’ work is improved through training, workshops, regional meetings, study tours, and webinars which enable the exchange of best practices, acquiring knowledge and competencies, thereby increasing cooperation within the ALC network. Act Locally Centers use their experience to engage in other undertakings of PAFF, such as “PAFF Local Partnerships,” where, together with participants involved in various PAFF programs, they execute social projects that meet the needs of their communities. “PAFF Leaders” is also a program where ALC representatives take on roles of both leaders and tutors. “Financial Management for NGOs” (FIMANGO) helps improve competencies of ALCs in providing advice on financial management to smaller, local organizations. This is implemented through the School of Local Advisors.

For several years actions were also taken within the program to transfer the “Act Locally” experience to Ukraine and inspire Ukrainian non-governmental organizations to create a network modeled after Act Locally Centers. As a result, the “Act Locally in Ukraine” action was set up and is carried out by the Academy for the Development of Philanthropy in Poland in cooperation with the ISAR Ednannia Foundation in Ukraine.

Among the purposes of the 2024 grants, awarded in regular local competitions, was dealing with the aftermath of the flood that swept across southwest Poland. Also, the already existing Anti-Crisis Support Fund provided several ALCs with support for local flood-affected NGOs.

As part of “Act Locally,” PAFF participates in various undertakings that serve the development and promotion of social philanthropy. The Foundation supports the “Benefactor of the Year” competition and holds patronage over its “Local Partnerships” category that promotes social activities of businesses which, together with Act Locally Centers, help introduce permanent changes in local communities. As part of the program, the Foundation supports the “Charity Stars” competition organized by the Academy for the Development of Philanthropy in Poland, which awards public figures for their charitable activities. ■

SECTOR 3.0

This program, operated since 2012, is a continuation of earlier actions implemented by PAFF to support the use of modern information and communication technologies in civic activity and local development. Its purpose is to broaden the knowledge and increase the skills of NGO activists and employees for effective ICT use in their daily work.

The program was preceded by an analysis conducted by the Shipyard Foundation, as well as consultations with Polish and international experts. Information was gathered and published about the advancement of non-governmental organizations in utilizing digital tools, including adequate knowledge and competencies of their staff.

Under the program, thematic training for NGOs was carried out, showing examples of effective use of modern technologies in communication, marketing, and management. Some of the NGOs received grants to buy hardware and software as well as to carry out projects aimed at practical use of ICT in the third sector.

The program offer included a Mobile ICT Advisors’ Network. They have provided over 9,000 consultations; almost 15,000 NGO representatives from across Poland benefited from their help. Mobile Advisors support was

supplemented by a network of TechClubs. These cyclical meetings of experts, representatives of business, local governments, and academia helped share experience in applying modern technologies. They attracted more than 18,000 people.

Currently, the focus is mainly on delivering the latest knowledge that helps identify potential areas where NGOs can employ ICT. To this end, the Sector 3.0 blog showcases diverse technological solutions that aid in the digital transition of NGOs, while the elearning.sektor3-0.pl platform offers online courses. Over the past 3 years the program experts held numerous training sessions on the use of Artificial Intelligence in NGOs’ operations.

Through the Sector 3.0 Innovation Fund the program offers funds and expert support for new ICT tools that can be used by non-profit organizations. The Fund

FACTS AND FIGURES



*13,000 people participated
in Sector 3.0 conferences held
in Warsaw in the years 2012-2025.*

THE FOUNDATION
HAS DISBURSED

\$6,276,901

including \$810,999 in 2025.

MORE INFORMATION AT:
sektor3-0.pl

PROGRAM MANAGER:
The Information Society Development Foundation

channeled support to over 100 project teams and enabled creation of over twenty valuable applications, such as the TuDu e-volunteering portal, the “Patients for Patients” application for patients with chronic diseases, and the “Search: Induction Loop” database of locations and events where an induction loop is available for the hearing impaired to enable them to more fully participate in social activities.

Annual international conferences, Sector 3.0 Festivals, play an important role in the program. These events attract representatives from non-governmental orga-

nizations, business ICT experts, politicians, scientists, and foreign experts from the USA, the UK, South Korea, Israel, and India. They offer a platform to share information about modern trends in how to utilize ICTs for social/civic actions. 13,000 people participated in 15 rounds of the “Sector 3.0 Festival” held in Warsaw in 2011-2025. The 2025 hybrid event attracted more than 1,000 attendees.

For ten years the Sector 3.0 Award has served as a token of appreciation for Polish NGOs who make innovative use of ICTs in their daily operations, fulfilling their mission. The 2025 Award went to the Food Banks Federation. ■

PRO PUBLICO BONO

The “Pro Publico Bono” Competition for the Best Civic Initiative was initiated in 1999 by then Prime Minister Jerzy Buzek. From 2000 until 2014, the Polish-American Freedom Foundation funded the Competition awards.

The objective of the Competition was to support the development of civil society by annually selecting and promoting the most valuable and creative NGO activities – on a national, regional, and especially local community level. The Competition reviewed actions taken in the fields of education, culture and national heritage, healthcare, social assistance and charity, environment and regional development, as well as public diplomacy and European integration.

The Competition Chapter (Jury), whose first honorary chairman was Jan Nowak-Jeziorański, took into account the social importance of the initiative, its innovativeness, its impact on development and competitiveness of local

communities, as well as the effectiveness and transparency of how public funds were used. Additionally, the Chapter assessed the institutional stability of a given organization, its adherence to ethical methods, and the quality of cooperation with the public administration and other institutions.

In 2007 the Bolesław Wierzbiański Award for the editorial staff of local press was established and was funded by PAFF. Until 2011 the initiative was conducted by the Polish Journalists Association. At present, it is awarded by the Local Press Association. The 2025 Bolesław Wierzbiański Award went to the editorial staff of the Jawny Lublin portal.

FACTS AND FIGURES



500 local media journalists
attended training sessions organized
as part of the “Media Forum. Local
Development” project in 2021 and 2025.

THE FOUNDATION
HAS DISBURSED

\$4,079,801

including \$484,110 in 2025.

MORE INFORMATION AT:

lokalnemedi.org.pl

gazetylokalne.pl

www.kongresobywatelski.pl

PROGRAM MANAGERS:

The Local Press Association (The Bolesław Wierzbiański Award)

The Media Forum Foundation (“Media Forum. Local
Development”)

The Institute for Market Economics (Civic Congress)

In 2021, a new undertaking, “Media Forum. Local Development”, was launched, based on the experience gained within the competition for the Bolesław Wierzbiański Award. The objective of this project is to support the professional development of local journalists by improving their competencies through training sessions conducted by experienced journalists of local and national media, along with other experts. Between 2021 and 2025, 500 local media journalists attended training sessions organized by the Media Forum Foundation within the “Media Forum. Local Development” project.

As part of the “Pro Publico Bono” program, the Foundation also supports the Civic Congress, organized annually by the Institute for Market Economics. This event, held since 2005, is a unique method of engaging citizens in discussions about the directions of Poland’s develop-

ment, the condition of society and the common good. The Congress is an open event which each time attracts nearly a thousand participants, including representatives of central and local administrations, non-governmental organizations, academia, business people, student organizations, and local community leaders. Additionally, the Civic Congress offers an opportunity to present PAFF’s experience in activating local communities.

The 20th Civic Congress took place in 2025 in the form of a series of debates, under the theme “Poland at a Turning Point – A New Civilizational Project”. The Civic Congress offer is complete with interactive “Ideas for Poland” newsletters which provide a platform for discussion about issues pertinent to Poland’s national and regional development. Every week the newsletter, containing expert-authored texts, is sent out to subscribers via e-mail. ■

PAFF LEADERS

The objective of this program is to support the development of skills and qualifications of individuals working for the benefit of their local communities. This is achieved mainly through the tutorial method, consisting of regular cooperation between an experienced tutor and a local leader.

The program is addressed to active participants of projects carried out within various programs of the Polish-American Freedom Foundation: “Act Locally,” “Equal Opportunities,” “English Teaching,” “Region in Transition” (RITA), “PAFF Local Partnerships”, and the Library Development Program.

The main part of the program is the 12-month leader-tutor cooperation and the training cycle adjusted to user needs and priorities, consisting of planning their own development, team building, organization management, communication, engaging the community, and building a local partnership. Skills acquired during

FACTS AND FIGURES



***980 local leaders** from all over Poland improved their qualifications, and they have established an active nationwide network. **68 tutoring experts** have been educated in employing the tutoring method.*

THE FOUNDATION
HAS DISBURSED

\$7,954,412

including \$581,236 in 2025.

MORE INFORMATION AT:
programliderski.pl

PROGRAM MANAGER:
Zbigniew Pełczyński School
of Leadership Foundation

the program help leaders act for the benefit of their local communities.

An important part of the program is the offer addressed to the graduates – the Alumni Initiative – which provides an opportunity for cooperation and experience exchange. This undertaking enables the participants to meet with well-known public figures, take part in workshops that respond to their needs, and access funds from graduate initiatives to carry out leader projects. Thanks to the newsletter subscription, the alumni regularly receive news about current program actions. The experience exchange between leaders is also possible during annual meetings and through the social media.

A special group of program participants and alumni are those active in local governments. In the most recent, 2024, local government elections a total of 164 PAFF leaders ran for office: 80 of them were elected mayors, members of provincial parliaments, as well as town, municipality and rural community councils. Two PAFF leaders secured mandates in the 2023 parliamentary elections: Iwona Karolewska (a fourteenth edition alumna) and Marcin Skonieczka (a second edition alumnus). Also, in 2023, the Polish Parliament appointed Monika Horna-Cieślak (an alumna of the eighteenth round) as Commissioner for Children's Rights.

Since 2008 the PAFF Leaders study tours to the United States have been organized in cooperation with the US Embassy in Poland. Each year a group of about a dozen PAFF leaders and tutors participate in the tours.

In 2022 more than 100 alumni actively engaged in aiding Ukrainian refugees. In the very first months following the Russian aggression against Ukraine, 40 PAFF leaders came to the Polish-Ukrainian border to work with organizations coordinating support for Ukrainians fleeing from the war. Also, three NGOs where PAFF leaders were active, received grants for actions connected with coordinating the relocation of refugees in Poland and organizing the work of volunteers receiving Ukrainian refugees.

In 2025, in collaboration with the Leaders of Change Foundation, a several-month-long leadership course was launched for Belarusian citizens currently residing in Poland who are engaged in non-governmental, academic, or cultural activities aimed at local development and strengthening Polish-Belarusian cooperation initiatives. 14 course participants took part in workshops and webinars, during which they developed their skills in team management, grant proposal writing, and effective communication with the community. They also went on study visits, to learn about the principles of cooperation between NGOs and local governments and the institutions that provide support to less experienced civic organizations.

The program's twenty-one editions that have been held to date have resulted in raising the qualifications of 980 local leaders from across Poland as well as creating their active nation-wide network, and educating 72 experts in employing the tutoring method. ■

LIBRARY DEVELOPMENT PROGRAM

The Library Development Program (LDP) has operated since 2008 to support public libraries in small communities across Poland in becoming modernized local points of access to information, culture and education, as well as of social activity. An important part of the program has been to increase the competencies of librarians and strengthen the prestige of their profession.

To date 4,224 libraries in 1,335 communes (70% of the target group) have received support under five rounds of the program. More than 12,500 librarians have joined LDP activities.

Until 2015 the program was carried out within the partnership of the Polish-American Freedom Foundation and the Bill and Melinda Gates Foundation. It was part of a broader initiative of the Gates Foundation, “Global Libraries,” covering about a dozen countries. In Poland, the Information Society Development Foundation, established by PAFF in 2008, was the manager from the outset of the Library Development Program. The Gates Foundation entrusted PAFF with a \$31 million grant for the program.

In the first three, main, rounds of the program, between 2008 and 2015, 3,808 public libraries from 1,256 communes with populations of up to 20,000 (nearly 60% of the target group) were involved in the undertaking. 10,000 librarians received specialist support in the form of counseling and training, while libraries were equipped with nearly 8,000 pieces of hardware: computers, tablets, printers, multimedia projectors, and other devices. Additionally, libraries received software worth \$18 million provided free of charge by Microsoft. 450 libraries received small grants for expanding their offers

aimed at local resident activation. Funds for organizing 1,000 study tours found their way to librarians, who also participated in experience-exchange forums such as the annual Library Congress.

The “Library Development Program” contributed to the emergence of many initiatives for strengthening the entire library system. LDP communication and advocacy efforts led to the establishment of the “National Partnership for Library Development” (consisting of more than 100 representatives of different backgrounds), 16 regional partnerships with provincial authorities aimed at promoting public library modernization in areas with smaller populations, and local partnerships for library development in more than 300 communes.

In 2008 PAFF signed a cooperation agreement with the Polish Ministry of Culture and National Heritage, which initiated the multiannual “Library+” program carried out by the Polish Book Institute. The objectives of both initiatives were similar – the Foundation and the Ministry were shaping their activities to reinforce and complement each other. Another memorandum was signed with the Ministry of Administration and Digitalization and Orange, where all public libraries in the country were provided with free Internet access from 2009 to 2015. There were also joint actions carried out

FACTS AND FIGURES



4,224 libraries from across Poland benefited from the program offer. Improving librarian competencies and the prestige of their profession constituted an important component of the program.

THE FOUNDATION HAS DISBURSED

\$8,457,709

including \$485,113 in 2025.

MORE INFORMATION AT:

biblioteki.org

PROGRAM MANAGER:

The Information Society Development Foundation

with the National Library, provincial public libraries, the Association of Polish Librarians, and numerous non-governmental organizations.

In 2012 the Information Society Development Foundation received the E-Inclusion Award for the Library Development Program from the European Commission, in a competition that promotes best practices in using modern information and communication technologies and preventing digital exclusion.

Since 2016 libraries in rural areas and small towns have been further supported by PAFF funds through numerous training and e-learning courses for library employees and their local partners, grants for technological expansion of selected libraries, support in their networking and cooperation efforts aimed at benefiting the local community, as well as creation and development of innovation incubators based on library infrastructure.

In 2021–2024, the outreach of the fourth and fifth editions of the program again covered the existing library network as well as 413 new facilities based in villages and small towns with populations of up to 50,000 inhabitants. Participating libraries joined training sessions, received advice, equipment, and numerous opportunities to exchange experiences.

The present program offer is addressed to the entire network of 4,224 facilities, who are welcome to seek assistance in aiding the integration of Ukrainian refugees with local communities, delivering non-formal education on climate change and natural environment protection to

residents under the “Library for Climate” component, as well as providing digital education combined with assistance in improving critical media literacy.

In 2025, the Library Development Program Academy was established to strengthen the professional skills of librarians from selected institutions that participated in one of the five rounds of the Library Development Program. The Academy offers comprehensive development support, combining in-person and online training, specialized courses, and work with a mentor, along with practical activities benefiting the library and the local community.

The program promotes a wide array of socially activating efforts, public consultations and actions aimed at involving the residents concerned with relevant issues. Libraries are flexible in their response to changing needs and emerging challenges.

Involving program participants in existing initiatives and networks ensures a higher sustainability of program outcomes. Among these networks is the LABiB Association, which brings together library directors who run support groups for other directors of nearby facilities. Another is the “Initiatives” Library Director Association, which is composed of library directors who advocate for librarians and develop leadership skills.

Important elements that strengthen networking and experience sharing are also the biblioteki.org portal and the annual Library Congress. ■

PAFF LOCAL PARTNERSHIPS

The objective of the program is to initiate and develop cooperation among participants of various PAFF programs to promote establishing partnerships capable of implementing social projects important to entire local communities. The program uses the local community civic activation method to build common good on the basis of a social needs diagnosis.

Thanks to the diversified PAFF programmatic offer many local communities in Poland have carried out projects which have created opportunities for gaining experience and building resources that unleash civic energy. The “PAFF Local Partnerships” program offers participants of these projects the possibility of building joint partnership initiatives, using the accumulated potential for work benefiting their local communities. This contributes to strengthening local social capital through a synergy of experiences and results of various initiatives. Partnerships are established, primarily composed of participants of several PAFF programs who constitute an

Initiative Group within each coalition. They are joined by local governments, businesses, the local media, as well as non-governmental organizations and institutions that have not previously participated in any PAFF programs. Organizations participating in one of the following PAFF programs can become partnership leaders: “Act Locally”, “English Teaching”, “Equal Opportunities”, “The Learning Schools” (LES), “PAFF Leaders”, the Library Development Program, “Region in Transition” (RITA), “Generations in Action”, and “Green Leader”. Many local residents and volunteers are engaged in the execution of the projects.

FACTS AND FIGURES



83 PAFF Local Partnerships,
including **19 partnership start-ups,**
were set up over 10 rounds of the program.
They cover **121 communes**
and municipalities, and involve
1200 partners.

THE FOUNDATION
HAS DISBURSED

\$4,144,778

including \$310,033 in 2025.

MORE INFORMATION AT:
www.lokalnepartnerstwa.org.pl

PROGRAM MANAGER::
The Academy for the Development
of Philanthropy in Poland

In the nine editions held since 2009, 83 PAFF Local Partnerships have been formed, including 19 partner start-ups, reaching 130 communes and engaging 1,200 partners.

Thanks to the partner projects it was possible to amend existing legal regulations and reduce air pollution in Żywiec, create a local citizen television channel in Grodzisk Mazowiecki, develop a public park in Biłgoraj, and a square in Krotoszyn. Dębica gained a poviat volunteer center, Płużnica – a “Co-Sharing Point,” which provides a resident-friendly and modern space for informal education. Project outcomes also promote local products. A “Carp Trail” now runs through Barycza Valley, Warka offers an “Apple Route,” while Ćmielów cultivates its porcelain-making traditions, the former Fablok SA locomotive factory has become the town’s flagship attraction. Niepołomice succeeded in integrating its residents by involving them in acting for the formerly shunned Niepołomice Primeval Forest. Nowy Tomyśl created its first “Library Garden,” Bircza opened an eco-museum. In Gołdap, the focus was on the region’s multiculturalism, while in Wojkowice, a Polish-Ukrainian entrepreneurship generator was created.

In 2024, the ninth program edition led to the emergence of six partnerships and two start-ups. These paved the way for the “Green Oasis,” a Center for Ecologically Active Youth in Starogard Gdański, the Youth Leadership Academy in Jabłonna, a youth zone in Kowary, and the Local Initiative Park in Kijewo Królewskie. In Redzikowo, intergenerational activities led to the creation of a local archive and a cultural trail for the commune. Activity clubs for children and young people were established.

Since 2022, the partnerships completed 10 special projects for refugees from Ukraine. These projects consisted of organizing adaptation and integration meetings for

Polish and Ukrainian families, therapy workshops for children and youth, Polish language courses, as well as legal and psychological support.

The program promotes the local community activation method developed together with the Shipyard Foundation, which has been showcased in two publications: “How to Build Common Good. A Guide for Local Actors” and “How to Build Local Partnerships.” The scientific publication entitled, “The Local Community Animation Method for the Common Good. Theory and Practice”, was published in 2021 and presents the conclusions reached by a team of University of Warsaw researchers led by Professor Anna Giza-Poleszczuk. The monograph confirmed that this method was effective and useful in practice: it stimulated local communities, and its effects responded to local residents’ needs and expectations.

Another program component – the Common Good Lab – is addressed to program alumni. The objective of this initiative is to popularize cooperation of local communities working for the common good, promoting methods of local communities’ animation and enhancing the sustainability of existing partnerships. The initiative offers expert support and access to a database of materials, as well as regular alumni gatherings, training sessions, and webinars. In 2025, four regional thematic meetings were held on engaging young people in community activities and developing their communication skills, environmental education, and on cooperation with local government.

The most active participants form the Civic Activists Community, which works to improve the animation method and develop tools to mobilize local communities. They also support creating new partnerships in locations that have not yet been reached by the program. ■

GREEN LEADER

Launched in 2021, the program supports local leaders who want to gain knowledge and competencies in conducting actions aimed at protecting the environment in their local communities, dealing with climate change, as well as effectively obtaining EU and other funds for implementation of their initiatives.

The negative effects of climate change and environmental degradation are driving the search for new, sustainable development methods in local communities. The “Green Leader” program, implemented following a successful pilot in 2021, is a response to these needs. The program also draws on experience gained during the implementation of numerous environmental projects, carried out both within PAFF programs and by other non-governmental organizations.

The initiative is addressed to local leaders in villages and towns of up to 50,000 residents (towns with populations of up to 150,000 in justified cases); particularly PAFF program participants, as well as other civic and local government leaders who believe it is important to protect the natural environment and address climate change. From 2021 to 2025, 247 participants from 84 communes across Poland joined the program.

The main part of the program involves training and consulting. The participants – leaders and their teams – can choose from one of three thematic tracks: waste management, water and green spaces, or energy efficiency. They can also apply for a study tour grant – abroad

or within Poland – that would enable them to establish cooperation with partners, acquire innovative solutions and, potentially, prepare ideas for joint projects. Through the program, leaders learn how to solve an environmental problem important for their local community, and/or climate change mitigation and adaptation. They use these methods and tools to introduce change within the local community and apply for grants from the European Union and other funds for their own green projects.

An important component of the “Green Leader” program is The Green Euro-NGO Advisors Network, the national information and advisory system on the rules and mechanisms of managing environment and climate protection funds, mainly those from the EU. The network supports NGOs as well as local government partnerships’ leaders in small towns and villages. The support is provided by specialized experts present in all of Poland’s regions. At present, such support is delivered by 30 specialist advisors. ■

FACTS AND FIGURES



247 participants from
84 communes across Poland joined
the program in 2021 and 2025.

THE FOUNDATION
HAS DISBURSED

\$1,148,782

including \$306,443 in 2025.

MORE INFORMATION AT:
zielonylider.org

PROGRAM MANAGER:
The Sendzimir Foundation

Sharing the Polish Experiences in Transformation

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LANE KIRKLAND SCHOLARSHIP PROGRAM

The objective of this program, launched in 2000, is to share the Polish experiences in transformation and European integration with representatives of Eastern European countries, the South Caucasus, and Central Asia by offering them two-semester complementary courses at Polish universities.

The program is currently addressed to candidates from Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Tajikistan, Ukraine, and Uzbekistan.

In the course of their individual programs, the scholarship holders study selected aspects of economics and management, public administration and business, law, social and political sciences, journalism, NGO management or culture management. Starting from the 2023/24 academic year, the thematic scope of the scholarship was expanded to cover issues related to the recovery of war-stricken Ukrainian areas, e.g., urban planning, civil engineering, and forensic science.

The scholarship begins with a preparatory course, which aims to present and systematize knowledge about Poland's history and the current economic, social and political situations. Scholarship holders then go on to attend their individual programs at universities in either Warsaw, Cracow, Wrocław, or Lublin, where they write semester and diploma papers under the tutelage of their academic supervisors. Integration and knowledge-sharing meetings are organized for the scholarship holders, as well as internships in public, non-governmental, and private institutions (e.g. the Supreme Court, the National Bank of Poland, or regional marshal offices). Participants are also welcome to take part in

classes concerning the preparation and execution of civic projects and teamwork.

In 2016 the Kirkland Research Project was launched. This is a one-semester offer of research and scientific internships for academics holding an established position in participating countries. Following this path, each intern writes a scientific article under the supervision of his/her academic supervisor.

Each year, the program is attended by ca. 40 individuals. Over the years 2000-2025 the program was completed by 1,109 people from 13 countries (1,053 Kirkland Program scholarship holders and 56 Kirkland Research fellows), including: 579 from Ukraine, 196 from Belarus, 75 from Georgia, 69 from Russia, 53 from Armenia, 34 from Kazakhstan, 27 from Moldova, 21 from Kyrgyzstan, 16 from Azerbaijan, 12 from Lithuania, 10 from Slovakia, 10 from Uzbekistan and 7 from Tajikistan.

The most popular faculties are economics and management, and law. Also, popular are social sciences, journalism, political sciences, and international relations. Academic staff, public institutions' representatives and experts have accounted for the largest number of professionals coming to Poland.

After the program's completion, the graduates stay in regular touch between themselves and with their

FACTS AND FIGURES



1,109 people from 13 countries
have completed the Lane Kirkland
Scholarship Program since 2000.
Each year approximately **45 scholars**
participate in the program.

THE FOUNDATION
HAS DISBURSED

\$19,283,550

including \$881,074 in 2025.

MORE INFORMATION AT:
kirkland.edu.pl

PROGRAM MANAGER:
The Leaders of Change Foundation

Polish hosts through the bulletin, alumni reunions, and the kirkland.edu.pl website. The alumni conferences, held every 4–5 years, help maintain alumni ties with Poland and with each other, as well as establishing new contacts. They also offer an opportunity to broaden alumni knowledge about Poland and the European Union, as well as to discuss possible directions of changes in countries of the region. Former scholarship holders are supported by the Coordinator of Post-Scholarship Projects, whose task is to maintain graduates' contacts with Poland and encourage them to undertake joint initiatives, including those within their national alumni associations.

From the very outbreak of the war in Ukraine, launched by Russia's aggression in February 2022, the program provided all Kirkland scholars who were staying in Poland with broad informational and organizational support. Kirkland's scholars were also offered assistance in bringing their families to Poland. The Program Team strove to meet individual and collective needs reported by Ukraine-based alumni; that included sending medication, medical equipment, and food. In just two weeks, nearly PLN 100,000 from the program budget was redirected toward humanitarian aid and coordinating aid efforts in Ukraine.

The Leaders of Change Foundation, Manager of the program, worked together with Kirkland alumni to raise funds and in-kind donations. These efforts enabled the equipping of three ambulances, which were delivered to Ukraine by Kirkland alumni who resided in Poland.

Many former Kirkland scholars play important roles in Ukrainian public administration, local government units, academia, institutions of culture, NGOs, business, and media. They include former Deputy Prime Minister of Ukraine Iryna Vereshchuk, currently Deputy Head of the President's Office, who studied at the National School of Public Administration in Warsaw from 2015 to 2016, and Lilyana Hryniewicz, former Minister of Education and Science in Ukraine.

Between 2001 and 2013 the Kirkland Program was managed by the Polish-U.S. Fulbright Commission. In the following period leading up to 2016, the Education for Democracy Foundation took over managing the program.

Since 2017 some of the Kirkland scholarships have been financed from funding provided by the Polish National Agency for Academic Exchange. ■

REGION IN TRANSITION (RITA)

The program, launched in 2000, is addressed to Polish non-governmental organizations willing to share Poland's experience of social and economic transformations, as well as EU integration, with partners from Eastern European countries, the Southern Caucasus, and Central Asia.

The program's open grant competitions award financial support to Polish NGOs for projects designed to share experiences, especially in building civil society, social assistance, transformation of local government, education reform, and free media. The average grant amount is PLN 60,000. About 30 grants are awarded annually.

As part of the program, organizations may also apply for small travel grants which can be earmarked for project consultation with a foreign partner before the application for a regular grant is submitted, for strengthening cooperation with a partner organization or evaluation of an implemented project. Also, under a special grant path, "RITA" program grants may be used for co-financing a larger project for which a given organization had been awarded a grant from other sources – Polish or foreign. Such projects must comply with objectives of the "RITA" program as well as geographic and thematic areas of its operations.

The main grant competition is announced twice a year. Applications may be submitted by mid-March and by mid-October. Applications for travel grants and subsidies for larger projects are accepted on an ongoing basis until the funds earmarked for those activities are exhausted.

Starting from 2021, seasoned non-governmental organizations, i.e. managers of "RITA" projects, are welcome to apply for grants of up to PLN 100,000 under the "RITA – Partnership to Power" competition to continue their work.

Additionally, the program offers training opportunities and expert support to Polish NGOs and schools, as well as assistance in establishing contacts and developing cooperation with foreign partners. Every two years meetings are held by the "RITA" program grant recipients and Ambassadors of Transition in the Region.

FACTS AND FIGURES



1,253 projects designed to share Polish experiences, especially in building civil society, strengthening social activities, promoting local government transformation, reforming the educational system and free media, have been supported by "RITA" in the years 2000-2025.

THE FOUNDATION
HAS DISBURSED

\$19,456,644

including \$857,848 in 2025.

MORE INFORMATION AT:
programrita.org

PROGRAM MANAGER:
The Education for Democracy Foundation

Information exchange between organizations and civic leaders in the region is facilitated by the civicportal.org social networking site. The portal is also an e-learning platform offering training to Polish and foreign NGOs.

Between 2000 and 2025, "RITA" provided support to 1,253 projects.

In the first days of March 2022, in response to Russia's aggression against Ukraine and the immediate aid

efforts of Polish NGOs, "RITA" opened an ad-hoc "Ukrainian path" in its grant competition. Organizational and financial "RITA" resources that were available were redirected to the new path. The "Ukrainian path" became the beginning of a separate "Support for Ukraine" program, where a total of PLN 1.7 million was allocated to ad-hoc projects. ■

SUPPORT FOR UKRAINE

This special grant program was launched by PAFF in response to the war in Ukraine. It is aimed at assisting Polish non-governmental organizations which provide aid to civilians in Ukraine and refugees fleeing to Poland from the war. To date, PAFF has allocated more than PLN 14.6 million to the program, which enabled it to co-finance almost 259 projects.

Priority has been given to those organizations that have well-established cooperation with their partners in Ukraine, as well as those operating in Polish villages and small towns where Ukrainian war refugees were arriving and staying. Funding is also available for coordinating Polish NGOs' activities for Ukraine and Ukrainian refugees – including cooperation with other Polish institutions and communities.

Under open grant competitions, "Support for Ukraine" offers funding for projects which provide Ukrainian children and youth with care and education during their stay in Poland, as well as support for those staying in Ukraine. This includes delivering legal, civic, professional and psychological aid to Ukrainian refugees in Poland, along with assistance in accessing public

services. The projects may also relate to preventing acts of discrimination and hostility against Ukrainian refugees, counteracting disinformation, and providing reliable information about the Ukrainian refugee community in Poland and the situation in Ukraine.

"Support for Ukraine" builds on a special initiative that was launched as part of the "RITA" program. At the beginning of March 2022, in response to the Russian invasion of Ukraine "RITA" opened an ad-hoc "Ukrainian pathway" in its grant competition. The organizational and financial RITA resources available at the time were redirected to the new path. Once the "Support for Ukraine" program, as a separate undertaking, was established, the "Ukrainian path" became part of it.

FACTS AND FIGURES



PLN 14.6 million to support the activities of Polish activities of Polish NGOs carried out in cooperation with their partners in Ukraine, as well as support activities of NGOs in Poland that are aimed at taking care of refugees from Ukraine.

THE FOUNDATION
HAS DISBURSED

\$3,889,364

including \$609,192 in 2025.

MORE INFORMATION AT:

[fed.org.pl/
wspieramy-ukraine/](https://fed.org.pl/wspieramy-ukraine/)

PROGRAM MANAGER:

The Education for Democracy Foundation

In March 2022, 422 Polish NGOs presented their initiatives in the competition for grants for intervention projects. The Grant Committee selected 59 projects: 44 implemented in 14 Polish provinces, and 15 in Ukraine. Those projects were aimed at protecting the life and health of the civilian population in Ukraine.

Under the subsequent six rounds of grant competitions, held from the fall of 2022 to the end of 2025, 157 grants were awarded for projects, mainly those supporting Ukrainian children and young people both in Poland and Ukraine. The aid focused on improving their access to school and non-school education, as well as psychological, legal, and language support. Information activities, legal consulting, as well as a campaign for

counteracting discrimination and disinformation about Ukrainian refugees in Poland and events in Ukraine were also co-financed.

The program's direct support benefited 180,000 refugees staying in Poland, about 30 percent of which were children and young people under 18, as well as almost 167,000 people in Ukraine, including over 38,000 children and young people. More than 236,000 people received humanitarian aid, 20,000 psychological support, and 15,500 legal and citizen advice. The information campaign aimed at counteracting disinformation about refugees from Ukraine reached over 1.5 million people in Poland. ■

STUDY TOURS TO POLAND (STP)

Launched in 2004, the program is addressed to active university students and professionals from countries of Eastern Europe and other post-communist states. The objective of the program is to show participants the realities of Poland and the European Union, as well as develop and strengthen professional and personal contacts between young leaders from Eastern Europe and their Polish hosts.

University students are offered a study tour of a dozen days to Poland. Currently, the candidates eligible to participate are age 18-23, from Belarus, Moldova, and Ukraine. They meet representatives of the Polish academic community, civic organizations, leaders of public life. They also participate in lectures, workshops, seminars, and cultural events. Students apply to the program individually. The tours are organized

for mixed groups of about a dozen people coming from various countries. They are held twice a year, in the spring and the fall, and are managed by experienced Polish NGOs, selected in an open competition. Study tours for students are coordinated by the Borussia Foundation.

The offer for professionals is addressed to representatives of local governments, state administration, central

FACTS AND FIGURES



11,850 participants, both university students and experts in different fields, took part in the study tours to Poland between 2004 and 2025.

THE FOUNDATION
HAS DISBURSED

\$9,513,238

including \$650,242 in 2025.

MORE INFORMATION AT:
studytours.pl

PROGRAM MANAGER:
The Leaders of Change Foundation

state institutions, NGOs, media, educational institutions, and other professional groups from Eastern Europe, the Southern Caucasus, and Central Asia. The tours, aimed at sharing Polish experiences in transformation and European integration, are held in cooperation with Polish NGOs as well as central and local administration bodies.

After the Maidan events of 2014, special emphasis in contacts with Ukraine was placed on sharing experience with people involved in local government reform and activities related to integration of Ukraine with EU structures. From 2004 to 2025, study tours to Poland were held for 7,784 citizens of Ukraine, including 5,306 professionals and 2,478 students.

The recruitment of participants in study tours for professionals is preceded by a letter of intent sent to the "STP" program office in Warsaw by an interested institution and its partner organization from the countries of the region, or by a Polish NGO or other institution.

Between 2004 and 2025, a total of 11,850 participants, including 4,000 university students and 7,800 professionals representing various environments took part in the study tours.

In 2022, after the Russian aggression in Ukraine had started, PAFF launched the "STP for Ukraine" initiative with a budget of PLN 900,000. Polish NGOs that had hosted student and professional leader groups in Po-

land, channeled material and financial aid through program alumni to people affected by the war. Aid reached most of Ukraine's 24 oblasts, including the city and the oblast of Kyiv, as well as the oblasts of Lviv, Ternopil, Dnipropetrovsk, Kharkiv, Sumy, and Luhansk.

Under the "Study Tours to Poland" program the Foundation is involved in the Warsaw Euro-Atlantic Summer Academy – WEASA – a joint initiative of PAFF, the German Marshall Fund of the United States, and the College of Europe.

The Academy offer involves two weeks of classes, based at the Natolin campus, and is addressed to experts from the EU Eastern Partnership countries: analysts, political and government advisors, think tank and NGO staff, civil servants, and journalists. Over the first several years, the thematic scope of the Academy covered political and economic transformation, European integration, and transatlantic relations. Since 2017, WEASA's main subjects have been digital challenges, cybersecurity in particular. "Digital Resilience in the Age of Disinformation" was the title adopted for the 13th WEASA round in 2025.

From 2013 to 2025, the 13 WEASA editions attracted 564 people from the Eastern Partnership countries and (since 2017) the Western Balkans, including: 57 participants from Armenia, 38 from Azerbaijan, 46 from Belarus, 108 from Georgia, 48 from Moldova, and 154 from Ukraine. ■

MONITORING, EVALUATION AND ANALYSES (MEVA)

“MEVA” is an expert-research undertaking initiated in 2005. The primary purpose is to carry out regular analytic research in order to maximize the impact and effectiveness of PAFF programs. The methods developed under “MEVA” and the results of its analyses are also used by other NGOs to pursue and evaluate their activities.

The analytical work aids in determining the extent to which the goals defined in PAFF programs and their activities, as well as achieved results, meet the existing needs and are capable of resolving the problems addressed, especially with regard to local communities, equal education opportunities and overall quality improvement of education.

For example, the results of evaluation studies of programs, such as „Act Locally,” „Third Age Universities,” or PAFF and UW School of Education, helped the Foundation to determine both future program initiatives as well as modification of existing ones. One of the tasks of „MEVA” is to monitor completed PAFF projects in terms of the durability of their outcomes.

PAFF’s potential actions are evaluated in the context of existing and anticipated social needs. To that end selected social groups and communities are studied – for instance village youth, librarians, or NGO employees – and new initiatives are tested. An example is the study on key trends influencing social activities in villages and small towns and their impact on the role of a local leader, carried out in 2019 under the “PAFF Leaders” program. Another example is the analysis of the Library Development Program’s impact on its participants, which compared program libraries with the libraries and communities that did not participate in the program.

In 2024 a qualitative research “Rural Youth 2024” was carried out, which focused on the behaviors, attitudes and factors influencing the social activity of young people living in villages and towns with up to 20,000 inhabitants.

Since 2022 some analyses and evaluations (including „Act Locally” and the Library Development Program) were aimed at identifying the problems faced by NGOs and local institutions due to the influx of refugees from Ukraine, to adjust their actions. As in previous years, MEVA analyses and studies provided the basis for modifying programs and adjusting them to the changing conditions – as during the pandemic. An analysis was also carried out to assess the possibilities for PAFF and cooperating organizations to launch and support local community educational and animation activities aimed at protecting the environment and climate. These led to the creation of the “Green Leader” program.

As part of “MEVA”, mutually complementing and strengthening elements of PAFF programs are analyzed to improve the quality and effectiveness of the Foundation’s activities overall. Among the projects serving that goal is the “Squared Evaluation” initiative helping foster evaluation culture among the organizations closely cooperating with PAFF, part of which the “Evaluation – How do You Carry It out?” guide was prepared. Cyclical

FACTS AND FIGURES



The results of evaluation studies of programs helped the Foundation to determine both future program initiatives as well as modification of existing ones.

THE FOUNDATION
HAS DISBURSED

\$3,145,153

including \$189,608 in 2025.

seminars about evaluation research are also being held. Special among these is the "Impact on Social Capital in PAFF Communities" project (the so-called „BOX") that helped create and test a set of methods and research techniques enabling the determination of changes in the level of social capital resulting from the impact of Foundation programs on local communities.

Through „MEVA", PAFF supports the Shipyard Foundation (which was co-founded by PAFF). At the same time, the Shipyard Foundation is the manager of a significant part of the "MEVA" program itself. ■

People, Projects, Initiatives

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ENGLISH TEACHING

FROM SMALL SCHOOLS TO GREAT OPPORTUNITIES –
JUBILEE OF THE POLISH ASSOCIATION OF TEACHERS
OF ENGLISH „ENGLISH TEACHING”

The Polish Association of Teachers of English „English Teaching” (OSA ET) celebrates ten years of activity – a decade filled with energy, passion and actions that truly rewire foreign language education in Poland. OSA ET was established in 2015 by teachers leaders of the “English Teaching” program, bringing together over 100 English teachers who make up a unique community of educators.

President Danuta Kamińska summed up the outcomes of OSA ET efforts: “More than 1,300 participants of language camps for children and youth, over 70 volunteers from around the world (...) and 80 plus schools that welcomed our native speakers.” All efforts share a single goal – taking a natural and inspiring approach to teaching English that breaks away from school routine.

“Native Speaker at Our School” is one of the most widely recognized projects. Vice President Dorota Starz underscores its unique value: “Over a period of four years we organized more than 80 visits of native speakers to rural schools in various corners of Poland. Hundreds of children (...) could, often for the first time in their lives, have a chat with an English-speaking guest during these exceptional meetings (...). Such interactions are perfect for overcoming the fear of speaking English.” These

experiences build confidence in young people and open them up to the world.

OSA ET is also developing cooperation with its partners – the Kosciuszko Foundation and the KPMG Foundation, among others – paving the way to organize language camps, support children from low-income families and carry out actions as part of the “Teaching English in Poland” initiative. For three years OSA ET has invited 40 schoolchildren from the Ukrainian town of Zastavna to participate in its camps to provide the children with a safe haven for education and integration.

The ten-year mark has inspired new goals, including language camps abroad. OSA ET enters its second decade with the experience and mission: to inspire English teaching that truly works.



*More than 1,300 participants
of language camps for children
and youth, over 70 volunteers
from around the world (...)
and 80 plus schools that
welcomed our native speakers.*

Danuta Kamińska

President of the Polish Association of
Teachers of English „English Teaching”



EQUAL OPPORTUNITIES

HOW YOUNG EXPLORER CLUBS ARE RESHAPING EDUCATION

Is reshaping education possible, not just in theory, but actually changing the daily practice of teachers and pupils? “Yes” is the answer given by Zuzanna Michalska, PhD, in her book **“Changing Education. Using the example of the Young Explorer Club Program Coordinated by the Copernicus Science Center,”** her book which also showcases how bottom-up activities, reflectivity, and online cooperation lead to real micro-shifts in schools and local communities.

Dr. Michalska is an educational sociologist and trainer. For 15 years, she has been working with teachers to support them in developing their skills in working with children and youth in an evolving world. For ten years she has coordinated the international Young Explorers Club (YEC) Program at the Copernicus Science Center.

“The Young Explorer Club program follows up on a model project initiated in 2002 by the Kłodzko Educational Society, as part of the Polish-American Freedom Foundation’s ‘Equal Opportunities’ program. The purpose behind YECs is to kindle an interest in exact sciences in children and young people. In line with the YEC formula, young people learn through conducting their own experiments. To that end they use simple, easily available materials,” explained Radosław Jasiński, PAFF Program Director. At present, the YEC network boasts nearly 800 clubs, including over 400 operating in Georgia, Ukraine, Armenia and Moldova.

The publication authored by Dr. Michalska takes a deep and inspiring dive into the need to reimagine Poland’s education system; to design education methods that rise to meet the challenges ahead. “(...) Currently it is expected that a pupil, who for about a dozen years is trained primarily to memorize detached-from-reality academic passages, will one day transform into a competent adult...” writes Zuzanna Michalska.

In her book, the author analyzes the long-standing, interdisciplinary YEC program – an initiative of extracurricular activities for children and youth which has been transforming our thinking about learning since 1998. At YEC meetings children work like scientists: they ask questions, experiment, formulate hypotheses, test them, and draw conclusions. There are no grades, numbers, or tests – the most important things are reflection, curiosity, and autonomy.



In line with the YEC formula, young people learn through conducting their own experiments. To that end they use simple, easily available materials.

Radosław Jasiński
PAFF Program Director



LEARNING SCHOOLS (LES)

A SCHOOL THAT TRULY TEACHES – “LES” JUBILEE

The “Learning Schools (LES)” program celebrates 25 years of activity. Festivities took place during the Summer School for LES Principals in Przygoń. As PAFF Program Director Marianna Hajdukiewicz underlined, the “strong partnership between the Polish-American Freedom Foundation and the Center for Citizenship Education (CEO), which is based on research, inspirations and actual needs of schools, is the driving force of the program”.

PAFF President and CEO Jerzy Koźmiński recalled that “LES” was one of the Foundation’s first initiatives: “From the outset ‘LES’ has been constantly growing, improving and – as its name suggests – learning, responding to the changing needs of schools, teachers, and pupils in a changing Poland and world. President Koźmiński noted that the program effectively raises teaching quality, boosts the autonomy of teacher councils and, in many cases, “LES” impacts extend beyond schools to local communities.

CEO President, Jędrzej Witkowski, PhD, took note of PAFF’s long-term support: “It is thanks to PAFF (...) that we, as the Center for Citizenship Education, have been able to respond to the most urgent needs of schools – during the pandemic and when pupils from Ukraine needed to be enrolled in Polish schools.”

Since 2000 “LES” has been pursuing comprehensive activities to raise the quality of education provided in Poland by referring to the best international and domestic models. Training for teachers and principals, especially from rural and small-town schools, is the backbone of “LES”. In the course of 25 years, the program gathered some 12,000 schools, of which 1,650 participated in introducing formative assessment. A total of 230,000 teachers and 11,000 principals have benefited from “LES” training.

The twenty-five years of “LES” is a story of consistent strengthening of schools, building their autonomy and supporting educators in shaping a system of education that is modern, open and responsive to new challenges.



From the outset ‘LES’ has been constantly growing, improving and – as its name suggests – learning, responding to the changing needs of schools, teachers, and pupils in a changing Poland and world.

Jerzy Koźmiński
PAFF President and CEO



PAFF AND UW SCHOOL OF EDUCATION

BRIDGES FOR EDUCATION: UKRAINIAN ACADEMICS VISIT THE PAFF AND UW SCHOOL OF EDUCATION

The November study visit of Ukrainian academics to the PAFF-UW School of Education proved an important event to both parties. Warsaw hosted representatives of pedagogical universities, teacher training institutes and education-supporting organizations from, among others, Chernihiv, Kyiv, and Lviv.

This was a follow-up visit on the cooperation initiated in May, and the next step in building a partnership between Polish and Ukrainian academia.

Over the course of five days, the guests learned about the teacher training model implemented at the School of Education. They sat in to observe classes, talked to tutors and students, took part in workshops on tutoring and reflective teacher development, and visited partner schools, including the Ukrainian School. The agenda also included a museum lesson at the Royal Castle in Warsaw. "Inspiration," "openness," and "cooperation" were recurring words in the opinions that the Ukrainian visitors left behind. They were most impressed by the trust and partnership they witnessed in teacher-student relationships.

The visit is part of the School of Education's broader activities for education in Ukraine and Ukrainian refugees in Poland. Following the outbreak of the war, the SE team compared the Polish and Ukrainian core curricula. Tens of thousands of Polish educators availed themselves of the resulting guide. Webinars, workshops and a language course for Ukrainian women mathematicians were also organized.

As PAFF Program Director Marianna Hajdukiewicz observed: "For the School of Education, working with Ukrainian institutions is not only about exchanging experiences, but also joining forces to answer questions about the future of teaching in times of upheaval and crisis." She pointed out that in spite of harsh conditions, Ukrainian teachers presented "passion and courage to build better education."



For the School of Education, working with Ukrainian institutions is not only about exchanging experiences, but also joining forces to answer questions about the future of teaching in times of upheaval and crisis.

Marianna Hajdukiewicz
PAFF Program Director



PROJECTOR – STUDENT VOLUNTEERS

20 YEARS ACROSS POLAND WITH “PROJECTOR.” ONE MISSION, THOUSANDS OF ADVENTURES

In November Lublin hosted the finale of the 20th edition of the “PROJECTOR – Student Volunteers” program, which celebrated two decades of leveling the playing field in education for rural and small-town children and youth. The event brought together volunteers, teachers and friends of the program.

Program Director Kamil Wrzos remarked that: “‘PROJECTOR’ is not only about education, it’s also a community that instills accountability and courage into young people.”

Program participants also took the floor during the meeting. Magdalena Nogaj, a teacher from the Primary School in Głuchołazy, emphasized the enormous significance of workshops conducted in schools. Volunteer Monika Styczeń shared her experience with the projects she participated in, and underscored how they impacted pupil development as well as her own skills. The organizers expressed their appreciation for “PROJECTOR” Ambassadors by thanking them for their engagement and welcoming new program-supporting members.

Awards for outstanding commitment and innovative approaches to working with children were presented at the gala. The distinctions went to Monika Styczeń,

Amelia Kulanica, Natalia Szeląg, Sebastian Markowicz, and Magdalena Nogaj. The event also celebrated the 20th jubilee of the involvement of Kamil Wrzos in “PROJECTOR.” He started out as a volunteer, and now serves as Program Director.

The workshops introduced participants to techniques of creating travel journals and encouraged them to practice mobile photography in Lublin, which served as an inspiring outdoor photo studio.

Operating since 2005, the “PROJECTOR” Program implements educational projects run by student-volunteers in primary schools. As part of the 2024/2025 anniversary edition, over 700 students carried out 1,451 projects for more than 11,000 pupils from 358 schools to continue the mission of supporting young people in discovering their passions along with building self-confidence.



„PROJECTOR” is not only about education, it’s also a community that instills accountability and courage into young people.

Kamil Wrzos
Program Director

BRIDGE SCHOLARSHIPS

GABRIELA KURTYKA – A SCHOLAR WHO CHANGES THE EVERY-DAY LIFE OF OTHERS

Gabriela Kurtyka, participant of the Bridge Scholarships Program and third-year student of psychology at the University of Wrocław, consistently follows her path of community engagement, combining empathy, responsibility, and intentionality in pursuing the common good.

“Experience taught me that I should be attentive, patient, and embrace the importance of other people’s presence. What I found most motivating is that I see the tangible impacts of these meetings – a smile, a conversation, and a sense that no one is alone,” underlined the scholar holder.

“PROJECTOR – Student Volunteers” was the first step in her social activism. She joined the program in 2023 as a bridge scholarship holder. That very experience provided the impulse to follow this path. “It inspired me to look for more opportunities to help others and become an active member of society,” recalled Gabriela.

In the years that followed, she established cooperation with a Municipal Social Welfare Center (MOPS). Next she joined the Little Brothers of the Poor Association.

Regular meetings with Anna, the elderly lady for whom Gabriela is a companion, have come to form a key part of her volunteering. “These meetings are so giving, not just to Anna, but also I really benefit from them. They always lift my spirits,” she stated. This presence-based, mutual relationship has become an exceptionally valuable experience for both ladies.

When Gabriela is not providing one-to-one assistance she engages in integration and cultural actions as well as intergenerational events. In parallel, she is working with a non-public music school. Gabriela gives piano lessons, thus merging her social activity with providing education along with developing her own passion.



Experience taught me that I should be attentive, patient, and embrace the importance of other people’s presence.

Gabriela Kurtyka



THIRD AGE UNIVERSITIES (TAU)

AMERICAN INSPIRATIONS FOR “GENERATIONS IN ACTION” AMBASSADORS

Representatives of the Citizen University in Seattle turned the three-day session of the “TAU – Generations in Action” Ambassador Club in Gdańsk into an exceptional international event.

Their presence added an American perspective on civic engagement practices and inspired discussions on how local communities could be strengthened by active over-60s.

28 Program Ambassadors from across Poland took part in the event. PAFF Program Officer Katarzyna Świątkiewicz emphasized: “We are committed to activating people over 60, especially encouraging them to become active citizens, with particular focus on intergenerational relations. (...) At the Ambassador Club, we provide a space for bolstering their potential and a platform for exchanging experience.”

The session was the perfect occasion to welcome new Club members and present actions implemented in local communities. At the “Idea Market” Teresa Kuchta

pitched the “Don’t Break Down – Keep Moving – Break Stereotypes” initiative which combines physical activity with education and intergenerational integration. Joanna Bulandra shared her experience from the Women’s Congress, and Krystyna Kosk-Krzyżanowska discussed working on the competition committee of the National Freedom Institute.

The Orunia Station – Gdańsk Archipelago of Culture – was an important visit on the agenda, hosting an exhibition of works by the Ambassadors.

The Ambassador Club is part of the “Third-Age Universities – Generations in Action” undertaking and brings together about 30 active program graduates to promote social and civic engagement among seniors.



We are committed to activating people over 60, especially encouraging them to become active citizens, with particular focus on intergenerational relations.

Katarzyna Świątkiewicz
PAFF Program Officer



ACT LOCALLY

COMMUNITY AS STRENGTH – PROFESSOR JERZY HAUSNER ON UNLEASHING CIVIC ENERGY

“The term ‘common’ is indispensable for the emergence of civic energy,” said Professor Jerzy Hausner, former Deputy Prime Minister, incumbent Chairman of the Program Council of the Open Eyes Economy Summit, when opening the meeting marking 25 years of the “Act Locally” program.

Professor Hausner’s address on the importance of community and co-responsibility was one of the highlights of the December meeting in Warsaw, which attracted 140 representatives of civil society organizations from around Poland.

The event was hosted by PAFF President and CEO Jerzy Koźmiński and the President of the Academy for the Development of Philanthropy in Poland, Paweł Łukasiak. Jerzy Koźmiński recalled that “Act Locally” was one of the first programs rolled out by the Foundation. To this day, it is a “support system for small communities, unique on a global scale.”

Paweł Łukasiak pointed to the pivotal role of intersectoral cooperation: “The capability of building local partnerships based on volunteering and resource sharing in pursuit of the common good is a key competency of

the future.” He underlined that, in the face of mounting challenges and threats, only cooperation between organizations, local governments, business and residents can effectively respond to local problems. The network of 77 Act Locally Centers plays a central role in this process. For many years, ALCs have been providing training and consulting, serving as volunteering centers, and supporting local initiatives.

Winners of “Tell Me,” a contest for the best video presentations of “Act Locally” projects, were announced during the event. The awards went to “Sport Without Borders,” “Locally, By Bike #CanDo,” “Supporting Biodiversity” and “Sounds of Health. Active Koszarawa.”

The meeting served as an occasion to celebrate 25 years of acting for the common good and discussion about how to bolster local communities in the coming years.



The term “common” is indispensable for the emergence of civic energy.

Jerzy Hausner



SECTOR 3.0

DIGITAL, BUT INFORMED: CONCLUSIONS
FROM THE SECTOR 3.0 FESTIVAL

Is autonomy a luxury we can't afford any more? At a time when technology predicts our choices and AI finishes our sentences and thoughts, the Sector 3.0 Festival invited its attendees to much more than a discussion.

The goal was to regain agency. "Reclaiming Autonomy" was the tagline that brought together over a thousand Polish and international guests – civic activists, educators, representatives of NGOs and local governments. The purpose was not to present tools, but to engage in reflecting on how to use them wisely. Marta Niedźwiecka, author of the "O Zmierzchu" podcast, explained: "To preserve autonomy in the digital world, one needs to understand that there are numerous beings that seek to strip us of that autonomy (...). One needs to cultivate not so much deep distrust, but rather a standard suspicion about how one's data could be used."

The guest speakers included, among others, Dariusz Rosiak, Professor Sir David Omand, Natalia Hatałska, Eliot Higgins and Artur Kurasiński. Their speeches told a cautionary tale of the need for critical attentiveness and informed use of technologies. Discussions focused on privacy, digital hygiene and responsibility in a data-ruled world.

CIC Warsaw hosted workshops held by experts from NASK, Orange, Microsoft, CampusAI, the Panoptykon

Foundation, and Digital Creators. Participants learned how to configure multi-factor authentication, respond to incidents, protect team data and make informed use of AI. Over 1,000 viewers logged in to watch the live-stream of the first day, and just under 200 participants joined in person.

The main stage delved into personal issues – from re-defining free time to coping with the Fear of Missing Out (FOMO). Magdalena Bigaj encouraged participants to practice POMO, i.e. being Proud of Missing Out (on digital stimuli). Jacek Królikowski, President of the Information Society Development Foundation, argued that AI may improve control, as it helps handle excess information.

The Festival hosted the ceremony of awarding the PAFF Prize, which went to the Federation of Polish Food Banks for creating a food surplus management system that connects 31 branches with producers and NGOs.



To preserve autonomy in the digital world, one needs to understand that there are numerous beings that seek to strip us of that autonomy.

Marta Niedźwiecka
psychologist



PAFF LEADERSHIP PROGRAM

FROM WASHINGTON TO MONTANA: GENERATIONAL CHALLENGES AND WORKING WITH YOUNG PEOPLE

From July 20 to 30, 2025, eleven graduates of the “PAFF Leaders” program took part in a study visit to the United States as part of the International Visitor Leadership Program. The group was accompanied by a tutor and a representative of the Zbigniew Pełczyński School of Leadership Foundation.

The trip was organized by the U.S. Department of State in cooperation with the U.S. Embassy in Poland, and covered generational issues as well as working with youth.

The visit began in Washington, where participants toured public institutions, civil society organizations and initiatives supporting young people at risk of exclusion. The meeting with Life Pieces to Masterpieces was of particular relevance, as this organization uses art as a tool to boost mental resilience and build communities. This part of the study trip gave participants insights into American models of supporting youth and responding to civic challenges.

A major share of the agenda took place in Montana. The University of Montana in Missoula was where the visitors explored civic education practices, leadership development programs and initiatives for disabled and indigenous youth. Meetings with the Montana World Affairs Council, the 4-H Youth Development Program and the Montana Youth Leadership Forum provided a platform for analyzing a variety of methods for

working with young people. R.I.S.E., a program seeking to strengthen the cultural identity of native youth, made a particularly strong impression.

The last stop on the study tour, Ohio, was where the visitors learned about local civic initiatives and models of intersectoral cooperation.

The study tour produced measurable results: the participants could compare youth support systems, gain insight into innovative mentoring methods, enhance leadership skills, and establish contacts that may lead to projects implemented in Poland in the future.

“It was a unique opportunity to observe different models of working with youth and exchange experiences with American practitioners. The knowledge acquired and relations forged are a valuable source of inspiration for the activities we implement in our communities,” said Marta Modzelewska, Coordinator of the Alumni Network and Program Finances.



The knowledge acquired and relations forged are a valuable source of inspiration for the activities we implement in our communities.

Marta Modzelewska

Coordinator of the Alumni Network and Program Finances



THE LIBRARY DEVELOPMENT PROGRAM

THE LIBRARY DEVELOPMENT PROGRAM ACADEMY: DEVELOPMENT, RELATIONS AND A FRESH PERSPECTIVE ON THE ROLE OF LIBRARIES

The LDP Academy for Alumni, launched in 2025, provides support in competence development to librarians from selected libraries that took part in one of the five LDP rounds.

This initiative is the first to be based on a diagnosis of potential as well as combining personal development with coaching and improving specialist skills. The first edition of the LDP Academy attracted 32 staff members from libraries operating in villages and towns with populations under 50,000 residents.

The agenda offered six three-day sessions, four on-site and two online. Each session focused on a different competence area. Participants enjoyed workshops in self- and time management, effective regeneration and preventing burnout. They also perfected the art of argumentation and public speaking, which are vital to effective advocacy.

Specialist courses, which ended with a presentation of ideas for introducing new library services, were an

integral part of the LDP Academy. Participants could opt for one of three courses: "Books at the Center," "Communication – What's New" and "Library to the Rescue!" Each participant implemented the task for which they acquired funding. The projects, designed in consultation with mentors, targeted library teams or local communities, and served as an opportunity to employ in practice skills acquired at the LDP Academy.

"The list of what the Academy gave me is a long one: boosting my self-esteem, helping me realize my work has purpose. The Academy taught me how to rest and be less demanding of myself. The Academy is also about new contacts, friendships, a fresh perspective, a plethora of ideas and inspiration," said Paulina Kaleta of the Municipal Public Library in Masłów.



*The list of what
the Academy gave me
is a long one: boosting my
self-esteem, helping me
realize my work has purpose.*

Paulina Kaleta
librarian, the Municipal Public
Library in Masłów



PRO PUBLICO BONO

A MISSION AGAINST THE ODDS – A ONE-OF-A-KIND LOCAL MEDIA STUDY

The Media Forum Foundation presented a unique report, the first in Poland to shed light on the professional situation of local media journalists.

The study, conducted under the “Media Forum. Local Development” program, surveyed 782 respondents working for editorial offices across Poland: journalists, editors-in-chief, and managers, making it the most extensive and comprehensive to ever have been performed in Poland on this professional group.

The results indicate that despite dire financial conditions, competition from media published by local governments and a growing mental load, local journalists have an outstandingly strong sense of mission. A whopping 92% declare job satisfaction, and 52% believe their profession is a mission. Many respondents underscore a sense of responsibility for local communities and the media’s role of watchdog.

The study uncovered a gamut of the challenges: low wages, unstable employment, political and economic pressures, and rising mental strain. More than half of

the respondents have secured a full-time position, and the average salary ranges from PLN 4,000 and 5,000 monthly net.

As Katarzyna Sroczyńska of the Media Forum Foundation highlights, the results exceeded the expectations of the Program Team: “We are impressed by the high level of journalist awareness that their profession is a mission. The vast majority of respondents mentioned a sense of responsibility for developments in the local community. We never expected that sense to be so powerful.”

The report provides organizations supporting local media with a salient point of reference. As the first extensive study of its kind in Poland, it provides reliable data on the actual working conditions of journalists and forms the basis for further actions aimed at strengthening independent local media.



The vast majority of respondents mentioned a sense of responsibility for developments in the local community.

Katarzyna Sroczyńska
the Media Forum Foundation



THE LANE KIRKLAND SCHOLARSHIP PROGRAM

KIRKLAND SCHOLARS IN CENTRAL ASIA: COOPERATION, DEVELOPMENT AND ALUMNI MEETING

Women alumni of the Lane Kirkland Scholarships Program and representatives of the program met in Astana for the regional meeting of Central Asian alumni.

The event brought together women alumni from Kazakhstan, Kyrgyzstan, Uzbekistan and Tajikistan, and served as a platform for exchanging experience and presenting the outcomes of post-scholarship actions.

The organizers of the Kirkland Program started their visit by meeting with the Polish Embassy in Astana and representatives of universities and public institutions. They discussed directions for program development, possibilities for academic cooperation and the expanding role of alumni in the public life of the region. It was emphasized that Kirkland alumni increasingly often take up the roles of leaders and experts, and are especially active in education. Their projects have actual impact on local communities.

The alumni meeting was the highlight of the visit. Women participants shared the experiences gathered during their stay in Poland, while implementing civic projects and building Polish-Kazakhstani and interre-

gional cooperation. Much attention was paid to educational initiatives and actions aimed at boosting the competencies of young leaders.

The event showed how strong and active the Kirkland network is in Central Asia: professional, engaged and ready to take joint action.

The visit to Astana was a vehicle for planning new initiatives, including civic projects, mentoring programs and activities that strengthen international cooperation. As Program Director Urszula Sobiecka pointed out: "The alumni meeting in Astana confirmed the vast potential vested in our Central Asian community. Apart from keeping in touch with the program, this alumni group is making a difference in their communities. The visit stands as proof that investing in relationships pays off, as it's the interpersonal contacts that give lasting effects."



The alumni meeting in Astana confirmed the vast potential vested in our Central Asian community.

Urszula Sobiecka
Program Director



REGION IN TRANSITION (RITA)

“SOFT POWER” OR “SMART POWER” – LESSONS LEARNED FROM 25 YEARS OF WORKING TOGETHER IN THE REGION

The “Region in Transition” (RITA) program marked 25 years of activity by bringing together experts, leaders and partners who cooperate with the “RITA” community, the Polish-American Freedom Foundation, and the Education for Democracy Foundation.

The meeting of September 2025 in Warsaw was an occasion to discuss how Poland’s experience of transformation has for years inspired civic activity in Eastern Europe, the South Caucasus, and Central Asia. It was underlined that “RITA” was not only about projects, but chiefly about people and relationships which weave a lasting network of cooperation. Meeting participants debated how to build societies resilient to crisis, strengthen local leaders and inspire young leaders to take action.

Jerzy Koźmiński, President and CEO of the Polish-American Freedom Foundation, took note of the unique role played by the program in his speech: “For 25 years, ‘RITA’ has not only supported concrete initiatives, but also built lasting relations between people and institutions. This gave rise to a network of cooperation which weathered political changes and crises. Program outcomes are visible in local communities – in more intensive civic

activity, better understanding of the mechanisms of democracy and stronger non-governmental organizations, which often operate in difficult conditions.” He also underscored the importance of providing support to Ukraine and Ukrainian NGOs.

PAFF Program Director Agnieszka Mazur pointed out that Polish organizations active in the Region have the advantage of professionalism, in-depth knowledge of local conditions, and a partnership-based approach to cooperation. These very elements ensure that the outputs of “RITA” projects are lasting and truly strengthen the target communities.

The meeting showed that “RITA” continues to be one of the Region’s most important projects that share Poland’s experience in transformation and European integration, and that its effects are visible wherever consistency, trust and cooperation are of particular importance.



Polish NGOs active in the Region have the advantage of professionalism, in-depth knowledge of local conditions, and a partnership-based approach to cooperation.

Agnieszka Mazur
PAFF Program Director



STUDY TOURS TO POLAND (STP)

POLAND'S INTEGRATION WITH THE EU INSPIRES UKRAINIAN LOCAL GOVERNMENTS

In the fall of 2025, representatives of Ukraine's regional and local administration participated in a study tour to Poland, which was organized by the Leaders of Change Foundation under the "Study Tours to Poland" program. 16 visitors from nine oblasts responsible for European integration and implementing EU standards at the regional level participated in the study tour.

The opening meeting took place at the PAFF headquarters in Warsaw and was attended by the Ambassador of Ukraine to Poland, Wasyl Bodnar. "As I thank you for the support provided to Ukraine, I wish to underline the importance of exchanging experience with Polish partners. Poland's path to the EU is a valuable signpost, and regional cooperation continues to be a key component of Ukraine's preparations for EU membership," said the Ambassador.

The host of the meeting, Grzegorz Jędrzyński, Head of the PAFF Representative Office in Poland and PAFF COO, pointed to the importance of the actions taken by the Foundation for the benefit of Ukraine as part of the "Support for Ukraine" program: "Since 2022, in cooperation with other NGOs, the Foundation has been engaged in providing aid to Ukraine, which had fallen victim to Russia's brutal aggression. The Foundation actively joined initiatives in support of war refugees in Poland, and allocated over PLN 13 million to the program which reached more than 116,000 refugees in Poland and 166,000 people in Ukraine."

The first part of the visit was a block of expert sessions held by seasoned Polish experts and former EU Commissioners. Paweł Samecki discussed the structure and the decision-making process of the European Union. Jan Truszczyński, Chief Negotiator responsible for Poland's EU accession negotiations, presented Poland's path to membership. Danuta Hübner explained the importance of the single market and the role of the EU as an instrument for development. Other areas were covered by Jerzy Plewa (Common Agricultural Policy), Paweł Brusilo (transport and energy policy), Jan Olbrycht (decentralization and role of regions), Jacek Woźniak (cohesion policy), and Ewa Synowiec (Common Commercial Policy).

The second part of the visit took participants to the Silesian Region, mainly to Katowice. The group met with the Governor of the Region, Marek Wójcik, to learn about the experience of Gliwice in using EU funds as well as the implementing structure for regional policy at the Marshal's Office.



Poland's path to the EU is a valuable signpost, and regional cooperation continues to be a key component of Ukraine's preparations for EU membership.

Wasyl Bodnar
Ambassador of Ukraine to Poland



SUPPORT FOR UKRAINE

A SHELTER TURNED INTO A SCHOOL

As part of the “Support for Ukraine” program, the Nefryt Foundation implemented the “Children in Wartime: Creating Education and Development Spaces in Shelters” project aimed at improving security and educational conditions in the Chervonoivanivka Middle School in the Dnipropetrovsk Oblast.

Only 80 km away from the frontline, the school had to conduct lessons in basement shelters, which were cold, wet, moldy, and without sanitation.

Cooperation between Polish and Ukrainian partners, the Nefryt Foundation and the ‘Chervonoivanivka Witchlings Volunteering’ Charity Organization, led to a full overhaul and adjustment of the shelter to meet the children’s needs. Ten new blast resistant windows were fitted, shelter structure was strengthened, doors were insulated, the shelter was dried and treated for mold, and the walls were plastered and painted. Ventilation was installed and five oil heaters were purchased, which made the shelter safe also in winter. Full sanitation infrastructure was crucial: the unsafe makeshift solution was replaced by a toilet with a water and sewage installation.

Volunteers from both partner organizations co-implemented the project, working together every step of the

way. As a result, all project measures fulfilled the needs of the Chervonoivanivka residents.

The project provided 181 people – pupils, school staff and locals – with safe, hygienic and decent learning and sheltering conditions. These have been permanently improved, meaning that the community will continue to benefit after project financing is terminated. “The joint efforts of Polish and Ukrainian organizations created a space which truly makes children safer and gives them a chance to develop despite the raging war. This project is an example of an action that strengthens the local community and leave lasting, and much needed, results,” said Martyna Bogaczyk, President of the Education for Democracy Foundation.



The joint efforts of Polish and Ukrainian organizations created a space which truly makes children safer and gives them a chance to develop despite the raging war.

Martyna Bogaczyk
President of the Education
for Democracy Foundation



Consolidated Financial Statements

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April 30, 2026

**To the Board of Directors of the
Polish-American Freedom Foundation**

Dear Members of the Board of Directors and Management:

In connection with our audit of the Consolidated financial statements of the Polish-American Freedom Foundation (the "Foundation") as of and for the year ended December 31, 2025, on which we expect to issue our report dated April 30, 2026, in accordance with International Standards on Auditing ("ISAs"), we considered the Foundation's internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control over financial reporting. Accordingly, we do not express an opinion on the effectiveness of the Foundation's internal control over financial reporting.

Our consideration of internal control over financial reporting was for the limited purpose described in the preceding paragraph and was not designed to identify all deficiencies in internal control over financial reporting that might be significant deficiencies and therefore, significant deficiencies may exist that were not identified. In connection with our audit, we did not identify any matters involving the Foundation's internal control over financial reporting that we consider to be significant deficiencies.

The definitions of a deficiency and a significant deficiency are set forth in the attached Appendix I.

This report is intended solely for the information and use of Members of the Board of Directors, management and others within the organization, and is not intended to be, and should not be, used by anyone other than these specified parties.

Yours truly,

Deloitte Assurance Polska spółka z ograniczoną odpowiedzialnością sp. k.
Deloitte Assurance Polska spółka z ograniczoną odpowiedzialnością sp. k.

Warsaw, April 30, 2026

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APPENDIX I DEFINITIONS

For purposes of the ISAs, the following terms have the meanings attributed below:

- (a) *Deficiency in internal control* – This exists when: (i) A control is designed, implemented or operated in such a way that it is unable to prevent, or detect and correct, misstatements in the financial statements on a timely basis; or (ii) A control necessary to prevent, or detect and correct, misstatements in the financial statements on a timely basis is missing.
- (b) *Significant deficiency in internal control* – A deficiency or combination of deficiencies in internal control that, in the auditor's professional judgment, is of sufficient importance to merit the attention of those charged with governance.

Polish-American Freedom Foundation

**Consolidated Financial Statements
as of and for the year ended December 31, 2025,
and Independent Auditors' Report**



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INDEPENDENT AUDITOR'S REPORT

To the Board of Directors the Polish-American Freedom Foundation

Opinion

We have audited the consolidated financial statements of Polish-American Freedom Foundation (the "Corporation"), located in the United States of America, which comprise the consolidated statement of financial position as at December 31, 2025, and the consolidated statement of activities, and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements ("Consolidated financial statements").

In our opinion, the accompanying Consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Corporation as of December 31, 2025, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with the applicable accounting principles generally accepted in the United States of America and the adopted accounting policies.

Basis for Opinion

We conducted our audit in accordance with the International Standards on Auditing ("ISAs"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report.

We are independent of the Corporation in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), together with the ethical requirements that are relevant to our audit of the consolidated financial statements in Poland, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Management and Those Charged with Governance for the Consolidated Financial Statements

The Corporation's Management is responsible for the preparation and fair presentation of Consolidated financial statements in accordance with accounting principles generally accepted in the United States of America and for such internal control as the Corporation's Management determines is necessary to enable the preparation of Consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the Consolidated financial statements, the Corporation's Management is responsible for assessing the Corporation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Corporation's Management either intends to liquidate the Corporation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Corporation's financial reporting process.



Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the Consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Consolidated financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- identify and assess the risks of material misstatement of the Consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management;
- conclude on the appropriateness of the Management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Corporation to cease to continue as a going concern;
- evaluate the overall presentation, structure and content of the Consolidated financial statements, including the disclosures, and whether the Consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation;
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Corporation to express an opinion on the Consolidated financial statements. We are responsible for the direction, supervision and performance of the audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control identified during our audit.

Deloitte Assurance Polska spółka z ograniczoną odpowiedzialnością sp. k
Deloitte Assurance Polska spółka z ograniczoną odpowiedzialnością sp. k.

Warsaw, April 30, 2026

POLISH-AMERICAN FREEDOM FOUNDATION
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS OF DECEMBER 31, 2025

ASSETS

ASSETS:

Investments, at fair value (Notes 3 and 6):	
Common and Preferred Stocks	\$ 28,301,346
Exchange Traded Fund - S&P 500 Stock Index	46,397,104
Public Mutual Fund – Fixed Income	19,890,676
Alternative Investments	206,057,748
Private Mutual Fund – Equity	25,827,152
Cash and cash equivalents (Notes 3 and 5)	8,407,249
Investment redemptions receivable	5,810,632
Land and fixed assets, net (Note 7)	3,804,468
Loans, net of allowance for loan losses (Note 9)	5,419,672
Prepaid expenses and other assets	61,675
Total assets	\$ 349,977,722

LIABILITIES AND NET ASSETS

LIABILITIES:

Grants payable (Note 3)	\$ 11,337,337
Accounts payable and accrued expenses	235,744
Total liabilities	11,573,081

NET ASSETS (Note 2):

With donor restrictions	-
Without donor restrictions	338,404,641

Total liabilities and net assets	\$ 349,977,722
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The accompanying notes are an integral part of these consolidated financial statements.

POLISH-AMERICAN FREEDOM FOUNDATION
CONSOLIDATED STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED DECEMBER 31, 2025

	<u>Without Donor Restrictions</u>
Changes in net assets without donor restrictions:	
Increases in net assets without donor restrictions:	
Interest and dividend income	<u>\$ 2,471,237</u>
Decreases in net assets without donor restrictions:	
Employee compensation and benefits	1,915,438
Operating expenses	1,038,135
Occupancy	209,036
Depreciation and amortization	140,740
Total decrease in net assets	<u>3,303,349</u>
Grants (Note 3)	<u>(13,662,228)</u>
Grants and decrease in net assets without donor restrictions in excess of income	(14,494,340)
Net realized gain on investments (Note 6)	19,160,981
Net unrealized appreciation on investments (Note 6)	25,851,945
Net currency remeasurement loss (Note 3)	<u>(5,631)</u>
Total increase in net assets without donor restrictions	30,512,955
Net assets without donor restrictions, beginning of the year	<u>307,891,686</u>
Net assets without donor restrictions, end of the year	<u>\$ 338,404,641</u>

The accompanying notes are an integral part of these consolidated financial statements.

POLISH-AMERICAN FREEDOM FOUNDATION CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED DECEMBER 31, 2025

Cash flows from operating activities:	
Increase in net assets without donor restrictions	\$ 30,512,955
Adjustments to reconcile increase in net assets without donor restrictions to net cash provided by operating activities:	
Net realized gain on investments	(19,160,981)
Net unrealized appreciation on investments	(25,851,945)
Net currency remeasurement loss	5,631
Provision for loan losses	115,004
Depreciation and amortization	140,740
Increase in accrued interest on loans	(848)
Increase in accrued interest on investments	(1,351)
Increase in investment redemption receivable	(5,810,632)
Decrease in prepaid expenses and other assets	15,985
Decrease in accounts payable and accrued expenses	(87,289)
Decrease in grants payable	(888,073)
Net cash used in operating activities	<u>(21,010,804)</u>
Cash flows from investing activities:	
Proceeds from sales/redemption of investments	53,655,733
Cost of investments purchased	(38,520,835)
Loans disbursed	(4,780,776)
Proceeds from loan repayments	5,351,749
Purchase of fixed assets	(23,628)
Net cash provided by investing activities	<u>15,682,243</u>
Effects of exchange rate changes on cash and cash equivalents	<u>1,007,359</u>
Net decrease in cash and cash equivalents	(4,321,202)
Cash and cash equivalents, beginning of year	<u>12,728,451</u>
Cash and cash equivalents, end of year	<u><u>\$ 8,407,249</u></u>

The accompanying notes are an integral part of these consolidated financial statements.

POLISH-AMERICAN FREEDOM FOUNDATION

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AS OF DECEMBER 31, 2025

1. ORGANIZATION

The Polish-American Freedom Foundation (the "Foundation," and, together with its subsidiary, the "Corporation") is a U.S. not-for-profit corporation established on August 11, 1999. The Foundation was created by the Polish-American Enterprise Fund (the "Fund") to advance the purposes of the Support for East European Democracy Act of 1989 by building upon the successful assistance programs and sound practices established by the Fund, and to undertake other developmental initiatives designed to solidify Poland's successful transition to democracy and free markets.

The Foundation concentrates its efforts in three main program areas: (i) Initiatives in Education, (ii) Development of Local Communities, and (iii) Sharing the Polish Experiences in Transformation. The Foundation generally seeks an external program manager (typically a well-established non-governmental organization in Poland) to execute the objectives of each individual grant, thereby leveraging the Foundation's resources. The Foundation does not have ownership or control of the external program managers.

With the permission of the Minister of Foreign Affairs of Poland, the Foundation maintains a representative office in Poland (the "Representative Office"), the purpose of which is to engage in activities to promote the Foundation and to provide information and consultation to the Foundation with respect to its activities.

Polsko-Amerykański Fundusz Pożyczkowy Inicjatyw Obywatelskich Sp. z o.o. ("PAFPIO") is a separately managed subsidiary of the Foundation which extends loans to non-governmental organizations, associations and other non-profit initiatives in Poland. On May 31, 2011, the Fund contributed 100% of the shares of PAFPIO to the Foundation as a grant. PAFPIO is an independent and distinct business unit from the Foundation and, given that the Foundation owns all the outstanding shares, PAFPIO is consolidated with the accounts of the Foundation, as required by accounting principles generally accepted in the United States of America ("U.S. GAAP").

2. BASIS OF PRESENTATION

In accordance with U.S. GAAP, the Corporation is required to classify information regarding its consolidated financial position and consolidated activities according to two classes of net assets: (i) net assets without donor restrictions, which may be expended for any purpose, and, (ii) net assets with donor restrictions, which are net assets subject to donor-imposed stipulations that must be expended in accordance with those stipulations. At December 31, 2025, the entire balance of net assets was classified as net assets without donor restrictions and the Corporation had no net assets designated by the Board of Directors as restricted.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Principles of Consolidation

The consolidated financial statements are prepared in conformity with U.S. GAAP and include the accounts of the Foundation and PAFPIO, the Foundation's only subsidiary. All intercompany balances and transactions have been eliminated in consolidation.

Use of Estimates

The preparation of the consolidated financial statements in conformity with U.S. GAAP requires management to make estimates and assumptions that affect the reported amounts of (i) assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and (ii) income and expenses during the reporting period. Actual results could differ from those estimates.

POLISH-AMERICAN FREEDOM FOUNDATION

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AS OF DECEMBER 31, 2025

Investments, at Fair Value

The Corporation records investment transactions on the trade date. Interest and dividend income, unrealized appreciation and depreciation and realized gains and losses are reported in the consolidated statement of activities. The Corporation's investments are assets of the Foundation. The Corporation engages professional investment managers and advisors who manage and monitor the Corporation's investments. See Note 6 for more detailed disclosures of the Corporation's investments. Investments, at fair value, are categorized according to the "Fair Value Hierarchy" or measured at "Net Asset Value" ("NAV"), as described below.

Investments, at Fair Value, Categorized According to the Fair Value Hierarchy

The Corporation's investments categorized according to the Fair Value Hierarchy are valued at fair value and disclosed according to the "fair value hierarchy" in the Financial Accounting Standards Board ("FASB") Accounting Standards Codification ("ASC") Topic 820, Fair Value Measurements and Disclosures. The fair value hierarchy defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The Corporation's investments categorized according to the fair value hierarchy are classified as described below:

Level 1: Inputs to the valuation methodology are unadjusted quoted prices available in active markets for identical assets or liabilities as of the reporting date;

Level 2: Inputs to the valuation methodology are other than quoted prices in active markets, which are either directly or indirectly observable as of the reporting date, and fair value can be determined through the use of models or other valuation methodologies; and

Level 3: Inputs to the valuation methodology are unobservable in situations where there is little or no market activity for the asset or liability and the reporting entity makes estimates and assumptions related to the pricing of the asset or liability including assumptions regarding risk. The inputs into the determination of fair value require significant judgment. Due to the inherent uncertainty of these estimates, these values may differ materially from the values that would have been used had a ready market for these assets and liabilities existed.

A financial instrument's level within the fair value hierarchy is based on the lowest of any input that is significant to the fair value measurement. A description of the valuation methodologies used for instruments measured at fair value, including the general classification of such instruments pursuant to the fair value hierarchy, is presented below:

Common and Preferred Stocks, Exchange Traded Fund - S&P 500 Stock Index and Fixed Income Securities: Equity and fixed income securities (Polish government treasury securities) are valued based upon the closing price as quoted on major exchanges. Common and preferred stocks, Exchange Traded Fund - S&P 500 Stock Index and certain fixed income securities are classified within level 1 of the fair value hierarchy.

Public Mutual Funds – Equity and Fixed Income: These investments are public investment vehicles valued using the NAV provided by the administrator of the investment vehicle. The NAV for public mutual funds is a quoted market price and classified within level 1 of the fair value hierarchy.

Investments, at Fair Value, Measured at Net Asset Value

Investments measured at NAV are valued as of December 31, 2025 using the NAV of the investment vehicle as a practical expedient. The NAV is based on the value of the underlying assets owned by the investment vehicle, minus its liabilities. The fair value of investments valued using NAV represents the portion of the NAV owned by the Corporation, and are comprised of Alternative Investments and Private Mutual Fund – Equity:

POLISH-AMERICAN FREEDOM FOUNDATION

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AS OF DECEMBER 31, 2025

Alternative Investments: These investments are private investment vehicles valued using the NAV provided by the investment vehicle manager. Underlying investments that are determined by the investment vehicle manager to be illiquid and/or lacking a readily accessible market value are valued using current estimates provided by the investment vehicle manager. The investment vehicle manager determines valuation inputs and methodologies.

Private Mutual Fund – Equity: This investment is a private investment vehicle valued using the NAV provided by the investment vehicle manager. The NAV for this private mutual fund is the NAV's unit price which is quoted on a private market that is not active; however, the unit price is based on underlying investments which are traded on active markets and the Corporation can redeem its investment at the measurement date or within the near term without redemption restrictions.

Cash and Cash Equivalents

For purposes of the consolidated statement of cash flows, the Corporation considers all highly liquid financial instruments with an original maturity of three months or less when purchased to be cash equivalents. At December 31, 2025, the Corporation had no restricted cash.

Grants and Grants Payable

Grants without conditions are recorded as grant expense in the consolidated statement of activities and grants payable in the consolidated statement of financial position after the grant is approved in accordance with policies set by the Board of Directors and when the parties have signed the grant agreement. Grants with conditions ("Conditional Grants") are recorded in the period the condition or conditions on which they depend are substantially met as grant expense in the consolidated statement of activities and grants payable in the consolidated statement of financial position after the grant is approved in accordance with policies set by the Board of Directors and the parties have signed the grant agreement. In 2025 there were no Conditional Grants.

Contributions

Contributions with no donor-imposed conditions are reported as income in the consolidated statement of activities in the period (i) the contribution is made, and/or (ii) the grant agreement between the Corporation and the donor is signed. Contributions with donor-imposed conditions are reported as income in the consolidated statement of activities in the period the condition or conditions on which they depend are substantially met. In 2025 there were no contributions.

Interest and Dividend Income

Interest income is recognized on an accrual basis. Dividend income is recorded in the period in which the dividend is declared and the Corporation was the holder of the security as of the record date.

Foreign Currency

The Corporation's functional and reporting currency is the U.S. dollar. The functional currency of the Representative Office and PAFPIO is the Polish zloty. Income and expenses transacted in Polish zlotys are translated into United States dollars during the year at current exchange rates. Polish zloty denominated assets and liabilities are translated at the year-end spot currency rate. Remeasurement and translation adjustments are reflected in the consolidated statement of activities as net currency remeasurement gain or (loss).

Donated Services

The Corporation's directors receive no compensation or fees for serving as directors. The Corporation's chairman of the board of directors (the "Chairman") receives an honorarium in exchange for his services as the Chairman. The Corporation's non-executive Polish directors receive a consulting fee for support of the Foundation's programs in Poland. For the year ended December 31, 2025, the total fees paid to all Polish directors and the Chairman amounted to \$89,319.

POLISH-AMERICAN FREEDOM FOUNDATION

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AS OF DECEMBER 31, 2025

Depreciation and Amortization

Land and fixed assets are initially recorded at cost. All fixed assets, other than land, which is not depreciated, are depreciated on a straight-line basis over their estimated useful lives as follows: land improvements, 15 years, building, 39 years, and computer equipment, software, furniture, equipment and automobiles, from three to five years.

Operating Expenses

Professional services, expenses of Board of Directors meetings, fees paid to Polish directors and the Chairman, expenses for travel, lodging and meals, administrative expenses, VAT, PAFPIO Polish income tax and PAFPIO allowance for loan losses are classified as operating expenses.

Credit risk

Credit risk is the possibility that loss may occur from counterparty failure to perform according to the terms of a contract. Unless noted otherwise, collateral or other security is not normally required by the Corporation to support financial instruments or loans with credit risk. At December 31, 2025, the Corporation had credit exposure mainly from debt instruments in the Corporation's investment portfolio and loans extended by PAFPIO. The maximum risk of loss from these assets is represented by their respective consolidated statement of financial position amounts.

4. POLISH-AMERICAN ENTERPRISE FUND GRANT

Pursuant to an agreement signed in 1999 between the Fund and the U.S. Agency for International Development ("USAID"), an independent executive branch agency within the U.S. Government, and in consultation with the Government of Poland, the Fund (i) returned \$120 million of the Fund's assets to the U.S. Treasury and (ii) contributed the Fund's remaining assets to the Foundation pursuant to a grant agreement between the Fund and the Foundation (as amended, the "Grant Agreement"). The total amount the Fund contributed to the Foundation is \$255.3 million. The Grant Agreement terminated upon the Fund's dissolution on December 27, 2011 except that certain provisions survived termination (the "Surviving Terms"), including that the U.S. Government may require the Foundation return the assets received from the Fund. Pursuant to the notification dated May 27, 2025 received from USAID, USAID formally terminated its oversight of the Foundation and the Surviving Terms became of no further force and effect.

5. MANAGEMENT OF LIQUID RESOURCES

The Foundation relies on returns on its investment portfolio (the "Portfolio") and PAFPIO relies on interest income from loans to support spending for operations, which are the costs incurred to carry out the mission of the Foundation and the mission of PAFPIO. The Foundation has adopted an investment policy to govern the management of the Portfolio, which includes a spending policy that provides that annual spending, which includes grants, operating expenses and capital expenditures, shall be based on approximately 5.0% of the average quarter-end Portfolio value for the most recent twelve quarters. To meet cash needs for operations within one year of the balance sheet date, the Corporation had available liquid resources of \$8.4 million held in cash ("Year-End Cash"). Approximately 95% of the Foundation's spending is in Polish zlotys. Included in Year-End Cash is approximately 6 months of zloty spending in zlotys. In addition, \$94.6 million of the Corporation's investments at fair value have daily liquidity.

POLISH-AMERICAN FREEDOM FOUNDATION
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2025

6. INVESTMENTS AT FAIR VALUE

See "Investments, at Fair Value" in Note 3, above, for discussion of the methodologies and assumptions used to determine the fair value of the Corporation's Investments. The cost, fair value and accumulated unrealized appreciation on investments at December 31, 2025 is presented in the table below:

	Cost	Fair Value	Accumulated Unrealized Appreciation
Investments Categorized According to the Fair Value Hierarchy:			
Common and Preferred Stocks	\$ 17,260,101	\$ 28,301,346	\$ 11,041,245
S&P 500 Stock Index Exchange Traded Fund	27,516,353	46,397,104	18,880,751
Public Mutual Fund – Fixed Income	19,854,016	19,890,676	36,660
Investments Measured at NAV:			
Alternative Investments	127,260,060	206,057,748	78,797,688
Private Mutual Fund - Equity	8,115,812	25,827,152	17,711,340
	<u>\$ 200,006,342</u>	<u>\$ 326,474,026</u>	<u>\$ 126,467,684</u>

The net unrealized appreciation (depreciation) and net realized gain on investments for the year-ended December 31, 2025 is presented in the table below:

	Net Unrealized Appreciation/ (Depreciation)	Net Realized Gain
Investments Categorized According to the Fair Value Hierarchy:		
Common and Preferred Stocks	\$ 1,104,188	\$ 1,829,255
Exchange Traded Fund - S&P 500 Stock Index	5,748,237	1,052,680
Public Mutual Fund - Fixed Income	(41,873)	121,347
Investments Measured at NAV:		
Alternative Investments	15,385,855	12,794,880
Private Mutual Fund - Equity	3,655,538	3,362,819
	<u>\$ 25,851,945</u>	<u>\$ 19,160,981</u>

POLISH-AMERICAN FREEDOM FOUNDATION

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AS OF DECEMBER 31, 2025

Set forth in the table below are the Corporation's investments as of December 31, 2025, at fair value on a recurring basis by the hierarchy levels described in Note 3:

	Quoted Prices in Active Markets for Identical Assets (Level 1)		Measured at NAV	Total
Investments Categorized According to the Fair Value Hierarchy:				
Common and Preferred Stocks	\$	28,301,346	\$ -	\$ 28,301,346
Exchange Traded Fund - S&P 500 Stock Index		46,397,104	-	46,397,104
Public Mutual Fund - Fixed Income		19,890,676	-	19,890,676
Investments Measured at NAV:				
Alternative Investments		-	206,057,748	206,057,748
Private Mutual Fund - Equity		-	25,827,152	25,827,152
	\$	94,589,126	\$ 231,884,900	\$ 326,474,026
% of total		29.0%	71.0%	100.0%

For the year ended December 31, 2025, the Foundation's investments, net of external and direct internal investment expenses had an annual rate of return of 15.6%.

Presented in the table below is information about the Corporation's investments valued using the NAV of the investment vehicle as a practical expedient, categorized by investment strategy, as of December 31, 2025:

	Fair Value	Redemption Frequency	Redemption Notice Period	
<u>Alternative Investments:</u>				
Multi-strategy	\$ 50,656,120	Quarterly / over four quarters / over 12 quarters	65-75 days 15 business days	(a)
Emerging markets	27,966,117	Monthly	to 30 days	(b)
Long/short equity	19,980,872	Annually	45-90 days	(c)
Long Only	74,555,468	See note	see note	(d)
Private equity	32,899,172	Not able to redeem	Not applicable	(e)
	206,057,748			
<u>Private Mutual Fund – Equity:</u>				
International	25,827,152	Monthly	10 business days	(f)
	<u>\$ 231,884,900</u>			

There are no unfunded commitments to the Corporation's investments other than commitments totaling \$11.8 million as disclosed in note (e), below. It is probable that the amount ultimately received if investments measured at NAV were to be sold would be different than the fair value of these investments at December 31, 2025.

- a) Multi-strategy: This category includes alternative investment funds that pursue multiple investment strategies, including long/short equity, event driven, credit, merger arbitrage,

POLISH-AMERICAN FREEDOM FOUNDATION

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AS OF DECEMBER 31, 2025

distressed debt, asset-backed securities, convertible securities, private transactions and capital optimization strategies primarily in the United States, outside the United States and countries comprising the Organization for Economic Co-operation and Development. Redemptions may be made (i) quarterly for 53% of this category, (ii) over four quarters at a rate of 25% of NAV per quarter for 27% of this category and (iii) over 12 quarters at a rate of 1/12 of NAV per quarter for 20% of this category.

- b) Emerging markets: This category includes two alternative investment funds. One fund comprising 58% of this category pursues a long-only strategy for investment in emerging markets which primarily invests in companies located in countries that are included in the MSCI Emerging Markets Index and the MSCI Frontier Markets Index. The other fund comprising 42% of this category invests in equity securities of companies operating outside the U.S. and particularly within Europe, Australia, the Far East and Canada. Redemptions from these two funds may be made monthly.
- c) Long/short equity: The one alternative investment fund in this category pursues long/short equity strategies by investing in equities focused on the global technology, media and telecommunications sectors. Redemptions may be made annually.
- d) Long Only: This category is comprised of five investments that pursue the following investment strategies:
 - I. one fund invests in companies in the industrial, consumer discretionary, and healthcare sectors,
 - II. one fund invests in companies in the healthcare sector.
 - III. one fund invests in companies located in the United States, internationally and in emerging markets,
 - IV. one fund invests in international large-cap companies, and
 - V. one fund invests in small cap growth companies.

Redemptions may be made monthly and quarterly for 28% and 57% of this category, respectively. Redemptions may be made on December 31, 2026 upon 150 days prior notice and as of each 36-month anniversary thereafter upon 150 days prior notice for 15% of this category.

- e) Private equity: The Corporation has invested in fourteen private equity funds. These funds do not provide for redemptions as distributions are expected to be made as the underlying assets are sold by the funds; it is not possible to estimate the period of time over which the underlying assets will be sold; pursuant to the fund documents, all distributions are due to be made by the termination date of each fund, which may be extended. This category is comprised of:
 - I. two investments in private equity funds that invest in the energy sector in North America; the Corporation has committed to invest \$9.0 million in these funds, \$4.5 million to each, and, at December 31, 2025, the Corporation's remaining commitment to both funds was \$0.2 million. The termination dates of the first and second fund are in 2022 and 2026, respectively,
 - II. investments in four private equity funds that invest in expansion and growth-stage healthcare investments primarily in the specialty pharmaceuticals, therapeutic/pharma services, medical technologies and healthcare services sectors; the Corporation has committed to invest \$14.0 million to these funds and, at December 31, 2025, the Corporation's remaining commitment to these funds was \$2.6 million. The termination dates of these funds are in 2026, 2029, 2032 and 2032, respectively,
 - III. an investment in two private equity funds that are dislocation funds designed to invest during periods of market stress. These funds have a focus on stressed and distressed securities, mainly in the United States and OECD countries; the Corporation has committed to invest \$10.0 million to these funds and, at December 31, 2025, the

POLISH-AMERICAN FREEDOM FOUNDATION

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AS OF DECEMBER 31, 2025

- Corporation's remaining commitment to these funds was \$7.0 million. The termination dates of the first and second fund are in 2028 and 2032, respectively,
- IV. an investment in a globally diversified portfolio of venture capital funds that also pursues co-investment opportunities; the Corporation has committed to invest \$1.5 million to this fund and, at December 31, 2025, the Corporation's remaining commitment to this fund was \$0.1 million. The termination date of this fund is in 2031,
 - V. an investment in a fund of funds focused on creating a concentrated portfolio of primary and secondary commitments in established and up and coming venture funds, and direct investments in growth stage companies; the Corporation has committed to invest \$1.5 million to this fund and, at December 31, 2025, the Corporation's remaining commitment to this fund was \$0.1 million. The termination date of this fund is in 2035,
 - VI. an investment in a private equity fund that invests in early-stage growth and durable growth companies in private markets. The Corporation has committed to invest \$0.5 million in this fund and at December 31, 2025, the Corporation's remaining commitment to this fund was \$0.1 million. The termination date of this fund is in 2031.
 - VII. an investment in two private equity funds that invest in market leading, rapidly growing internet-enabled, consumer, enterprise software and financial technology companies primarily based in the U.S., China and India. The Corporation committed \$3.5 million to these funds. As of December 31, 2025, the Corporation had no remaining unfunded commitments. The termination dates for these funds are in 2031.
 - VIII. one investment fund (the "Parent Fund") with an investment strategy to invest in secondary fund managers through commitments to three underlying funds in the same investment family. The percent of the Parent Fund commitments to each of the three underlying funds and each underlying funds' investment strategy are (i) Fund 1: 47% of Parent Fund commitments. Fund 1 will acquire limited partner interests in buyout, venture capital and growth equity funds and opportunistically in real estate, energy and other sector-specific underlying funds, (ii) Fund 2: 22% of Parent Fund commitments. Fund 2 will invest in limited partner interests alongside Fund 1 in deals that are \$25 million and larger, and (iii) Fund 3 will invest in limited partner interests primarily in small-deal (total transaction size of \$500 million or less). The Corporation has committed to invest \$5.0 million in the Parent Fund and the Corporation's remaining commitment to the Parent Fund was \$1.7 million. The termination date for this fund is in 2034.
- f) International: This category has one investment fund whose objective is to achieve long-term growth primarily by investing in a diversified portfolio of equity securities of companies located in any country other than the United States. The fund invests primarily in established international markets; however a portion of the fund's assets may be invested in emerging markets. Redemptions may be made monthly.

7. LAND AND FIXED ASSETS

As of December 31, 2025, land and fixed assets consisted of:

Land	\$ 1,913,359
Land improvements	174,158
Building	2,769,692
Computer equipment and software	135,797
Furniture and equipment	278,757
Automobiles	104,701
	<u>5,376,464</u>
Less - Accumulated depreciation and amortization	<u>1,571,996</u>
Net book value	<u>\$ 3,804,468</u>

POLISH-AMERICAN FREEDOM FOUNDATION
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2025

8. FUNCTIONAL CLASSIFICATION AND ALLOCATION OF EXPENSES

Expenses of the Corporation's operations incurred to carry out the mission of the Foundation and the mission of PAFPIO are classified as grants without and with donor restrictions and decreases in net assets without and with donor restrictions in the Consolidated Statement of Activities ("Decreases in Net Assets without and with Donor Restrictions and Grants"), which are allocated to functional classifications as follows:

	Decreases in Net Assets	Program Services	Management and General
Decreases in Net Assets Without Donor Restrictions:			
Employee compensation and benefits	\$ 1,915,438	\$ 1,265,539	\$ 649,899
Operating expenses	1,038,135	279,136	758,999
Occupancy	209,036	130,560	78,476
Depreciation and amortization	140,740	86,342	54,398
Total decrease in net assets without donor restrictions	3,303,349	1,761,577	1,541,772
Grants:			
Without Donor Restrictions	13,662,228	13,662,228	-
Grants and decrease in net assets	\$ 16,965,577	\$ 15,423,805	\$ 1,541,772

Program services expenses consist of services rendered to beneficiaries that fulfill the mission of the Foundation and the mission of PAFPIO ("Program Services"). Management and general expenses are expenses of all other activities of the Foundation and PAFPIO that support Program Services ("Management and General").

Expenses are allocated to functional classifications as follows: (i) employee compensation and benefits and depreciation and amortization are allocated to functional classification by employee based on estimates of time and effort spent by functional classification; (ii) operating expenses are allocated to functional classification (a) by employee based on estimates of time and effort spent by functional classification or (b) to the Management and General classification based on actual expenses incurred for expenses that by their nature are not programmatic expenses, (iii) Occupancy is allocated to functional classification based on square footage and by employee based on estimates of time and effort spent by functional classification; and (iv) grants are classified in the Program Services functional classification.

9. LOANS AND ALLOWANCE FOR LOAN LOSSES

Loans are generated by PAFPIO and are stated at the principal amount outstanding plus accrued interest reduced by an allowance for loan losses. Interest on loans is credited to income based on principal amounts outstanding at applicable rates. The accrual of interest is discontinued when the loan agreement is terminated or there is doubt regarding collectability.

The allowance for loan losses is maintained at a level determined by PAFPIO management to adequately absorb potential losses in the loan portfolio. This determination is based on the exposure to loss related to specific borrower situations, including their financial position, payment history and collateral values, and other relevant factors and estimates which are subject to change over time. Estimating the risk of loss and amount of loss on any loan is necessarily subjective and ultimate losses may vary from current estimates. These estimates are reviewed by PAFPIO management periodically and, as adjustments become necessary, are reported in the periods in which they become known. The allowance for loan losses is (i) increased by provisions for loan losses charged to operations, (ii) decreased by recoveries of loans previously provided for in the allowance for loan losses and (iii) decreased by write-offs. Collection efforts continue after a loan is charged-off by PAFPIO Management and future recoveries may occur.

POLISH-AMERICAN FREEDOM FOUNDATION

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

AS OF DECEMBER 31, 2025

Changes in the PAFPIO allowance for loan losses for the year ended December 31, 2025 were as follows:

Beginning balance	\$ 221,953
Additional provision charged to operations	115,004
Recoveries of loans previously provided for in allowance for loan losses	(4,535)
Loans written-off	(87,077)
Foreign currency translation adjustment	30,849
Balance, end of year	<u>\$ 276,194</u>

10. COMMITMENTS AND OFF-BALANCE SHEET COMMITMENTS

As of December 31, 2025 the Corporation had approved 18 programs totaling \$13.3 million that were subject to the completion of grant negotiations and the signing of grant agreements to the satisfaction of all parties. Subsequent to December 31, 2025 the Foundation signed grant agreements for these approved programs in the total amount of \$3.3 million.

As disclosed in Note 6, at December 31, 2025 the Foundation had \$11.9 million in commitments to private equity funds. Subsequent to December 31, 2025, the Corporation funded \$0.76 million of these commitments.

11. WAR IN UKRAINE AND IN MIDDLE EAST

The ongoing military conflict in Ukraine and the related sanctions targeted against the Russian Federation may have an impact on the Polish, European and global economies. The Corporation's programmatic activities include programs conducted in Poland that are addressed to representatives, partners, students and professionals from Eastern European countries, the South Caucasus, Central Asia, Ukraine, Belarus and Russia. The Foundation performed an assessment of the potential impact of the conflict in the Middle East and concluded that the conflicts do not have any direct impact on the Foundation's programmatic activities.

The Foundation's programmatic activities are financed from returns on its investment portfolio (the "Portfolio"), which does not have any significant direct exposure to Ukraine, Russia, Belarus or the Middle East. However, global financial markets and/or the general economic situation may be impacted, by these conflicts, which could affect certain Portfolio related assumptions and estimates which could lead to adjustments to the carrying value of the Portfolio within the next financial year. The Corporation's available liquid resources are in excess of spending needs for the next financial year and to date the Corporation's programmatic and other activities have not been adversely impacted.

12. TAX STATUS

United States

The Foundation is exempt from U.S. Federal income taxes under Section 501(c)(4) of the U.S. Internal Revenue Code. In addition, the Foundation is exempt from state and local income taxes.

Poland

The Representative Office is not subject to Polish corporate income taxation. PAFPIO is a Polish limited liability corporation subject to Polish Corporate income tax. For the year ended December 31, 2025, PAFPIO incurred \$37,548 of income tax expense, which is included in operating expenses in the consolidated statement of activities.

**POLISH-AMERICAN FREEDOM FOUNDATION
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2025**

13. SUBSEQUENT EVENTS

The Corporation has evaluated subsequent events through April 30, 2026, the date the consolidated financial statements were available to be issued and has determined that there were no events requiring consideration as adjustments to, or disclosures in, the consolidated financial statements as of and for the year ended December 31, 2025.

BOARD OF DIRECTORS

* as of June 2026

ANDREW NAGORSKI – CHAIRMAN

Award-winning journalist and author, former foreign correspondent and senior editor of Newsweek International

ALFRED B. BIEĆ

Former Undersecretary of State, Office of the Council of Ministers, Secretary of the Government's Economic Committee, former President and CEO of the Bank PEKAO New York and the Post Bank

ANGELA BRAV

Former President of Hertz International

SARA GAY FORDEN

Best-selling author and experienced journalist, Team Leader for Legal DC, Bloomberg News

GEOFFREY HOGUET

Managing Member, GRH Holdings, LLC

JOHN KASNICKI

Managing Director on the Investment Team, Summit Rock Advisors

KATARZYNA KIELI

President & Managing Director Warner Bros. Discovery Poland and CEO TVN

JERZY KOŹMIŃSKI

Former Polish Ambassador to the United States, President and Chief Executive Officer of the Polish-American Freedom Foundation

KATARZYNA MANISZEWSKA

Expert in the internationalization of education, scholar in international security, and author of academic publications

STEPHEN D. MULL

Vice Provost for Global Affairs, University of Virginia; Former U.S. Ambassador to Lithuania and Poland

SYLWIA WILKOS

Film producer and director, President of the Moondragon Film, academic teacher in social and political studies

FORMER MEMBERS OF THE BOARD OF DIRECTORS:

MAREK BELKA – 2000-2010

JOSEPH C. BELL – 2000-2025

MICHAŁ BONI – 2000-2008

ANNA FORNALCZYK – 2001-2025

CHRISTOPHER R. HILL – 2010-2022

DAVID NIEMIEC – 2011-2020

CARLA H. SKODINSKI – 2009-2022

JOHN P. BIRKELUND † – 2000-2019

FREDERICK M. BOHEN † – 2003-2013

ZBIGNIEW BRZEZIŃSKI † – 2000-2015

COLIN G. CAMPBELL † – in 2000

JOHN H'DARMS † – 2000-2002

ROBERT G. FARIS † – 2000-2015

ALEKSANDER KOJ † – 2000-2010

KRZYSZTOF PAWŁOWSKI † – 2000-2026

NICHOLAS A. REY † – 2000-2009

MANAGEMENT AND STAFF

* as of June 2026

President and Chief Executive Officer

JERZY KOŹMIŃSKI

Chief Operating Officer

Head of the Representative Office in Poland

GRZEGORZ JĘDRYS

Program Directors:

RADOSŁAW JASIŃSKI

JOANNA LEMPART

MARIANNA HAJDUKIEWICZ

AGNIESZKA MAZUR

Program Officers:

MIROŚŁAW CZYŻEWSKI

KATARZYNA ŚWIĄTKIEWICZ

KALINA GRZESZUK-ZAJĄCZKOWSKA

Chief Accountant

AGNIESZKA KWIATKOWSKA

Programs' Financial Controller

JUSTYNA PODRAZA

Public Relations Specialist

PRZEMYSŁAW ZAROŃ

Accounting

GRAŻYNA SKRZYPIEC

Assistants / Administration:

JULIA CHĘCIŃSKA

JULIA SOWA

RAFAŁ KUCHARUK

Treasurer and Chief Financial Officer

Secretary to the Board of Directors

NORMAN E. HASLUN III

Senior Consultant

C. DOUGLAS ADES

**POLISH-AMERICAN FREEDOM FOUNDATION
REPRESENTATIVE OFFICE IN POLAND**

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