

2000-20**20 YEARS**  
**POLISH-AMERICAN**  
**FREEDOM FOUNDATION**

**PAFF REPRESENTATIVE OFFICE IN POLAND**

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# LETTER FROM THE PAFF LEADERSHIP



**Andrew Nagorski**  
Chairman of the Board  
of Directors



**Jerzy Koźmiński**  
President and CEO

## Dear Friends,

It is our great pleasure to present this publication summarizing 20 years of the Polish-American Freedom Foundation's activities.

The establishment of the Foundation was made possible thanks to the success of the Polish-American Enterprise Fund. The Enterprise Fund was created at the initiative of President George H. W. Bush under the „Support for East European Democracy Act” passed by the U.S. Congress in 1989. In the nineties, the Enterprise Fund played an active and important role in supporting the development of a market economy in Poland. Due to its effective investment operations, the Fund was able to generate a significant profit from the original \$240 million granted to it by Congress. In 2000, based on an agreement between the governments of Poland and the United States, the Fund returned half of its initial capital – \$120 million – to the U.S. budget, while the other half, along with the entire surplus, was earmarked for the newly established Polish-American Freedom Foundation's endowment. This amounted to a total of \$255 million.

The founders of PAFF had two primary goals in mind: helping consolidate the results of the Polish changes triggered by the momentous events in 1989, and sharing Poland's experiences in its transformation with other countries. Such broadly defined objectives had to be narrowed down. In its activities in Poland, the Foundation decided to focus on those communities and groups that needed the most support during the period of transition, especially in villages and small towns. As a result, two

leading issues have dominated PAFF programs since inception: levelling the playing field in education along with improving the quality of education overall, as well as supporting development of local communities and building social capital within them.

Over the 20 years of activity, the Foundation has launched 37 programs for which it provided almost \$216 million of its own funds and attracted nearly \$210 million from outside sources. Those funds enabled us to grant more than 30,000 scholarships for university studies to young people from low-income families, to offer training workshops on modern teaching methods to 110,000 teachers, and to run 16,000 local projects in which hundreds of thousands of people took part. Those funds also allowed more than 14,000 student-volunteers to carry out 40,000 educational projects for 390,000 children and youth, and over 30,000 local leaders and NGO managers to participate in professional training to improve their qualifications and skills.

As a result of cooperation with the Bill and Melinda Gates Foundation, PAFF received a grant of \$31 million to implement the Library Development Program in Poland, part of the international „Global Libraries” undertaking. The Library Development Program transformed almost 4,000 Polish libraries in villages and small towns, turning them into modern centers of education, culture and information teeming with civic activity. About 10,000 librarians participated in training workshops, while their institutions received modern computer equipment, software, and free access to the internet.

A few years ago, a unique institution – the School of Education of the Polish-American Freedom Foundation and the University of Warsaw - was opened in Warsaw. This innovative program was created in close cooperation with Columbia University Teachers College in New York. The School of Education is the first full-time postgraduate study program in Poland that combines theoretical classes with practice lessons at school, equipping students to enter the teaching profession fully prepared.

From the beginning, the Foundation has been active in sharing the experiences gained by Poland in the course of her systemic transformation and integration with the European Union. PAFF has supported more than 1,000 projects of cooperation between Polish NGOs and their partners in Eastern Europe, the South Caucasus, and Central Asia. PAFF study tours have enabled almost 10,000 university students and young professionals from the East to visit Warsaw and many other Polish cities, along with smaller localities. If you add to that the number of Lane Kirkland Scholarships Program participants, this means that more than 14,000 people have visited Poland thanks to PAFF programs since 2000.

For nearly 10 years the Foundation has had its own building in Warsaw where its Representative Office in Poland is located. This investment proved very useful as it considerably increased the ability of our organization to carry out numerous activities. Thanks to its modern conference infrastructure, nearly 1,000 events in the Wilanów office have been organized since 2011. They included workshops, seminars, training sessions and other meetings. Every year these events are attended by more than 2,000 participants of PAFF programs.

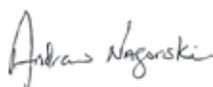
All those numbers clearly show the broad scope of PAFF's activities. They are the product of the huge

engagement and hard work of many people. In this special 20th anniversary year, we would like to extend our sincere gratitude to all the partners, civic leaders, NGOs and other institutions involved in the implementation of PAFF's undertakings. First of all, we express our great appreciation to those organizations that took on the role of PAFF Program Managers; our successes are achieved thanks to their teams of experienced, creative, and enthusiastic individuals.

We would also like to express our tremendous gratitude to the Members of the Foundation's Board of Directors. We can always rely on their unwavering support, good will, knowledge, and experience. We truly regret that some of them left us before they were able to witness our 20th anniversary. We are missing John P. Birkelund, who served as Chairman of the Board of Directors until 2012, Zbigniew Brzeziński, Robert G. Faris, Nicholas A. Rey, John H. D'Arms, Aleksander Koj and Frederic M. Bohlen.

Finally, we want to emphasize that none of our activities would have been possible without the everyday involvement of the PAFF team. We have had the pleasure of working with a truly amazing group of people from the very beginning of our operation. We would like to take this opportunity to warmly thank our exceptional staff members.

The past 20 years was a very good time for the Foundation. We were able to achieve the goals we set for ourselves and regularly adapt our activities to the continuously changing environment. We firmly believe that the experience we have gained and the valuable support we have received from our partners will allow us to continue our mission successfully in the years to come.

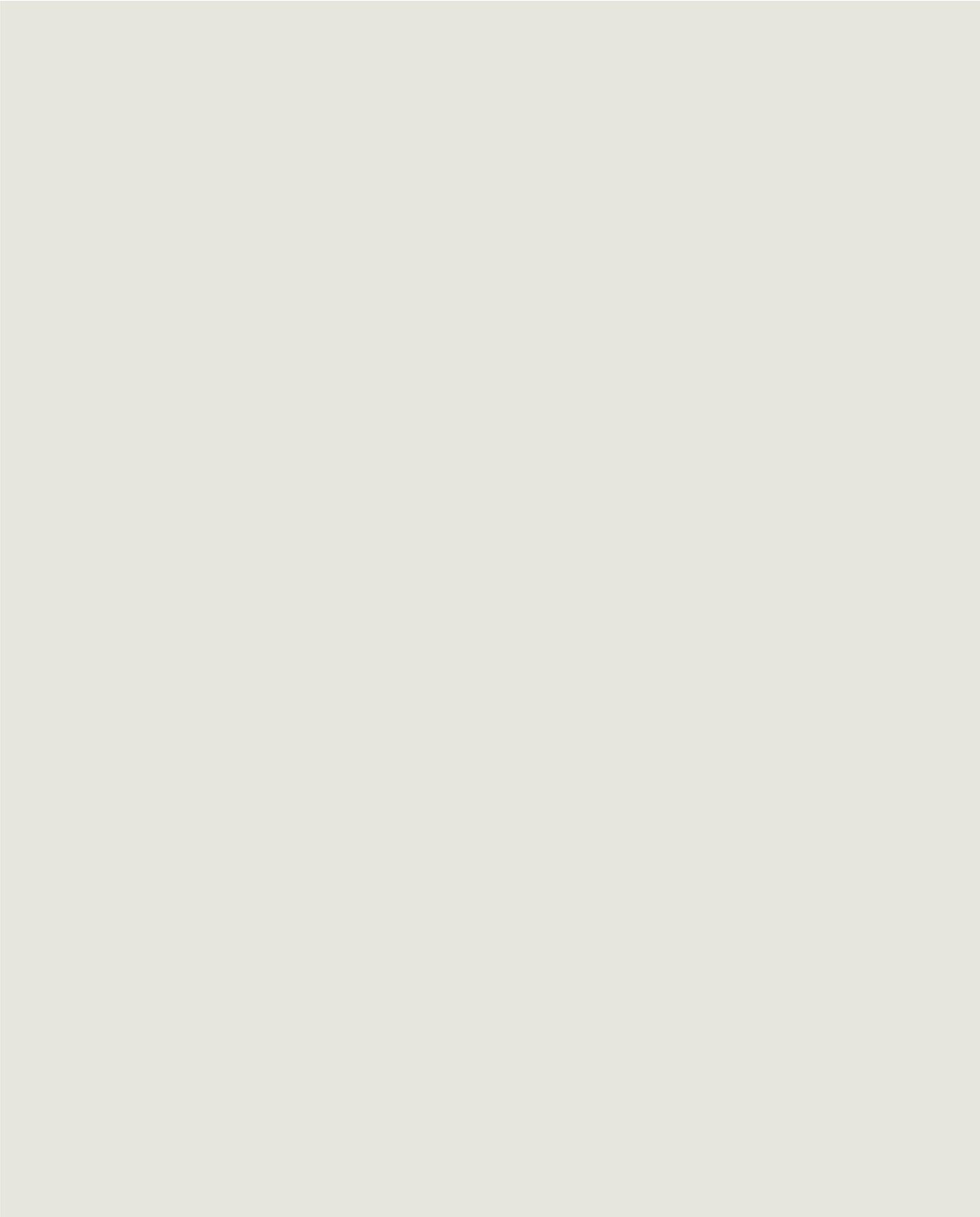


**Andrew Nagorski**  
Chairman of the Board of Directors



**Jerzy Koźmiński**  
President and CEO

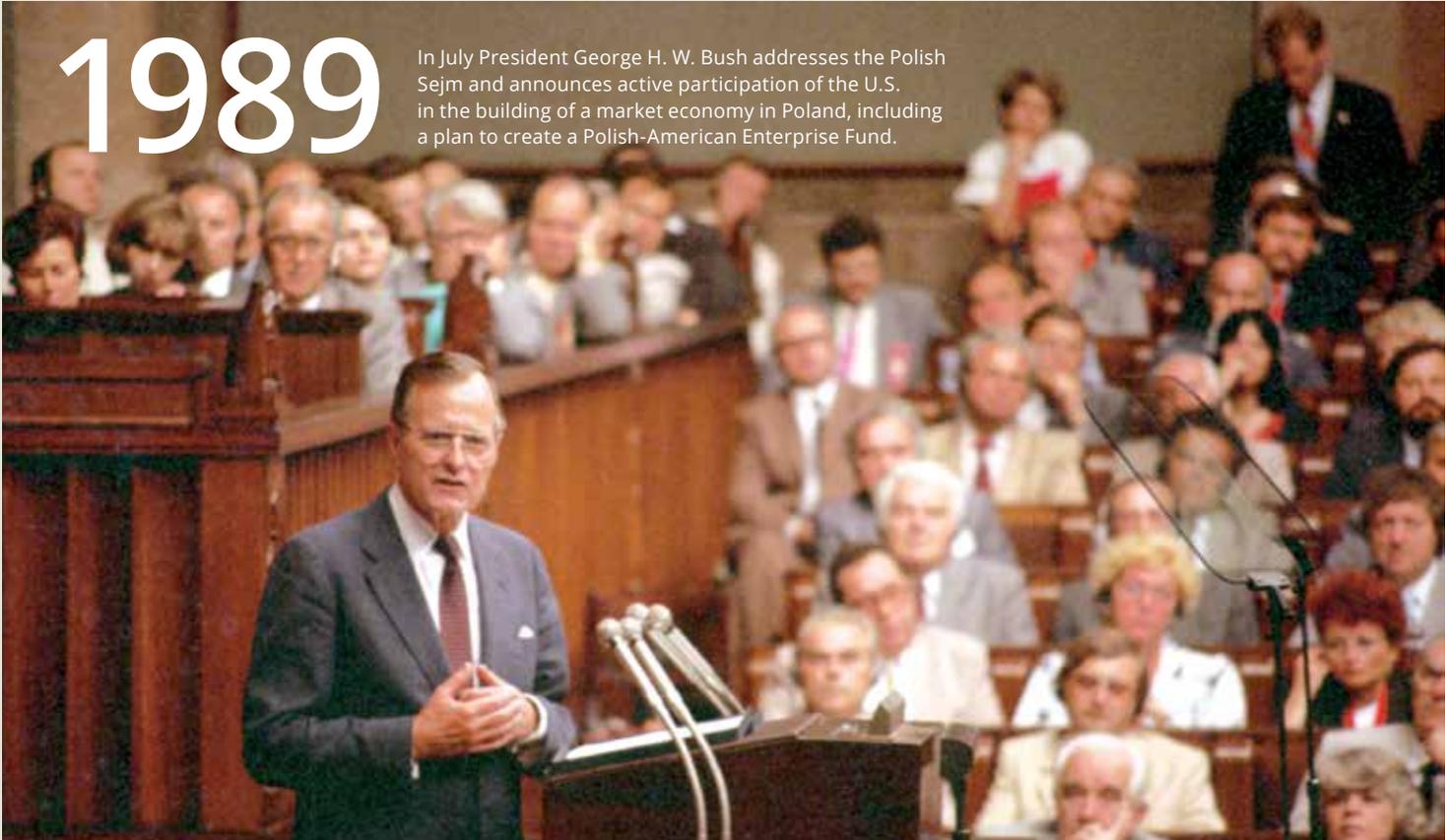
New York/Warsaw, March 2020



# FROM THE PAFF HISTORY

# 1989

In July President George H. W. Bush addresses the Polish Sejm and announces active participation of the U.S. in the building of a market economy in Poland, including a plan to create a Polish-American Enterprise Fund.



## 1989

### JANUARY

After the Roundtable Talks and the June 4 elections, Poland embarks on the road to deep political transformation.



### NOVEMBER

U.S. Congress passes the Support for the East European Democracy Act; it is the basis for establishing the Polish-American Enterprise Fund.

## 1990

### MAY

PAEF begins its activity. John P. Bireklund is appointed Chairman of the Board of Directors and Robert G. Faris becomes President and CEO of the Fund.

*Investing in more than 50 enterprises, the Fund established and developed many firms and institutions that currently play significant roles in the Polish economy. The Fund also initiated loan programs for small and middle-sized companies that covered almost 100,000 businesses, and contributed to establishing five banks. At the Fund's initiative, Enterprise Investors was established to manage its investments. Currently EI is the leading private equity fund manager in the region. Due to their successful investment activities, the Fund's initial capital of \$240 million was increased by over 50 percent. In 2001 the Fund returned half of its original capital - \$120 million - to the U.S. Treasury.*



## 1999

### JUNE

President of Poland Aleksander Kwaśniewski awards the Special Economic Award „for its significant contribution to the development of the Polish economy” to the Polish-American Enterprise Fund; the award is received by Ambassador Nicholas A. Rey on behalf of the Fund.



### JUNE

John P. Bireklund, Chairman of the Fund's Board of Directors is decorated with the Commander's Cross with the Star of the Order of Merit.

### AUGUST

Establishing of the Polish-American Freedom Foundation by PAEF. The first Board of Directors included Marek Belka, Joseph C. Bell, John P. Bireklund (Chairman), Michał Boni, Zbigniew Brzeziński, John D'Arms, Robert G. Faris, Aleksander Koj, Krzysztof Pawłowski, and Nicholas A. Rey. With the consent of the U.S. Congress and in accord with the Government of the Republic of Poland, a gradual transfer of funds to the Foundation by the Enterprise Fund begins - the first installment being \$40 million.





# 2000

Opening of the Representative Office of the Foundation in Warsaw, with the consent and support of Minister of Foreign Affairs Bronisław Geremek.

Jerzy Koźmiński, Polish Ambassador to the U.S. in 1994-2000, becomes President and CEO of the Foundation.

## 2000

### MARCH

The Board of Directors defines the main program areas for the Foundation: initiatives in education, development of local communities, and sharing the Polish experience in transformation.

PAFF's Board of Directors meets with Minister of Foreign Affairs Bronisław Geremek.



### MAY

The Foundation launches its first programs.

## 2001

### JULY

Poland suffers a devastating flood. In collaboration with the „Rzeczpospolita” daily, the Foundation awards grants to the most affected schools, located mainly in rural areas. Additionally, almost 200 small businesses receive preferential loans to repair damages caused by the flood; the loans supported by the Foundation were from the PAEF's Micro Fund.

### OCTOBER

Launching of the „Equal Opportunities” Program aimed at leveling the playing field in education for children and young people from rural areas and small towns.

### NOVEMBER

Leaders of the Foundation and the Polish-American Enterprise Fund are received in Washington D.C. by U.S. Secretary of State Colin Powell.



## 2002

### MAY

Initiation of the „Bridge Scholarships” Program for talented young people from villages and small towns.



### MAY

The Foundation becomes a partner of the „Benefactor of the Year” competition which promotes socially responsible companies.

### JULY

Conclusion of the second edition of the „Lane Kirkland Scholarships” Program with the participation of Irene Kirkland and Speaker of the Sejm Marek Borowski.



### SEPTEMBER

Initiation of the „Citizen and Law” Program aimed at development of various forms of civic and legal counseling.



# 2005

Members of the PAFF Board are received by President of Poland Aleksander Kwaśniewski.

## 2003

### JANUARY

Grant competitions at the local community level are launched as part of the „Act Locally” Program.



### JUNE

In a referendum, Poles decide that Poland should join the European Union. The Foundation initiates the „EURO-NGO” Program to help prepare Polish non-governmental organizations to acquire EU funds.

## 2004

### JANUARY

Assets of the Foundation's endowment exceed \$200 million thanks to another transfer from the Polish-American Enterprise Fund.

### FEBRUARY

As part of the „Region in Transition” Program (RITA), the „Study Tours to Poland” initiative is launched in which every year several hundred representatives of various environments and professional groups participate, mainly from Ukraine, Belarus, Russia, and Georgia.



### MAY

Prime Minister Marek Belka is a special guest at the finale of the 3<sup>rd</sup> round of the „Act Locally” Program.



### SEPTEMBER

Interklasa.pl is rated the best educational portal in Poland by the „Komputer Świat” magazine.



## 2005

### MAY

The year of the fifteenth anniversary of the Polish-American Enterprise Fund and the fifth anniversary of the Foundation. Among the guests are former President of Poland Lech Wałęsa and Speaker of the Sejm Włodzimierz Cimoszewicz.



### AUGUST

Grzegorz Jędrzyński takes over the post of the Head of the Representative Office of the Foundation in Poland, formerly held by Ryszard Kruk.

# 2007

Two former Prime Ministers – Jerzy Buzek and Marek Belka – conduct classes for schoolchildren within the „Student Volunteers” Program.



## 2006

### MARCH

The finale of the „Transparent Poland” campaign, promoting high standards in the functioning of local governments and cooperation between citizens and local authorities. Certificates are presented to 403 local governments by representatives of several organizations that carried out the program together with PAFF.



## 2007

### FEBRUARY

Beginning of PAFF's cooperation with the world's largest non-governmental grant-giving institution – the Bill and Melinda Gates Foundation – which resulted in a decision to launch the Library Development Program in Poland.



## 2008

### MARCH

The Polish-American Freedom Foundation establishes the Information Society Development Foundation to implement the Library Development Program.

### JUNE

Signing of a cooperation agreement between the Foundation and the Ministry of Culture and the National Heritage for the development and modernization of public libraries.



### SEPTEMBER

The first visit to the U.S. by participants and alumni of the „PAFF Leaders” Program.

### OCTOBER

The International Economic Forum in Krynica presents the Foundation with the Award for Central and Eastern European's Non-governmental Organization of the Year 2008.



### NOVEMBER

George Zamka, the space shuttle „Endeavour” commander, visits Poland at the invitation of the Foundation and the U.S. Embassy in Warsaw. He meets with schoolchildren participating in the Foundation's educational programs.



# 2009

PAFF, as a partner of the Bill and Melinda Gates Foundation, signs a grant agreement for the implementation of the Library Development Program in Poland. The total grant from the Gates Foundation will be \$31 million.



## 2009

### FEBRUARY

The Foundation co-establishes the Center for Social Innovation and Research - „Shipyard” Foundation, whose aim is to effectively combine the theory and practice of civic activities.

### FEBRUARY

The Foundation becomes a partner in the Philanthropy Stars Competition, recognizing socially active public figures.



### MARCH

Purchasing of the property at 48 Królowej Marysińskiej Street, Warsaw, where the seat of PAFF's Head Office in Poland is to be built.

### JULY

The first group of teachers participating in the „English Teaching” Program takes part in a TESOL Summer Institute training program run by Gonzaga University, U.S.



### JULY

1,873 libraries qualify for the first round of the Library Development Program.



### AUGUST

Signing of a three-year agreement between the Ministry of Culture and the National Heritage, the Ministry of Home Affairs and Administration, the Information Society Development Foundation and the Telekomunikacja Polska Group, under which the TP Group offers free Internet access to all public libraries in Poland and exempts them from subscription fees.



### OCTOBER

Inauguration of the „Teacher Internet Academy” with participation of the Minister of National Education Katarzyna Hall.



# 2010

The 10th anniversary of the Foundation's celebration attended by the Sejm Speaker and the Acting President of Poland Bronisław Komorowski, Prime Minister Donald Tusk, and Ministers: Katarzyna Hall, Radosław Sikorski, Krzysztof Kwiatkowski and Michał Boni.

## 2010

### APRIL

After the tragic Smolensk air crash, the Foundation becomes involved in the establishment of the Tenth of April Foundation (renamed „Grow up with us Foundation”) to support the children who lost their parents while performing official civil service duties.

### MAY

The 10<sup>th</sup> anniversary of the Foundation's celebration is attended by a group of American astronauts. The guests also include representatives of non-governmental organizations and PAFF partners – its Program Mangers, civic leaders, scholarship holders, representatives of schools and libraries. Congratulations and words of recognition of PAFF's achievements are sent by U.S. President Barack Obama, President of the European Parliament Jerzy Buzek and two former Polish Presidents Lech Wałęsa and Aleksander Kwaśniewski.



### JUNE

The Foundation, in cooperation with the Center for Citizenship Education Foundation, the Academy for the Development of Philanthropy in Poland, and the Information Society Development Foundation, becomes involved in assistance to schools, libraries and local civic organizations in rural areas and small towns affected by a flood.

### SEPTEMBER

The funds earmarked by the Foundation for its program activities since 2000 exceed \$100 million.

### OCTOBER

In cooperation with the U.S. Embassy in Warsaw, the Foundation launches the Polish-American Internship Initiative – summer internships in major American corporations for Polish students involved in PAFF's programs.



### OCTOBER

The „Scholarships in Polish Education” conference is attended by Harriet Mayor Fulbright, widow of the late Senator J. William Fulbright.





# 2011

Opening of the new Head Office of the Polish-American Freedom Foundation in Poland, with participation of Minister Michał Boni, Minister Jacek Michałowski, and U.S. Ambassador to Poland Lee Feinstein.

## 2011

### JANUARY

Beginning construction of the Head Office of the Foundation in Poland. Thanks to swift and efficient work, the Foundation moves to its new seat ten months later.



### MARCH

Another group of 1,454 libraries qualified for the second round of the Library Development Program, joining the libraries that are already participating in the first round. The Program covers a total of 3,327 libraries.

### MAY

The Sector 3.0 technological conference, primarily addressed to NGOs, is held for the first time.



### JUNE

At the Commemoration of the June '76 Protests, the President of Poland, Bronisław Komorowski, visits the ARKA Association in Radom and meets participants of the „PROJECTOR – Student Volunteers” Program.



### JULY

The first group of 22 participants of the „Bridge Scholarships” and „PROJECTOR – Student Volunteers” programs take part in summer internships in the U.S. under the Polish-American Internship Initiative.

### JULY

The 10<sup>th</sup> jubilee of the „Lane Kirkland Scholarships” Program. President Bronisław Komorowski addresses the conference participants in a letter, read aloud by Minister Jacek Michałowski, Head of the Chancellery of the President of Poland. Other conference guests include Professor Leszek Balcerowicz, Minister Michał Boni, Minister Beata Stelmach, and U.S. Ambassador to Poland Lee Feinstein.



### DECEMBER

President Bronisław Komorowski decorates former President of the Polish-American Enterprise Fund and member of PAFF's Board of Directors, Robert G. Faris, with the Commander's Cross with Star of the Order of Merit of the Republic of Poland.





# 2012

The Information Society Development Foundation is presented with the prestigious „E-Inclusion Award” for implementation of the Library Development Program in a competition organized by the European Commission.

## 2012

### JANUARY

Launching of the „ICT for Local Development” Program (now called „Sector 3.0”).



### MARCH

Former President of Poland, Aleksander Kwaśniewski, visits the new seat of the PAFF’s Head Office in Poland.



### MAY

John P. Birkelund, founding Chairman of the PAFF’s Board of Directors decides to step down. Andrew Nagorski, award-winning journalist and writer, former foreign correspondent and Senior Editor of Newsweek International, is elected as the Board’s new Chairman.



### JUNE

Polish-American Internship Initiative participants meet with Michael Camunez, Assistant Secretary of Commerce for Market Access and Compliance at the U.S. Department of Commerce, during his visit to Warsaw.



### JULY

The Modern Patriotism project is implemented as part of the „PROJECTOR – Student Volunteers” Program with participation of ministers and advisors from the Chancellery of the President of Poland.

### OCTOBER

The first Forum of Young Discoverers’ Clubs is held at the Copernicus Science Center, Warsaw, under the concluded agreement between PAFF and the Copernicus Science Center in July to develop a network of almost 300 Clubs operating all over Poland.

### OCTOBER

The inaugural ceremony of the 11<sup>th</sup> round of the „Bridge Scholarships” Program is held at the Belvedere Presidential Residence with the attendance of the First Lady Anna Komorowska, who assumed patronage over the 10<sup>th</sup> jubilee round of the Program.





2013

Launching of the Warsaw Euro-Atlantic Summer Academy (WEASA) – a joint initiative of the Foundation, the College of Europe, and the German Marshall Fund of the United States. The inauguration is attended by Günter Verheugen, former Deputy Chairman of the European Commission, and Professor Leszek Balcerowicz along with other distinguished guests.

2013

JANUARY

Beginning of the third round of the Library Development Program, made possible by the efficient management of funds granted by the Gates Foundation, along with PAFF's financial contributions. Within three rounds, support is provided to a total of 3,808 libraries.



JANUARY

PAFF establishes the Academy of Civic Organizations Foundation in order to implement a program to build competencies and develop skills of NGO managers.



MAY

The Foundation becomes a partner of the Polish round of the international TechCamp conference – an initiative of the U.S. Department of State.



JULY

U.S. Ambassador to Poland Stephen Mull meets student-volunteers of the „PROJECTOR” Program at Kazimierz Wielki University of Bydgoszcz.



SEPTEMBER

PAFF establishes the Foundation for Quality Education, whose aim is to support development of Polish education by improving the quality of teacher education.

OCTOBER

The closing ceremony of the 3<sup>rd</sup> round of the „PAFF Local Partnerships” Program and presentation of awards in the „Civic Leader of the Year” Competition of the Newsweek Polska weekly. The event is attended by Minister of Labor and Social Policy Władysław Kosiniak-Kamysz.



OCTOBER

Minister of Culture and the National Heritage Bogdan Zdrojewski is a special guest of the Library Congress.





The Foundation receives the Freedom Award presented by the Atlantic Council. The statuette is presented to PAFF President Jerzy Koźmiński by Professor Zbigniew Brzeziński.

# 2014

## 2014

### FEBRUARY

In response to the dramatic events in Ukraine special funds under the „RITA” Program are made available to support activities addressed to Ukrainian partners.

### FEBRUARY

PAFF supports celebrations of the 25<sup>th</sup> anniversary of Poland’s transformation as part of the Together ‘89 Initiative as well as the 100<sup>th</sup> anniversary of the births of Jan Nowak-Jeziorański and Jan Karski.

### JUNE

Members of the PAFF Board of Directors take part in celebrations of the 25<sup>th</sup> anniversary of Poland’s regaining independence, at a dinner with U.S. President Barack Obama along with other heads of states and governments.



### JULY

NGOs that participate in the Foundation programs and have been celebrating the 25<sup>th</sup> anniversary of Poland’s transformation since the beginning of the year, organize hundreds of initiatives with the participation of local communities as part of the Together ‘89 Initiative.



### DECEMBER

Andrew Nagorski, accompanied by Grzegorz Jędrzyński and Joanna Lempart, pays a visit to PAFF programs’ participants in the areas of Grodzisk Mazowiecki, Radom, and Stoczek Łukowski.

## 2015

### MAY

Celebrations of the 15<sup>th</sup> anniversary of the Foundation are attended by the First Lady Anna Komorowska, former Prime Minister of Poland and former Speaker of the European Parliament, Jerzy Buzek, and U.S. Ambassador to Poland Stephen Mull.



### MAY

The Foundation receives congratulation letters from President of Poland Bronisław Komorowski, U.S. Vice President Joe Biden, and former Presidents of Poland Lech Wałęsa and Aleksander Kwaśniewski.

### MAY

Joseph C. Bell, C. Douglas Ades, and Norman E. Haslun III are awarded state decorations for supporting the Polish transformation by President of Poland Bronisław Komorowski.



### OCTOBER

The Commissioner for Human Rights Adam Bodnar is a special guest of the Civic Activity Festival – an event marking the 15<sup>th</sup> anniversary of the „Act Locally” Program.



# 2017

The „English Teaching” Program receives a prestigious award of the European Language Label – a certificate of high quality education provided in the language education sector.

## 2016

### MARCH

Andrew Nagorski, accompanied by Grzegorz Jędrzyński and Joanna Lempart, visits beneficiaries of the Foundation local programs in Warka and Bończa, the Mazowieckie Province.



### JULY

Madeleine Albright, U.S. Secretary of State between 1997-2001, is the special guest of the Warsaw Euro-Atlantic Summer Academy (WEASA).



### NOVEMBER

Presenting bridge scholarships at the seat of the National Bank of Poland. The ceremony is attended by President of NBP Professor Adam Glapiński.



## 2017

### APRIL

The School of Education of the Polish-American Freedom Foundation and the University of Warsaw receives the Quality Label – an award in the „Studies with a Good Future” competition organized by the Foundation for Development of Education and Higher Education in Poland.

### SEPTEMBER

The 10<sup>th</sup> anniversary of the PAFF's participation in the International Visitor Leadership Program: U.S. Ambassador to Poland Paul W. Jones receives 100 PAFF local leaders who were participants of study visits to the United States.



### JULY

The School of Education of the Polish-American Freedom Foundation and the University of Warsaw is established: an innovative initiative in training future teachers.



### NOVEMBER

Andrew Nagorski visits the School of Education of the Polish-American Freedom Foundation and the University of Warsaw, to attend classes for Polish teachers and meet with the staff and students.



### NOVEMBER

The ceremony of the 15<sup>th</sup> anniversary of the „Bridge Scholarships” Program. From 2002 to 2017, the Program awarded 21,000 scholarships.

# 2018

Minister of Digitization, Marek Zagórski, EU Parliament member Michał Boni, President of the Polish Humanitarian Action Janina Ochojska, and Head of the Great Orchestra of Christmas Charity Jerzy Owsiak, are special guests of the „Sector 3.0” Festival.



## 2018

### MARCH

PAFF supports Our Independent Initiative – a nation-wide civic platform for cooperation of those NGOs that are celebrating the 100<sup>th</sup> anniversary of Poland's regaining independence.



### SEPTEMBER

PLN 600,000 are awarded to seven new PAFF Local Partnerships and three start-up projects created in the course of the 6<sup>th</sup> round of the Program.



### OCTOBER

184 graduates of the „PAFF Leaders” Program participate in local government elections. 83 of them are elected.

### OCTOBER

The „PAFF Local Partnerships” Program is a partner of the 13<sup>th</sup> Civic Congress and the organizer of its thematic panel: „Local Communities – How To Build Them And Tap Into Their Power”.



### NOVEMBER

The „Sector 3.0” Program is a finalist in the European Digital Skills Awards competition, within the Digital Skills for All category.

## 2019

### MARCH

The 10<sup>th</sup>, jubilee round of the „Civic Leader” competition of the Newsweek Polska weekly. The „Civic Leader of the Decade” award is granted posthumously to Piotr Pawłowski, founder of the Friends of Integration Association and the Integration Foundation.

### MAY

PAFF representatives attend the „100 Years of Diplomatic Relations between the United States of America and Poland” symposium inaugurated by Polish Foreign Affairs Minister, Jacek Czaputowicz, and U.S. Ambassador to Poland, Georgette Mosbacher.



### SEPTEMBER

The „Study Tours to Poland” Program turns 15. More than 10,000 active students and professionals from Eastern Europe, the South Caucasus and Central Asia have visited Poland since 2004.

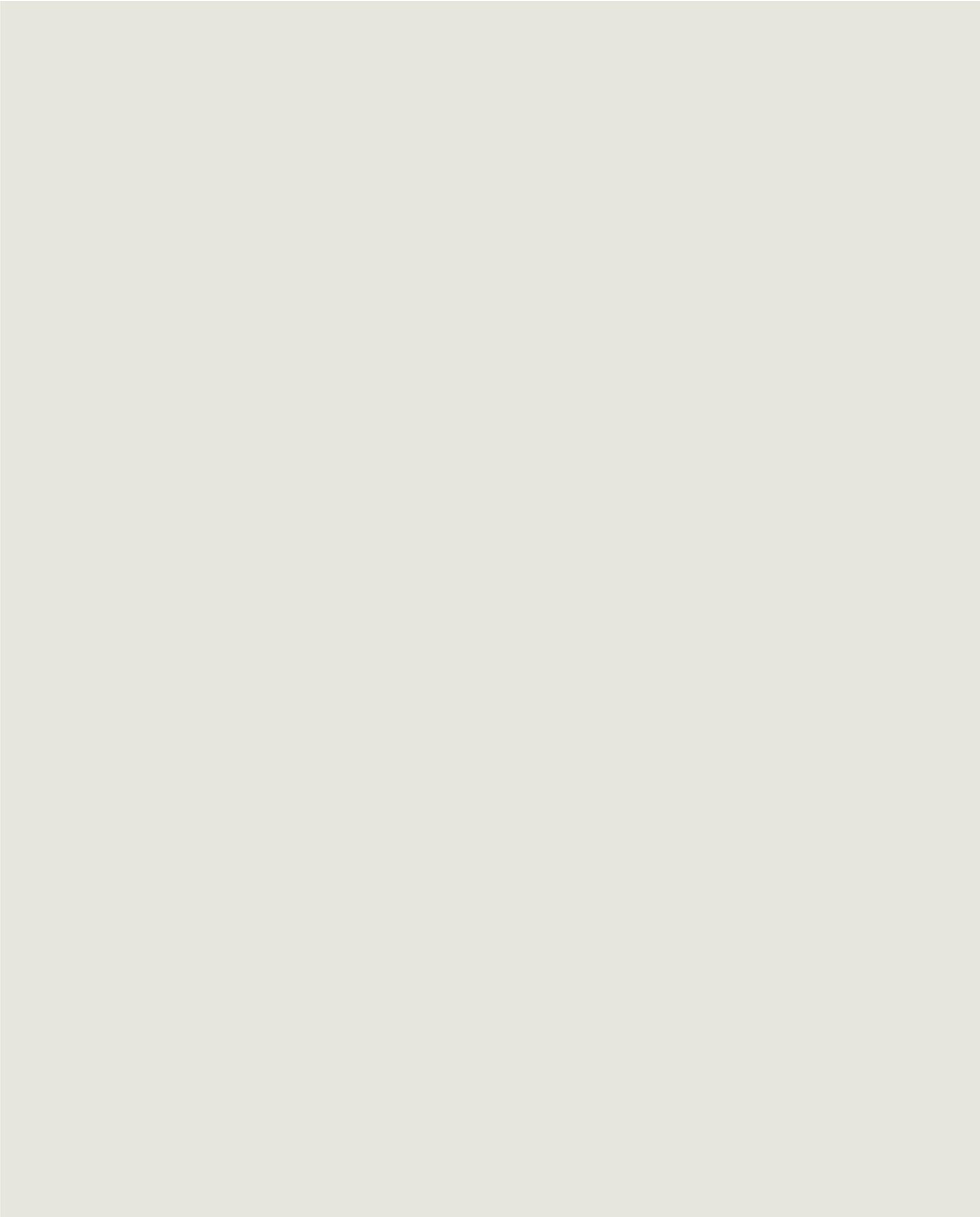
### NOVEMBER

The Commissioner for Human Rights Adam Bodnar participates in the 10<sup>th</sup> jubilee Library Congress.



### DECEMBER

Andrew Nagorski, accompanied by Grzegorz Jędrzyński and Joanna Lempart, visits participants of PAFF programs in the Wołomin and Legionowo districts.



# HOW WE OPERATE

## GOALS

The Polish-American Freedom Foundation was established with the double mission of:

- consolidating the results of the Polish changes triggered in 1989,
- supporting transformation processes in other countries of Central and Eastern Europe.

The Foundation implements its objectives in three main program areas:

- equalizing educational opportunities along with improving the quality of education overall,
- supporting local community development and their civic initiatives,
- sharing the Polish experience in transformation with other countries.

In 2000 the Board decided that PAFF activity shall focus on those communities and groups that need the most support during the period of transition, mainly in rural areas and small towns.

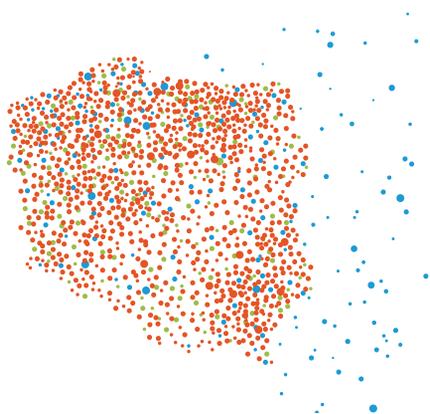
While designing its programs the Foundation continues to be guided by the belief that these undertakings can have a real impact on improving the quality and access to education as well as on building social capital that determines the ability to cooperate within communities: both these are crucial for development at the local as well as national levels.

## MODE OF OPERATION

The Foundation pursues its objectives through close cooperation with a group of selected Polish non-governmental organizations. Each of them acts as the PAFF Program Manager. Decisions on providing a grant, a scholarship or any other form of support under individual programs of the Foundation are made by selection committees composed of independent experts.

### THE FOUNDATION

designs a program in consultation with third sector partners, provides funding, then, in cooperation with the Program Manager, monitors and evaluates the implementation, results and further prospects of the program.



### PROGRAM MANAGERS

receive funds for programs from the Foundation, and manage them according to guideline and procedures agreed with PAFF.

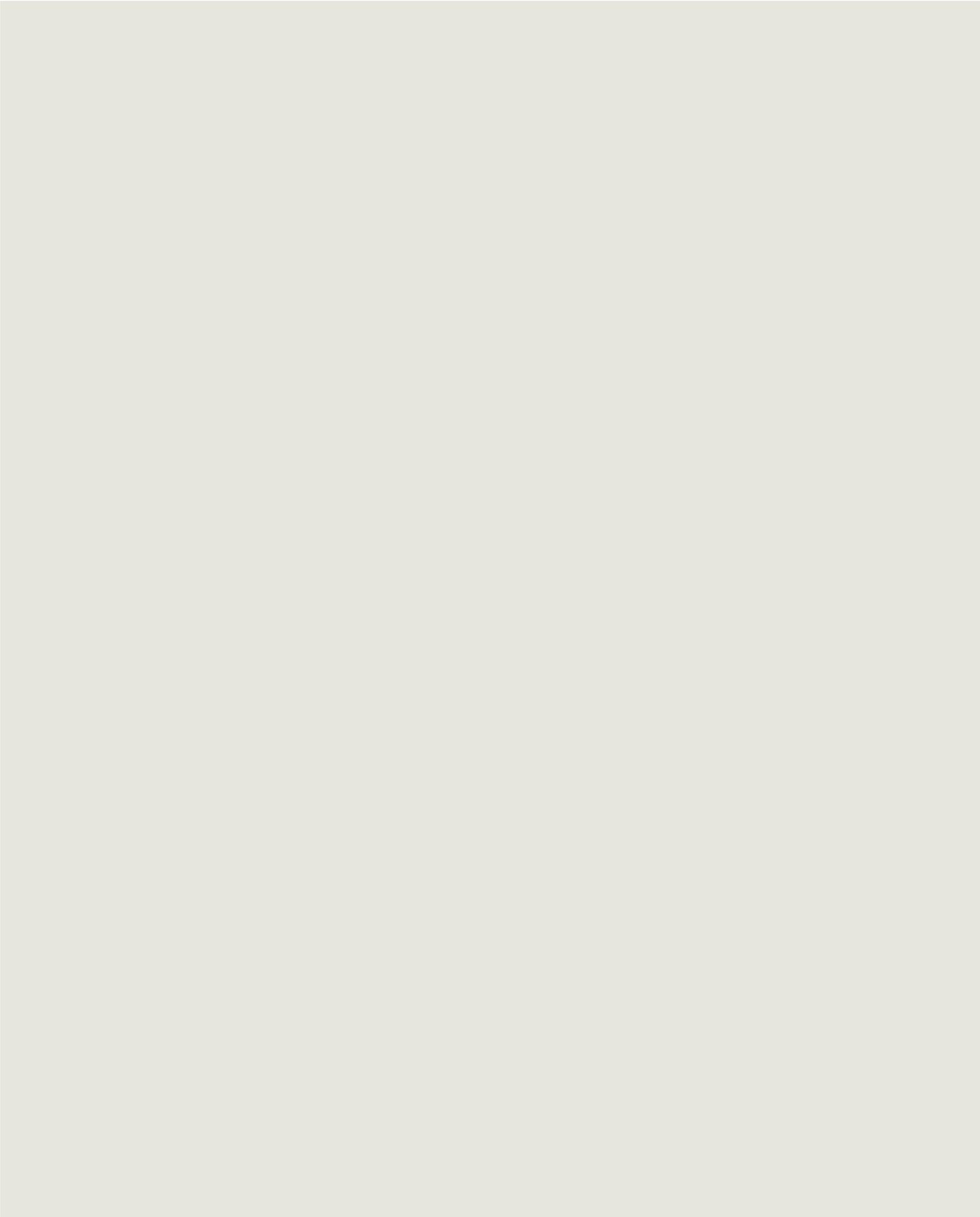
### PROGRAMS

The Foundation support goes to its recipients only through particular PAFF programs. Each program is addressed to a given group of addressees. Those interested in receiving support apply directly to the Program Manager; in the case of grants and scholarships, the decisions are made by selection committees composed of independent experts appointed by the Foundation.

# MAXIMIZING THE SOCIAL IMPACT OF PAFF PROGRAMS

In order to best pursue its mission, over the past 20 years the Foundation has developed and implemented the following principles:

	<p><b>1. LONG-TERM PERSPECTIVE</b></p> <p>The Foundation has planned the majority of its programs to be long-term, which enables introduction of the desired social changes and sustaining them.</p>	
<p><b>2. SYNERGY OF EFFECTS</b></p> <p>The Foundation designs its programs in such a way to strengthen and complement each other, bringing about synergy.</p>		<p><b>3. PERMANENCE AND DEVELOPMENT</b></p> <p>The Foundation aims at ensuring that its programs and all projects implemented within them bring lasting effects – that they continue to exist and become stronger once PAFF phases out its funding.</p>
<p><b>4. MODEL PROJECTS</b></p> <p>It pays special attention to projects that can be called model – whose mechanisms and experience gained through implementation can be replicated in other regions or environments.</p>	<p><b>5. SUPPORT FOR LEADERS</b></p> <p>PAFF attaches special importance to cooperation with local leaders: to develop their knowledge and skills regardless of the type of Foundation-related projects they are involved in.</p>	<p><b>6. NETWORKING</b></p> <p>When working with leaders the Foundation develops their networks so that they can inspire each other and share experience. Similar cooperation links are established for NGOs and other institutions participating in Foundation programs.</p>
<p><b>7. BUILDING COALITIONS</b></p> <p>The Foundation builds broader coalitions for implementation of socially important goals by combining resources of various institutions. Examples are, the „Bridge Scholarships“ Program or the „Transparent Poland“ initiative implemented in the past.</p>		
<p><b>8. DEVELOPMENT OF THE THIRD SECTOR</b></p> <p>PAFF strengthens the third sector's infrastructure in Poland and supports operational and programmatic capabilities of hundreds of civic organizations, primarily in villages and small towns.</p>		<p><b>9. EXTERNAL FUNDING</b></p> <p>It attracts external funds to its initiatives. In particular PAFF has obtained \$31 million from the Bill and Melinda Gates Foundation for the Library Development Program. An important role in acquiring additional funding is played by the PAFF Program Managers, especially as regards EU funds.</p>



# 20 YEARS OF PAFF: IN PROGRAMS

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ACTIVE PROGRAMS

COMPLETED PROGRAMS

20 YEARS OF PAFF:  
IN PROGRAMS

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# ACTIVE PROGRAMS

## Initiatives in Education

Leveling the playing field in education, coupled with efforts to improve the quality of education overall, has for years been a primary issue within the Foundation's activity. The goal is to make sure that neither the place where children and youth live nor the lower cultural capital of their home environments pose an obstacle to their adult life. To this end, the Foundation provides grants to out-of-school educational projects and extracurricular language courses, as well as teacher workshops and training courses. Young people from villages and small towns act on their passions and interests, gain self-confidence, and acquire group-work skills. For those of them who aspire to study at university, scholarships are offered from the very beginning of their studies. When they become university students they are welcome to work as volunteers and share their knowledge, interests and experience with children from smaller localities by holding workshops for them.

Since formal education plays a key role in eliminating inequalities, for two decades the Foundation has been supporting teacher and principal professional development, as well as helping schools improve their work organization. Drawing on those experiences, in 2015, in close cooperation with Columbia University Teachers College in New York, the Foundation led the way in establishing the School of Education of the Polish-American Freedom Foundation and the University of Warsaw. Its goal is to train future teachers in line with highest international standards, as well as in the spirit of intellectual and civic leadership.

In assessing the changes introduced to the Polish education system in recent years, the Foundation has focused on two major issues: their impact on education quality and the outlook for dealing with educational inequalities. It will be important to review the implications of those changes for the educational divide between young people of different socio-cultural backgrounds, especially those from rural areas and small towns and their peers from larger cities.

The Foundation's efforts are also targeted at senior citizens, especially attendees of the Third Age Universities. Civic activation of the elderly, most of all one that promotes intergenerational bonding and equalizes educational opportunities of children and youth, continues to be of particular importance.

PAFF programs in education vary in form, but share the common objective of enhancing young people's opportunities for a better life, thereby improving Poland's prospects for further development.

ENGLISH TEACHING

EQUAL OPPORTUNITIES

THE LEARNING SCHOOLS (LES)

BRIDGE SCHOLARSHIPS

PROJECTOR – STUDENT VOLUNTEERS

THE PAFF AND UW SCHOOL OF EDUCATION

THIRD AGE UNIVERSITIES (TAU)

# ENGLISH TEACHING



Introduced in 2000, „English Teaching” launches and supports activities that promote learning the English language and improve the quality of English teaching among rural and small-town children and youth. As a result, this program promotes their equal access to educational opportunities. „English Teaching” contributes to the professional development of English language teachers who work in villages and small towns. And, at the same time, the program stimulates diverse civic initiatives.

The highlights of the „ET” offer are: methodology training and a grant competition for schools and non-governmental organizations operating in localities of up to 20,000 inhabitants, as well as individual consultancy and training for teachers. The program also runs „Weekends with English Teaching” teacher training sessions,

the three-week-long „Teaching English to Speakers of Other Languages (TESOL)” Summer School organized by Gonzaga University in the U.S. for the most active teachers participating in the „ET” program, and the annual all-Poland „English Teaching Market” meetings primarily to expand cooperation networks that bring together English teachers from villages and small towns.

The initiative of the „English Teaching” Program Ambassadors, who are the program’s most active participants, led to the establishment of the Nationwide English Teachers Association – „English Teaching”. The Association supports the professional development of English teachers, especially from rural areas and small towns, as well as providing advocacy for them.

[www.englishteaching.org.pl](http://www.englishteaching.org.pl)

PROGRAM MANAGERS:  
The “Nida” Development Foundation

2000-2001 The Polish Children and Youth Foundation

## FACTS AND FIGURES

**\$8,269,849***in PAFF grants***1,036***educational projects  
with 72,000 schoolchildren,  
4,700 teachers, and 170,000  
local community members***9,000***participants  
of 17 „English  
Teaching Market”  
meetings***6,500***teachers –  
participants  
of „Weekends with  
English Teaching”*

During his travels across Poland, **Douglas Ades, Secretary to the PAFF Board of Directors**, visited more than 60 schools, giving English lessons and encouraging children to learn more about the United States of America, and to be persistent in improving their language skills to broaden their horizons.



## European Language Label Awarded to „English Teaching”

In 2017 the „English Teaching” Program received the prestigious European Language Label (ELL), a certificate of quality in language education awarded for applying innovative teaching techniques and promoting achievements in the field of language teaching didactics and methodologies.

„We are greatly pleased that ‘English Teaching’ has been recognized with this distinction,” said Justyna Kowalczyk, the Program’s coordinator. The competition honors the most innovative initiatives that are conducive to the professional development of foreign language teachers and contribute to remedying deficiencies in student competencies. „The very same goals are behind the projects implemented by teachers and local leaders enrolled in the ‘English Teaching’ Program,” Justyna emphasized.

The ELL’s underlying concept is to encourage foreign language learning and developing self-learning skills, as well as enhancing foreign language teachers’ competencies, raising awareness of cultural and language diversity in Europe and across the globe, along with intercultural dialogue, and promoting multilingual capabilities. The European Language Label was introduced to Poland in 2001, and has since been awarded by the Polish National Agency of the Erasmus+ Program, i.e. the Foundation for the Development of the Education System, and the Ministry of National Education. ELL winners receive certificates signed by the European Commissioner for Innovation, Research, Culture, Education and Youth, and the Polish Minister of National Education.

# EQUAL OPPORTUNITIES



The objective of this program, in operation since 2001, is to support civic initiatives that create equal opportunities for rural and small-town youth, giving them a good start to adulthood. „Equal Opportunities” achieves its aims by enhancing the skills of its target groups’ participants. The program fosters personal skills, such as the ability to plan one’s own activities, and develops social skills such as teamwork and securing the support necessary for fulfilling one’s goals.

The program invites non-governmental organizations, community centers, libraries and informal citizen groups to apply for grants to fund projects which stimulate cognitive and creative aspirations in children and youth, shape their active and open attitudes, and inspire actions

that benefit their environment. The program’s offer includes training sessions for local project coordinators which help improve their qualifications in conducting undertakings for young people with their active involvement. Cyclical „Equal Opportunities” Local Forums serve as a platform for groups and institutions that are interested in acting for youth and seek solutions for overcoming obstacles to the development of rural and small-town youth.

The Foundation also supports the „Young Explorers’ Clubs”, an initiative launched as a follow-up to one of the program’s past model projects. By now, the „Young Explorers’ Clubs” network embraces more than 700 units, including those established in Ukraine, Belarus, Lithuania and Georgia.

[www.rownacszanse.pl](http://www.rownacszanse.pl)

PROGRAM MANAGER:  
The Polish Children and Youth Foundation

## FACTS AND FIGURES

**\$15,862,989***in PAFF grants***3,081***projects for equal opportunities***147,000***project participants***150***local NGOs created as a result of the program*

## Paweł Walecki: I placed my trust in the young

Paweł Walecki perfectly understands the „Equal Opportunities” Program participants. Just 15 years ago, he was one of them – a small-town teenager. Today, he is one of the program’s national coordinators.

He first came across „Equal Opportunities” at his high school in Stoczek Łukowski. Encouraged by a classmate, he signed up for the „From Stoczek to Broadway” project. Formed by teenagers, the group of project participants was tasked with preparing a musical about their town. The show was a success, as well as a catalyst for new projects which were implemented in successive „Equal Opportunities” rounds. The young people shot promotional videos for Stoczek Łukowski and organized an outdoor urban game. Although he rose to project coordinator in just a year and worked with various initiatives, Paweł’s fondest memory is of the musical. Perhaps because it brought him and his future wife together.

Paweł holds a graduate degree in political science from the Siedlce-based Academy of Podlasie,

as well as one in administration from the Cardinal Stefan Wyszyński University in Warsaw. After becoming the youngest member to sit on the Stoczek Łukowski town council, he moved on to work at the Ministry of Administration and Digitization.

Since 2014, Paweł Walecki has coordinated „Equal Opportunities” at the Polish Children and Youth Foundation, the Program Manager. His responsibilities include training and monitoring. Every year he visits nearly 90 villages and small towns to talk to project participants. „At first, young people don’t want to take matters into their own hands. My role is to help them realize that they should firmly believe in themselves,” Paweł stressed. The further into the project they move, the more confident they usually become. „They are pleased. They tell me that they got someone to give them a workshop in graphic design, designed a leaflet themselves, then compared quotes from three companies and successfully negotiated a considerable discount. They are happy about their success and I am happy I trusted them,” said Paweł.

# THE LEARNING SCHOOLS (LES)



Under the program, implemented since 2000, comprehensive activities have been conducted to improve the quality of Polish education on the basis of the best foreign models as well as the Foundation's own experiences. The goal is to raise the level of Polish schools' operations, especially those in rural areas and small towns, chiefly by improving the teaching methods and techniques of teachers.

The „LES” Program introduces an original quality assurance system into the daily practice of schools which ultimately increases the skills and autonomy of the teaching staff, bolsters the position of the principal as the leader of the school's transformation process, and improves teamwork. All that results in better teaching results. The program's offer encompasses teacher on-line training sessions and courses, staff workshops, post-graduate courses and conferences for principals, as well

as comprehensive support for schools introducing formative assessment and other innovative educational practices. The „LES” Program has resulted in quality improvement in key areas of school activities such as teaching and learning effectiveness, organization of a school as a learning institution, and school cooperation with the outside community.

P AFF is a partner of the „School with Class 2.0” initiative, which promotes modern educational solutions based on information and communication technologies and the design thinking method. The present initiative stems from the „School with Class” project launched in 2002, inspired by the „LES” Program and managed by the Center for Citizenship Education Foundation (currently by the School with Class Foundation) in cooperation with the „Gazeta Wyborcza” daily.

[www.sus.ceo.org.pl](http://www.sus.ceo.org.pl)

PROGRAM MANAGER:  
**The Center for Citizenship Education Foundation**

## FACTS AND FIGURES

**\$12,975,166***in PAFF grants***5,000***schools covered  
by program***120,000***teachers - training  
participants***1,000***teachers complete  
online courses per year*

## Educational Practice Labs

In November 2013, Professor William Stroud of Columbia University Teachers College in New York met with schoolchildren, teachers and principals at the Strachówka, Lubieszewo, Gorzów Wielkopolski, and Kozielice schools participating in the „Educational Practice Labs” project. Implemented by the Center for Citizenship Education Foundation (CCE) in cooperation with Columbia University Teachers College, the project was aimed at preparing nine „LES” schools for sharing their knowledge and best educational practices with teachers working at other educational institutions.

These schools witnessed the introduction of the following solutions whose effectiveness in supporting teaching and learning processes had been demonstrated by scientific research: peer lesson observation, recording and discussing lessons; planning lessons and individual student instructions, discussing student assignments and using the conclusions for education

planning, monitoring learning outcomes, as well as planning changes and the so-called „educational walks”. From 2012, teachers have been applying these solutions under the guidance of CCE trainers, who had in turn been thoroughly instructed by the New-York-based Teachers College faculty.

November 2013 saw them open the doors of their classrooms to other LES-implementing schools and feature the teachers’ achievements. Professor Stroud’s visit involved lesson observation and workshops for both teachers and guests. „We wish to share our observation conclusions with you. We have a different perspective and can see more, as we are not the ones conducting the lesson, we are merely observers. It is for you to decide whether these observations prove useful to you, whether you wish to apply them in your work, because you know best what is likely to work,” said the American guest.

# BRIDGE SCHOLARSHIPS



This program was launched in 2002 in response to the significant and persistent problem of the disparity in access to higher education between urban and rural youth. The underlying concept of this initiative was to help talented young people from villages and small towns, especially former state-owned farm areas, in making the decision to begin university studies by offering them first-year scholarships.

The „Bridge Scholarships” Program is the joint effort of many partners. At present, the scholarships are financed by the National Bank of Poland, the Rural Development Foundation, the BNP Paribas Foundation and the Polish-American Freedom Foundation. Cotton House and a coalition of almost 90 local NGOs are among the program’s partners. The initiative is implemented with the organizational assistance of the National Support Center for Agriculture (former Agricultural Property

Agency), and in cooperation with the Professor Bronisław Geremek Center and the „Shipyard” Foundation – Center for Social Innovation and Research.

High-achieving scholarship holders are eligible for support in successive years of study: the „Top Student” competition is open for sophomores, while juniors and seniors can apply for corporate scholarships. Doctoral, language and „Study Abroad” scholarships are also available. The „Diploma of Dreams” campaign helps local NGOs create their own scholarship programs in keeping with the „Bridge Scholarships” concept. Moreover, the program offers summer internships in the United States organized in cooperation with the U.S. Embassy in Warsaw (the Polish-American Internship Initiative - PAII). The Foundation also lends support to the [www.mojestypendium.pl](http://www.mojestypendium.pl) portal, and the „Good Scholarships” competition held by the „Good Network” Foundation.

[www.stypendia-pomostowe.pl](http://www.stypendia-pomostowe.pl) | [www.paii.pl](http://www.paii.pl)

PROGRAM MANAGER:  
The Educational Enterprise Foundation

## FACTS AND FIGURES

**\$24,341,296***in PAFF grants***31,000***granted scholarships,  
including 17,000  
first-year ones*PLN **117** million*earmarked  
for scholarships  
by program partners***105***students completed  
internships in the USA  
thanks to PAII*

▶ *Bridge Scholarships result from the need to cooperate and join hands in doing good. We are all a part of this bridge, both those who create it and those who contribute to educating scholarship holders.*

**Dr. Zofia Sapijaska, President of the Educational Enterprise Foundation**

## „Innovators Under 35” title awarded to Bridge Scholarship holder

Doctor of Science and Engineer Katarzyna Nawrotek, alumnus of the „Bridge Scholarships” Program, was honored with the title of „MIT Technology Review Innovator Under 35” in Poland’s first edition of the prestigious global competition for young visionaries and innovators.

Born in Byszewy in the Łódzkie Province, the winner embarked on her „Bridge Scholarships” experience in 2004, when she received a first-year scholarship. „Thanks to the financial support I could focus entirely on scientific development. I didn’t have to seek gainful employment,” the scholarship holder stated.

Katarzyna Nawrotek holds the title of doctor of technical sciences in chemical engineering

with a specialization in biomedical engineering. In her doctoral dissertation titled „The Kinetics of Releasing Pharmacological Substances from Thermosensitive Chitosan Gels”, Katarzyna discussed the application of biomaterials in terms of their usefulness for controlled drug release and regeneration of the central nervous system. Furthermore, she won the Polish 2013/2014 „Student-Inventor” Competition organized by the Rector of the Kielce University of Technology, and the Gold Medal for Best Woman Inventor awarded by the World Intellectual Property Organization (WIPO).

Today, Katarzyna Nawrotek conducts research at the Institute of Basic Medical Sciences of the Faculty of Medicine at the University in Oslo.

# PROJECTOR – STUDENT VOLUNTEERS



The objective of this program, similar to other PAFF's undertakings in education, is to create equal educational opportunities for children and youth living in rural areas and small towns. Groups of two to five university student-volunteers carry out self-designed projects which help extend knowledge and develop skills and interests in children and young people. Program participants implement projects in their free time throughout the school year as well as during summer and winter breaks.

When asked about the program's greatest advantages, student-volunteers list: the opportunity to gain new, hands-on experience, develop communication skills,

and establish new contacts, along with winning universities' recognition and appreciation for their social activity. Schools also find participating in „PROJECTOR“ beneficial, as the program helps them broaden their educational offer and increase school attractiveness, and it is well received by parents.

From 2003 to date, more than 39,000 educational projects addressed to more than 390,000 young people have been carried out across Poland by more than 14,500 student-volunteers. The projects were centered on a specific scientific field, subject or selected area of activity.

[www.projektor.org.pl](http://www.projektor.org.pl)

PROGRAM MANAGERS:  
**The Educational Enterprise Foundation**

2003-2005 The „Voluntary Service Center“ Association  
2006-2009 The Polish Association of Pedagogues and Animators „Klanza“  
2009-2016 The Foundation for the Development of Voluntary Service

## FACTS AND FIGURES

**\$7,153,667***in PAFF grants***39,000***educational projects  
at 2,700 schools***14,500***student-volunteers***390,000***schoolchildren-project  
participants*

## Former Prime Ministers volunteer for „PROJECTOR“

Not just student-volunteers think summer vacation is a good time for implementing interesting educational projects. In 2007, two former Prime Ministers, Professor Jerzy Buzek and Professor Marek Belka, accepted the invitation extended by „PROJECTOR“ to work as volunteers for the program.

Professor Jerzy Buzek dedicated his meetings to discussing and promoting the program. „There was a time when one had to die for Poland; now Poland needs one to work well and with a feeling of self-fulfillment,“ said the former Prime Minister. He successfully proved his theses by taking a volunteering vacation to teach children through play. The nine-day-long tour across Poland kicked off in Wieprz with Professor Buzek’s class on European affairs. Children gathered in crowds at meetings with the former PM. Their enjoyment was best proven by such

statements as: „I thought he would be stiff, but he’s cool. Not like the politicians I watch on TV,“ said twelve-year-old Kamil Mazur from the Futoma Primary School after a game of soccer. Thirteen-year-old Przemek Rzęsa ran straight home to boast about scoring two goals against the former Prime Minister. Professor Buzek’s involvement showed that important public figures can actively engage in local community life in a natural way, without expecting any political benefits. It was also very important for promoting the „PROJECTOR“ Program as a whole.

Professor Marek Belka is another important public figure who embarked on a similar task. He spent a week in the villages and small towns of the Roztocze Region, working with student-volunteers to hold classes for children. The former Prime Minister chose to focus mainly on the United Nations and global issues.

# THE PAFF AND UW SCHOOL OF EDUCATION



The School of Education of the Polish-American Freedom Foundation and the University of Warsaw runs innovative post-graduate studies for future teachers. Established by PAFF's initiative, the School's creation was possible thanks to cooperation with the University of Warsaw, the Foundation for Quality Education, and the Center for Citizenship Education Foundation, not to mention the specialist support that came from Columbia University Teachers College in New York. The School's year-long full-time post-graduate studies is the first program of this kind in Poland.

Daily in-school internships form an integral part of the School of Education's teacher training. Students both attend academic classes and spend time in real classrooms. They observe and conduct lessons, as well as participate in staff and parent-teacher meetings. Their scho-

ol experiences are discussed on a regular basis during the academic part of the course.

Students are provided with individual guidance by the School of Education's tutors and mentors: the teachers who work at schools of practice. Academic classes are held in small groups. Strong emphasis is placed on discussion and regular reflection on one's individual learning progress.

The School of Education's classes are conducted by experienced school staff who are active in the area of education and provide diverse perspectives of in-service teachers, academics, and education enthusiasts. The School of Education's lecturers represent a variety of academic centers and have received training from leading U.S. and European teacher education experts.

[www.szkoledukacji.pl](http://www.szkoledukacji.pl)

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PROGRAM MANAGER:  
The Foundation for Quality Education

## FACTS AND FIGURES

**\$3,960,165***in PAFF grants***113***students  
(2016-2019)***500***trained teachers***8,000***participants  
of academic conferences  
and educational events*

## Iwona Kołodziejek – tutor, PAFF and UW School of Education

Although Elbląg is her home town, Iwona Kołodziejek chose to study philology in Kraków, Poland's cultural center. As a student, she took up teaching at a Socio-therapeutic Day Care Center run by the „Siemacha” Association, and took an interest in psychoeducation and its applicability to teaching Polish. Her research yielded several publications, i.a. „The Classroom – The Workspace of Polish Language Teachers” (co-author: Dr. Agnieszka Guzik).

After completing her master's studies at Jagiellonian University, Iwona Kołodziejek continued on the doctoral path and, at the same time, found employment at a school. She developed her Polish teaching skills at a junior and a senior high school. „I worked mostly with young people who suffered from various behavioral disorders and were at risk of social maladjustment. Each and every lesson was a challenge. I had to be creative, open, sometimes cunning, to arouse my

pupils' interest in literature. I've had wonderful and tragic experiences, though not one moment was boring. That's what I loved about that job,” she recalled.

At the PAFF and UW School of Education, Iwona Kołodziejek draws from experience and pursues her scientific interests – she is a tutor and gives lectures on subjects connected with the formative role of teachers. What she values most is combining academic reflection on teaching with in-school practice. „Here, the world isn't divided into schools and universities. Schoolchildren are the object of our interest, and all our actions are determined by their well-being,” she explained. Iwona dreams of overhauling teaching methods and, at the same time, seeks room for small-yet-meaningful steps that effect change here and now. The School of Education helps her fulfill those dreams.

# THIRD AGE UNIVERSITIES (TAU)



Launched in 2005, the program aims to promote educational and other activities for senior citizens, as well as to encourage the elderly to become socially involved. Program implementation consists mainly of supporting and promoting seniors' civic initiatives, and in harnessing their potential, knowledge, experience and time, to benefit their communities. Since inception the program supports the network of Third Age Universities (TAU).

Between 2005 and 2008, 131 grants were awarded to Third Age Universities in grant competitions for projects aimed at improving the quality of the TAU educational offer. In the following years the program offered workshops and opportunities to exchange experiences

at the TAU representatives' nationwide conferences and regional meetings. Since 2013, TAUs can participate in the „Third Age Universities for Local Communities“ workshop cycle, which supports creating senior volunteer groups and their cooperation with local communities.

For more than ten years the „Seniors in Action“ grant competition has offered aid for intergenerational projects and civic activation training intended for people over 60. The competition targets both seniors who are active TAU participants as well as those involved with other organizations and institutions.

[www.seniorzywakji.pl](http://www.seniorzywakji.pl)

PROGRAM MANAGERS:  
The Association of the Creative Initiatives „ę“

2005-2008 The Foundation for Jagiellonian University

## FACTS AND FIGURES

**\$5,161,561***in PAFF grants***357***intergenerational projects***131***grants for improving TAU offer quality***14***regional TAU meetings and 7 national conferences*

Seniors are not only recipients of the „Third Age Universities“ program offer, they also act as animators and implementers of valuable actions taken up in their communities to solve local problems, counteract solitude among the elderly, champion interesting activities for children, and create space for intergenerational meetings.



## The Super Granny and Super Granddad School

The first such school was established in Lublin in 2008 on the initiative of Dr. Zofia Zaorska, an academic teacher, counselor, gerontologist, co-founder of the Third Age University in Lublin, and grandmother of three.

The project was conceived out of the need to support senior citizens in improving their relationships with grandchildren of preschool age and with these children's parents. Supplementing senior citizens' valuable experience with information on how to support child development, e.g. through creative play, is certainly worthwhile. It is essential that grandmothers help parents out but refrain from interfering with child development and upbringing matters in which parents have sole competence and responsibility. Super Granny and Super Granddad Schools teach many types of games for children as well as real and fictional storytelling, and encourage sharing experience in child development under the guidance of a counselor, a psychologist and a Super Mom – a person who is well-versed in using grandma help.

Meetings and workshops also provide an opportunity to discuss and reflect on such topics

as what it means to love grandchildren differently than one's own children, and how to maintain contact with parents in difficult situations. Concerned about the personal development of its elderly students, the school also organizes relaxation activities and provides access to cultural events. Super Grandmas and Super Granddads vary in terms of „years of service“: some have a long track record, others are waiting for their first grandchild. „We are open to everyone; however, our intention is to ensure that the knowledge and skills we deliver are used not only when interacting with one's own grandchildren, but also to the benefit of children in orphanages, hospitals and families without contacts with the elderly,“ explained Dr. Zofia Zaorska.

„This initiative is right on target,“ claim school participants. Geographical spread is one measure of its success. Currently, Super Granny and Super Granddad Schools operate in: Białystok, Warsaw, Supraśl, Siemiatycze, Wrocław, Poznań, Kolbuszowa, Kraków, Rajgród, Ozimek and Janów Lubelski.

20 YEARS OF PAFF:  
IN PROGRAMS

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# ACTIVE PROGRAMS

# Development of Local Communities

From its very outset the Foundation has viewed supporting local communities, especially in rural areas and small towns, as one of its strategic goals. The utmost importance is attached to initiatives that build and enhance social capital, its level determining the developmental capacities of particular communities, regions, and the whole country.

PAFF offers local communities financial, organizational, and content-related support in initiating and implementing their civic projects. These undertakings often lead to profound changes that permanently improve the life of local citizens, including their health, employment, natural environment, infrastructure, free-time activities, as well as care for tradition and local identity. The changes would not be possible without local civic leaders. The Foundation provides them with support such as training, specialist courses and one-to-one tutoring. The objective is to help beginners unlock and grow their true potential, as well as assist the more experienced in further development and strengthen their social roles. Leaders do not act alone, hence the Foundation's programs facilitate team initiatives designed to achieve goals set jointly by residents, local authorities, NGOs, business and the media. The result is often a lasting coalition of closely cooperating local actors.

Well-functioning non-governmental organizations are instrumental in both stimulating developmental aspirations and solving problems of local communities. The Foundation supports specific initiatives undertaken by these NGOs and also develops their institutional capacities as well as reinforces the infrastructure of Poland's entire third sector. The country's modernization, on both local and national levels, is served by building the information society. Thanks to PAFF's partnership with the Bill and Melinda Gates Foundation, it took a few years to transform nearly 4,000 libraries in small localities into modern centers of information, culture, education, and civic engagement. That, and other Foundation initiatives aim to improve modern ICT skills among NGO representatives and whole local communities.

ACT LOCALLY

SECTOR 3.0

SUPPORT FOR NGOs

PRO PUBLICO BONO

PAFF LEADERS

PAFF LOCAL PARTNERSHIPS

THE LIBRARY DEVELOPMENT PROGRAM

# ACT LOCALLY



From its launch in 2000, the program's objective has been to support rural and small-town communities and encourage them to action by providing support for civic projects that stimulate developmental aspirations and raise the quality of life for their residents, thus also building social capital.

Funding is awarded through local grant competitions organized by the network of Act Locally Centers (ALC), which encompasses associations and foundations that operate in villages and small towns of up to 50,000 inhabitants. The ALC network has been expanding successively, growing from 15 organizations in 2004 to 77 in 2020, and extending its geographical coverage to almost 650 local communes. So far the tally of supported local projects has reached 11,500. Grant competition beneficiaries include both NGOs and informal citizen groups operating in smaller localities. The co-financed initiatives focus

on encouraging local residents to take joint actions for specific goals such as creating new leisure-time opportunities or enhancing a given region's attractiveness. The program's training sessions, workshops, regional meetings and study visits are the ways ALCs use to share best practices, improve their leaders' knowledge and qualifications, and strengthen intra-network cooperation.

Over the last few years the „Act Locally” experience was transferred to Ukraine. The „Act Locally in Ukraine” initiative is aimed at inspiring Ukrainian NGOs to create a network modeled on the ALC. It builds on the „Global Challenges Local Solutions”, a pilot program co-financed by PAFF in 2016-2017 under the „Region in Transition” Program (RITA). This initiative is implemented in cooperation with the Ukrainian ISAR Ednannia Foundation.

[www.dzialajlokalnie.pl](http://www.dzialajlokalnie.pl)

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

## FACTS AND FIGURES

**\$16,887,589***in PAFF grants***11,500***local projects***3,800,000***participants  
and 220,000 volunteers***77***Act Locally Centers  
covering 650 communes*

▶ The program offers support to active local communities whose members by themselves define their needs and take up joint actions. Each community is different. As needs, traditions, resources and experiences vary between these communities, the „Act Locally” Program supports diverse initiatives.



## W.A.R.K.A. Acts Locally

The Polish acronym W.A.R.K.A. stands for Vision, Activity, Entertainment, Culture and Alternative, and denotes the Association based in the Polish town of Warka. The W.A.R.K.A. Association's establishment in 2003 was brought about by the combined willpower of a youth group who decided to „take matters into their own hands” and do something for their hometown. „We started with organizing events for Warkans. Larger-scale activity was prompted by the first 'Act Locally'-supervised projects carried out in 2006,” said Andrzej Zaręba, W.A.R.K.A. President. From a small NGO created by passionate civic activists, the Association evolved into a strong organization and a certified Act Locally Center whose support for local development has spread from Warka to cover the entire Grójec District.

The Act Locally Center in Warka supports civic projects that encompass a variety of activities. Examples are: starting up a sports club, a school

radio station and a playground, initiating journalistic and musical workshops combined with publishing a local paper and setting up a musical band, plus organizing excursions, competitions, and festivities.

In the 15 years of its involvement in the „Act Locally” Program, the W.A.R.K.A. Association has provided support to 276 civic projects in 39 villages and small towns of the Warka, Chynów, Goszczyna, Grójec and Jasieniec communes. The aid totaled PLN 2 million from PAFF, 1% income tax deductions offered by Grójec district tax payers, local government allocations, and sponsor donations. „We feel it is greatly rewarding to have partnered with the 'Act Locally' Program for so many years. By awarding grants, we help build active local communities,” concluded Andrzej Zaręba.

# SECTOR 3.0



Implemented since 2012 and known as „ICT for Local Development“ until 2017, the „Sector 3.0“ Program follows up on earlier PAFF undertakings that supported the use of information and communication technologies in local communities. With particular emphasis on villages and small towns, its primary goal is to boost ICT literacy among NGO staff and civic leaders, making modern technologies an effective day-to-day work tool that helps expand NGOs' reach and efficiency.

The program support ranges from thematic training sessions for local NGOs that showcase practical examples of ICT use, through grants for hardware and software purchases, to aid for projects aiming to apply

ICTs within the third sector. The program's offer also features the ICT Mobile Advisor Network of 100 experts who provide local NGOs with free training and technological support services, as well as the Innovation Fund that fosters the development of new tools to be used later by not-for-profits.

The „Sector 3.0“ Festivals occupy a central role in the program. These annual conferences gather NGO representatives, ICT experts from businesses, politicians, scientists and foreign experts from the USA, the UK, South Korea and India. The Festivals provide a platform for exchanging information on current trends in ICT use for civic activities.

[www.sektor-3.0.pl](http://www.sektor-3.0.pl)

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PROGRAM MANAGER:  
**The Information Society Development Foundation**

## FACTS AND FIGURES

**\$2,998,788***in PAFF grants***100***ICT Mobile Advisors***7,500***Mobile Advisors consultations***18,000***TechClub participants*

▶ *The Internet is universal. It is important for NGOs. Being „more digital“ means being visible. And, more important, going online makes it possible to fully participate in social initiatives. But first of all, being „more digital“ means understanding and using the tools of the digital revolution. To be „more digital“ is to understand the information society.*

**Dr. Michał Boni, former Minister of Administration and Digitization**



## Gerard Misiaczyk – an ICT Mobile Advisor

A local government representative and civic activist; political scientist by education; photographer, watercolorist, web designer and new technology enthusiast by passion. Lives in Gostyń in the Wielkopolskie Province.

Gerard Misiaczyk's cooperation with PAFF initiatives started with „Act Locally“. He became involved in coordinating the project of an informal group, which transformed into an association in the very next year. Now he manages the Association and runs i.a. occupational therapy workshops for the disabled. He found working for others such a good experience that he applied to be an ICT Mobile Advisor in the pilot round of the „ICT for Local Development“ Program (currently „Sector 3.0“). „The professional training sessions, organized by the Information Society Development Foundation, helped me employ and enhance the skills I already had, as well as piquing my curiosity and drive to le-

arn about new ICT-related issues. Having been prepared so well, I could scale up cooperation with Wielkopolska NGOs and exert real impact on the third sector's competencies and capacity for new technology use,“ said Gerard.

Under the program, Gerard Misiaczyk has carried out numerous technological audits and more than a hundred meetings, training sessions and consultations for NGOs and informal groups. He noticed that small organizations struggle with a multitude of problems – ranging from concerns about ICT introduction to severe deficiencies in hardware and knowledge about work facilitation and communication tools. Gerard stresses that the „Sector 3.0“ Program is perfectly in line with essential needs and offers more than just one-off aid. He is delighted to see how his support helps organizations climb the ladder of technological development.

# SUPPORT FOR NGOs



The objective of the program is to provide institutional support for Polish non-governmental organizations and civic leaders, especially in small towns and rural areas, by providing them access to information, guidance and training. This is conducive to improvements in the organizations' operating capacities and management quality. Currently the program operates along three paths.

The first, „Mutual Information Society”, is an information system for non-governmental organizations. Poland's largest website on civil society, the [www.ngo.pl](http://www.ngo.pl) Portal of Non-Governmental Organizations, is its key function. Among other components of the system are:

the Informatory with its Hotline (801-646-719) as well as research and publications. Path number two, „EURO-NGO+”, follows up on the „EURO-NGO” Program (ended in 2007) and aims to increase organizations' capacities for acquiring EU funds. The last path, „NGO Training”, is divided into two parts. The first, „Financial Management for NGOs” (FIMANGO) provides managers of NGO finances with training, counseling and publications. The second part began in 2013; „NGO Training” was supplemented with a comprehensive educational offer for NGO managers involving the „PROMENGO” training program, the „Kursodrom” e-learning platform, and specialist seminars.

[www.ngo.pl](http://www.ngo.pl) | [www.promengo.pl](http://www.promengo.pl) | [www.kursodrom.pl](http://www.kursodrom.pl) | [www.frso.pl](http://www.frso.pl)

#### PROGRAM MANAGERS

**The Klon/Jawor Association**  
(„TWI”)

**The Civil Society Development Foundation**  
(„FIMANGO”)

**The Academy of Civic Organizations Foundation**  
(„PROMENGO”)

2003-2006 The „SLOT” NGO Support Network  
2006-2007 The Association for the Forum of Non-Governmental Initiatives  
2007-2010 The „Centrum Szpitalna” Federation of Polish NGOs

## FACTS AND FIGURES

**\$10,509,146***in PAFF grants***4,800***NGO representatives  
participated in training***3,250***trained NGOs***3,000,000***ngo.pl users per year*

„PROMENGO” participants are managers of NGOs active in a variety of social support fields. To list a few: charitable aid, social services, ecology, education, civil society development and volunteering. These participants represent both active entities with local outreach and larger nationwide organizations.

## www.ngo.pl: the NGO Portal

Twenty years ago, Poland had 46,000 active NGOs – all in need of access to up-to-date information, advice on foundations' and associations' operations, and a platform for exchange of experience. The ngo.pl Portal responded to those demands and remains Poland's largest website for not-for-profits to date.

In 2000, the portal offered access to a plethora of valuable resources: an NGO database, posts about important events, and – an innovative feature for that time – the option of posting messages by users. The portal offer grew over the years, gaining new units such as those on EU funds available and the Public Benefit and Volunteer Work Act. More than 100 new posts appear on the site every day, with about 80 coming directly from users.

Another vital element is formed by poradnik. ngo.pl, a website with 20 thematic sections on various aspects of running an organization: finance, law, and accounting. Through the website's information service, the Informatory, experts provide NGOs with support, providing about 5,000 consultations per year.

The current recognition rate of ngo.pl is close to 80% among Polish NGO activists. „We want to remain a comprehensive, useful and reliable online medium for civil society entities,” said Alina Gałązka, the ngo.pl Editor-in-chief.

# PRO PUBLICO BONO



The Pro Publico Bono Competition for the Best Citizen's Initiative was launched in 1999 by Prime Minister Jerzy Buzek. Since 2000, Pro Publico Bono prizes were funded by the Polish-American Freedom Foundation.

The objective of this annual competition was to support civil society development by selecting and promoting the most valuable and creative NGO activities – on a national, regional, and especially local community level – in the fields of education, culture and the national heritage, health protection, social assistance and charity, environment and regional development, as well as civic diplomacy and European integration.

The Competition Chapter, whose first honorary chairman was Jan Nowak-Jeziorański, evaluated submitted proposals in terms of their social importance,

innovativeness, impact on local community development and competitiveness, as well as transparency and effective use of public funds. Additionally, the Jury looked at a given organization's institutional stability, compliance with ethical standards, and quality of cooperation with public administration and other institutions. Winners received cash prizes, which in most cases propelled continuation of the awarded initiative.

2007 saw PAFF become the founder of the program's Bolesław Wierzbiański Award for editorial staff members of local press. The Foundation also utilizes the program to support the annual Civic Convention held by the Gdańsk Institute for Market Economics.

**PROGRAM MANAGERS:**  
**The Local Press Association**

- 2000-2014 The „Pro Publico Bono” Competition Foundation
- 2012-2013 The „Barka” Foundation for Mutual Help
- 2014-2015 Association of Polish Counties

## FACTS AND FIGURES

**\$2,532,295***in PAFF grants***193***„Pro Publico Bono” awards***14***supported Civic Congresses***53***local media with awards*

▶ The Bolesław Wierzbiański Award recognizes the editorial staff of local press, published in towns of up to 100,000 residents, for taking up issues relevant to local communities. Starting from 2011, the Local Press Association serves as competition host. In 2018, the „Newspaper of the Year” title went to the editors of „Aktualności Lokalne” in the Złotów District.



## The “Nida” Development Foundation – wins main prize in the 2008 „Pro Publico Bono” competition

The „NIDA” Foundation was recognized for its overall achievements in applying the idea of citizen self-governance in local communities, and one of its projects – „Pottery Village”.

The 1994 establishment of the The “Nida” Development Foundation was initiated by Krzysztof Margol, who served as Nidzica’s mayor at the time and sought to launch a loan guarantee fund for the region’s small businesses. A group of 17 founders was formed and successful registration followed. Next, the newly created organization set up Poland’s first loan guarantee fund financed with EU funds. The Foundation achieves its objectives under several programs. It operates a loan guarantee fund, grants microloans to small companies focused on agricultural, wild-game and forestry production, as well as commerce, tourism and agritourism. It also runs a consultancy desk providing advisory service and information on the financial and legal aspects of individual and incorporated business operation and management. At the same time, the Foundation

implements various projects that support non-governmental organizations, leaders of local initiatives and charges of welfare institutions.

The „Pottery Village” is one example of such a project. Operating in Kamionka near Nidzica, this social enterprise was formed on the initiative of the Nidzica Partnership as part of the „Toward a Polish Model of Communal Economy – Building a New Lisków” project implemented with European Union funds and based on a pilot project carried out under PAFF’s „Act Locally” Program. The „Pottery Village” employs individuals engaged mainly in such crafts as tailoring, ceramics, souvenirs and papermaking. Workshops in stained glass, ceramics, manual papermaking, and reverse glass painting are open to those interested in learning a craft. The idea behind „Pottery Village” was to generate motivation to act for the long-term unemployed who lost faith in their potential and kept refusing offers of help. The project is an example of combining entrepreneurship with promotion of regional culture and history.

# PAFF LEADERS



From its launch in 2005, this program has aimed to support those who take actions beneficial for their local communities in the development of their skills and qualifications, chiefly by tutoring. This method involves continued cooperation between local leaders and their experienced tutors. „PAFF Leaders” is addressed to active participants of local projects financed under various PAFF programs, in particular: „Act Locally”, „Equal Opportunities”, „English Teaching”, „The Region in Transition” (RITA), „PAFF Local Partnerships”, and the Library Development Program.

The bulk of the program is a year-long, leader-tutor co-operation and a training course cycle that covers self-development planning, team-building, leading an organization, communication, and establishing local partnerships. Acquired skills are to help leaders in

the activities they conduct for their local communities. The program has contributed to the creation of an active countrywide network of 660 leaders.

The „Alumni” initiative, open to all those who complete the program, offers workshops, meetings with prominent public figures, and grants for further leadership competencies development. In 2013, the alumni gained access to the „Leadership Innovation Laboratory”, conducted in partnership with the Ashoka Foundation, SAP, and PwC. Study visits to the USA are organized annually for the program’s alumni, current participants and tutors in cooperation with the U.S. Embassy in Poland, as part of the International Visitor Leadership Program.

[www.liderzy.pl](http://www.liderzy.pl)

PROGRAM MANAGER:  
**The School for Leaders Foundation**

## FACTS AND FIGURES

**\$5,169,032***in PAFF grants***660***PAFF Leaders***68***tutors***110***participants of study visits to the USA*

## Paweł Grabowski – physician and civic activist

Paweł Grabowski, alumnus of the 7th „PAFF Leaders” round, hails from Kraków. He spent ten years in Warsaw as a medical student, a physician, and an end-of-life medicine specialist. In 2009 he decided to give up his job at the Warsaw Institute of Oncology to create a hospice in Podlasie, as that region suffered from a shortage in professional care for the terminally ill.

Not one to talk much about himself, Paweł Grabowski emphasizes that „it is the work that counts, not me”. He established the Podlaskie Oncology Hospice Foundation to help the sick and their families. He also organizes home hospice help, and training for medical staff and volunteers. Additionally, the Foundation conducts Occupational Therapy Workshops. These deliver more than just physiatrist and psychological care; they also integrate participants by involving them in interesting activities, e.g. at one of the six studios for art, tailoring, gardening, multimedia, technology and household items.

„Nothing is impossible for him. Others talk a lot, but give up as soon as it comes to getting the job done. He gets straight to work. Looks for allies, sponsors, partners. Creates something new, gets things organized, helps out, and moves on. He is brimming with positive energy and incredible charisma, on top of extensive knowledge and experience,” said Anna Dobrowolska-Cylwik, Deputy Mayor and Secretary of the Michałowo Commune.

For his charity work, he was distinguished with the „2011 Civic Leader of the Year” title in Newsweek Polska Weekly’s competition. Two years later, Paweł Grabowski received the „2013 Good Samaritan” title in the contest held by the St. Elias Volunteering Association in Kraków.

# PAFF LOCAL PARTNERSHIPS



The program, launched in 2009, initiates and develops cooperation between participants of various PAFF programs in order to create partnerships for projects important to local communities. Based on a social diagnosis conducted beforehand, the beneficiaries of such projects carry out partnership initiatives by tapping into the local potential and acting for the common good. This directly benefits local community members and helps consolidate social capital through building synergies between the experiences gained and the results achieved as part of various initiatives.

Local partnerships are established by PAFF program participants – they build an Initiative Group which forms the core of the coalition. They are then joined by local governments, businesses, local media, as well as NGOs and institutions that have yet to take part in

the Foundation's programs. Many commune residents and volunteers become involved in project implementation. These undertakings include changing public space, integrating communities around local resources, and cultivating local traditions. Six program rounds have led to the establishment of 45 partnerships in total. Program alumni are welcome to participate in the „Common Good Lab” initiative.

The program promotes the method of local community animation developed in cooperation with experts from the „Shipyards” – Center for Social Innovation and Research. This method is presented in the publication entitled „How to Build the Common Good? A Guide for Those Who Act Locally”.

[www.lokalnepartnerstwa.org.pl](http://www.lokalnepartnerstwa.org.pl)

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

## FACTS AND FIGURES

**\$2,621,854***in PAFF grants***45***local partnerships  
operating  
in 92 communes***630***partners involved  
in program activity***97***communes covered  
by program***„For a smog – free Żywiec”**

This social campaign, aimed at reducing air pollution in Żywiec (home to 30,000 inhabitants), was initiated in 2009 by the Żywiec Development Foundation. „Smog is emitted by the residents themselves. They burn plastic bottles and other trash in their stoves. To save money on fuel,” explained Gabriela Gibas of the Żywiec Development Foundation.

A bus sporting the campaign’s slogans cruised the streets, and a short video was posted online. It shows a small girl with a teddy bear leave her home after she sees a grown-up throw a plastic bottle into the stove. Outside, everyone is wearing masks, even the girl and her teddy bear. A similar message is conveyed by the graffiti painted next to the Żywiec train station during the opening press conference. It reads, „If you love your children, don’t burn trash. Let us enjoy a smog-free Żywiec!”

School art contests and ecology lessons have already yielded results. Youngsters are making sure their parents don’t dump trash into heating

stoves. The Foundation has also succeeded in encouraging the Żywiec-based „Janosik” Cinema to host a festival of ecological films. Leaflets, posters, and other materials explaining the consequences of environmental pollution have also been distributed.

Clean air was the common good that brought citizens, schools, NGOs and city authorities together in this project. „The clean commune concept is in line with the pro-ecological efforts of the town authorities so we didn’t have any doubts that it was worth joining,” said Marek Czul, Deputy Mayor of Żywiec. The town hall helped change waste removal regulations: fees are now calculated per resident, not by volume. Municipal guards check on what residents use as heating fuel and an ecological hotline was set up.

The successful Żywiec campaign won recognition in the competition held to select the best project financed in the first „PAFF Local Partnerships” round. It was applauded as a model project for the common good.

# THE LIBRARY DEVELOPMENT PROGRAM



This program, operated by PAFF until April 2015 in partnership with the Bill and Melinda Gates Foundation, aimed at the transformation of public libraries and their branches in rural and urban-rural communes, as well as towns of up to 20,000 inhabitants. The objective was to turn them into modern, multi-functional information, culture and education centers that also stimulate citizen participation. Presently, an essential component of the program is the continuation of strengthening librarians' competencies and building the prestige of their profession.

The program's offer included training courses (such as in library planning), computer hardware with software provided by Microsoft free of charge, grants for activities within library development plans and meetings of cooperating libraries held for team-building and experience-sharing purposes. The program received support from the National Partnership for Library Development, composed of more than a hundred public figures representing science, art, the economy, the media, politics and NGOs. In addition, 16 regional partnerships were establi-

shed with provincial authorities to promote the concept of modernizing rural and small-town public libraries. Librarian networking is bolstered by the annual National Public Convention of Libraries and the LABiB.pl community initiative.

2009 saw the Ministry of Culture and the National Heritage, the Ministry of Administration and Digitization, the Information Society Development Foundation and Orange Polska sign an agreement that led to granting free Internet access to all Polish public libraries. The estimated value of these services was nearly \$20 million. In 2012, the agreement was prolonged for another three years.

From 2008 to 2015, the Library Development Program was financed mainly from a \$31 million grant awarded to PAFF by the Bill and Melinda Gates Foundation. A total of 3,808 libraries in 1,256 communes – almost 60% of all rural and small-town libraries in Poland – took part in the program.

[www.biblioteki.org](http://www.biblioteki.org) | [www.labib.pl](http://www.labib.pl)

PROGRAM MANAGER:  
The Information Society Development Foundation

## FACTS AND FIGURES

**\$5,448,901***in PAFF grants***3,808***libraries in 1,256  
communes covered  
by program***11,000***items provided to libraries,  
incl. 3,500 computers with  
software, 2,500 multi-functio-  
nal devices,***10,000***trained librarians*

▶ **Mariusz Szczygieł, journalist, writer,  
European Book Prize winner**

– special guest to the 2017 Convention of Libraries – discussed the change undergone by libraries in recent years. He stressed the importance of libraries, arguing that they are not just places where one reads and lends books, they are a friendly space open to people and creative activity.

## „E-Inclusion Award” for The Information Society Development Foundation

The Foundation was among the winners of the European Commission's competition. „E-Inclusion Awards” recognize individuals and organizations for promoting best practices in ICT and digital technology use, as well as those tackling digital exclusion. Two competition categories, „I Am Part of IT” (for individuals) and „Be Part of IT” (for organizations), attracted nearly 300 submissions from 35 countries. The Information Society Development Foundation won the latter category with its Library Development Program.

„The Foundation feels greatly honored with the European Commission's award. We are glad that Brussels appreciates the Library Development Program and, more importantly, recognizes libraries themselves as important centers of

access to new technologies and digital education. This award is a distinction for the librarians who helpfully encourage their neighbors in modern technology and teach them how to use it,” said Rafał Kramza, President of the Information Society Development Foundation.

The awards ceremony took place at the seat of the European Parliament in Brussels on June 22, 2013, during a two-day Digital Agenda Assembly conference. The Library Development Program was presented by Neelie Kroes, Vice-President of the European Commission responsible for the Digital Agenda.

20 YEARS OF PAFF:  
IN PROGRAMS

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# ACTIVE PROGRAMS

# Sharing the Polish Experience in Transformation

Parallel with its operating in Poland, the Foundation has been committed to transferring the Polish transformation experiences to other countries. In 2019 Poland celebrated the 30<sup>th</sup> anniversary of the momentous political changes that paved the way for freedom, democracy and free market economies in Central and Eastern Europe. The same year marked the 15<sup>th</sup> anniversary of Poland's joining the EU and the 20<sup>th</sup> anniversary of accession to NATO. These anniversaries provided an opportunity for reflecting on how Poland had changed, and on how important it is to continue supporting democratic and free market transformations in countries beyond its Eastern border.

From its beginning in 2000, the Foundation has initiated two programs for sharing Poland's experience: the Lane Kirkland Scholarships Program and "Region in Transition" (RITA). The first is a one-year post-graduate course for active representatives of various sectors and social groups from countries of the region who display an interest in Poland's achievements in internal changes and European integration. The second program helps create conditions that encourage the development of cooperation between Polish NGOs and their partners in Eastern Europe, the South Caucasus and Central Asia.

2004 witnessed the launch of a third initiative: "Study Tours to Poland" (STP) – for university student leaders and young professionals from countries of the region. Since 2013, the Foundation has supported the Warsaw Euro-Atlantic Summer Academy (WEASA) through "STP". The target audience of WEASA is young analysts, experts and advisors from countries covered by the EU's Eastern Partnership.

Given its close proximity and the important developments of recent years, Ukraine has held a special place in the Foundation's programs. More than half of the Kirkland Program participants were Ukrainian citizens. "RITA" grant competitions provided co-financing to almost 500 Ukraine-related projects. Thanks to "STP", more than 6,000 Ukrainian university students, NGO leaders, local government activists, experts, and officials visited Poland. Of those, nearly 800 came between 2005–2006 following the Orange Revolution and approx. 1,400 people were hosted between 2014–2015, after the Revolution of Dignity and the annexation of Crimea.

**LANE KIRKLAND SCHOLARSHIPS PROGRAM**

**REGION IN TRANSITION (RITA)**

**STUDY TOURS TO POLAND (STP)**

# LANE KIRKLAND SCHOLARSHIPS PROGRAM



The objective of the program, implemented since 2000, is to share the Polish transformation experience with representatives of Eastern European, South Caucasian and Central Asian countries during a two-semester post-graduate course of studies at Polish universities. The program is currently addressed to candidates from Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Russia, Tajikistan, Ukraine, and Uzbekistan.

Under individual learning programs, Kirkland scholarship holders study selected aspects of economics and management, public administration and business, law, social and political studies, and journalism. The program also encompasses introductory courses about Poland as well as integration meetings focused on specialist issues. Additionally, participants are offered internships at state and private institutions. The “Kirkland Research Program” was launched in 2016 and offers

a one-semester research and scientific internship for established academics from countries covered by the Lane Kirkland Scholarships Program. The program holds regular reunions for its alumni. And, former scholarship holders are supported by the Coordinator of Post-Scholarship Projects, whose task is to assist them in maintaining contact with Poland and undertaking joint initiatives within alumni associations.

Every year, approx. 45 scholarship holders participate in the program. From 2000 to 2019, 832 scholarship holders from 11 countries successfully completed the program. Of that number: 462 came from Ukraine, 151 from Belarus, 56 from Georgia, 51 from Russia, 32 from Armenia, 22 from Moldova, 19 from Kazakhstan, 12 from Lithuania, 10 from Slovakia, 8 from Azerbaijan, and 9 from Kyrgyzstan.

[www.kirkland.edu.pl](http://www.kirkland.edu.pl)

PROGRAM MANAGERS:  
**The Leaders of Change Foundation**

2000-2001 The Center for East European Studies of Warsaw University  
2001-2013 The Polish-U.S. Fulbright Commission  
2013-2016 The Education for Democracy Foundation

## FACTS AND FIGURES

**\$14,462,029***in PAFF grants***832***scholarship holders***11***Central and Eastern Europe,  
South Caucasian and Central  
Asian countries*

## Sviatlana Haidalionak – Polish experience for developing independent theater

"I believe theater can be an excellent tool for social change," said Sviatlana Haidalionak, a Kirkland Program scholarship holder in the 2014/15 academic year. She comes from Brest in Belarus and has for years worked with the independent Kyrylo Khalop theater that she accompanied on several of its Polish tours. She graduated summa cum laude from the A. Pushkin Brest National University (English and Russian philology). She got her theatrical education on the stages of Danish and Polish theaters (Teatr Ósmego Dnia, Odin Teatret, Węgajty, and the Living Theater).

As the Kirkland Program scholarship holder, Sviatlana Haidalionak studied cultural institution management at the Adam Mickiewicz University in Poznań, where she prepared her diploma thesis on "Present-day Belarusian Theater. A Curator's Perspective" under the supervision of Professor Elżbieta Kalemba-Kasprzak, and defended it with honors. She completed a four-month-long internship at the Poznań-

-based "Ósmego Dnia" Theater. "The changes that took place in Poland's political system also triggered profound changes in art – independent theater included – and created a new specialization for culture managers and animators, as well as theater curators," said the Belarusian scholarship holder. Her studies in Poland inspired her to take action. "I want to develop the contacts I established in Poland, and act for developing the culture of an independent Belarus," Sviatlana said. She believes that local communities can be changed by creative and educational activities.

She is also active in establishing cooperation among the Kirkland Program participants. Together with scholarship holders, Witalij Razik and Bohdan Mukha of Ukraine, she set up the „PUBlike” Foundation for the Development of a Good Neighborhood. „PUBlike” aims to bring program alumni together to foster good neighborly cooperation between Poland, Belarus, and Ukraine.

# REGION IN TRANSITION (RITA)



The program was launched in 2000 and is addressed to non-governmental organizations and educational institutions willing to share Poland's experience of social and economic transformation with partners from Eastern European countries, as well as the South Caucasus and Central Asia.

The program's open competitions award grants to Polish non-governmental organizations for projects designed to transfer Polish experiences, especially in building civil society, social initiatives, transformation of local government, education reform, and free media. Since its beginning RITA has supported a total of 1,064 projects.

Polish non-governmental organizations may also apply for small travel grants for holding consultations and strengthening cooperation with eastern partners. These organizations, along with other institutions, are encouraged to take part in training and obtain expert support in establishing contacts and developing cooperation with foreign partners. The program holds biennial meetings of RITA grant recipients entitled "Ambassadors of Transition in the Region." Information exchange between organizations and civic leaders is also facilitated by the [www.civicportal.org](http://www.civicportal.org), which runs an e-learning platform.

[www.programrita.org](http://www.programrita.org)

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PROGRAM MANAGER:  
**The Education for Democracy Foundation**

## FACTS AND FIGURES

**\$15,133,195***in PAFF grants***1,064***co-funded projects***10***Central and Eastern Europe,  
South Caucasian and Central  
Asian countries***“Under Kyrgies Skies”**

Can astronomy be used to develop key educational competencies? By all means, as proven by the initiators of this project, carried out in Kyrgyzstan in 2015 by Wrocław's Angelus Silesius House of Meetings in partnership with “Svet Lubvi”, a Kyrgyz Bishkek-based NGO.

“Under Kyrgies skies” was addressed to teachers of physics, geography, and mathematics, as well as to students of schools in the Suzak Raion of the Jalal-Abad Region. The project objective was to equalize the educational opportunities of children and youth, and activate their teachers by encouraging them to start attractive educational initiatives.

A competition was held to select the participating educational institutions, and their teachers attended training in how to design a fascinating astronomy lesson, hold sky observations, and use advanced ICTs in the process. “The training sparked great interest and enthusiasm, and the outcomes surpassed the highest expectations of both participants and instructors. Teachers who joined only to ‘seize’ some com-

puters for their schools left as enthusiasts of astronomy,” stressed project leader Ewelina Grądzka.

The schools were equipped with computers, telescopes, sky atlases and globes. They now boast their own science clubs, and have enriched their educational offer by adding astronomy lessons. “The extra classes have given pupils lots of joy, as they enabled the discovery of new, surprising things. The children now build models of the Solar System, go night sky observing, and learn manual telescope assembly,” stated Jarosław Pióro with great satisfaction, one of the project’s trainers. The classes are also open to parents and members of local communities.

The project demonstrated that astronomy may serve as an excellent tool for the intellectual development of schoolchildren – it teaches independent thinking, asking questions, and searching for answers. At the same time Kyrgyz teachers have come to understand that studying astronomy broadens their horizons, giving them new competencies.

# STUDY TOURS TO POLAND (STP)



Launched in 2004, the program offers study tours to Poland to university student leaders and professionals from Eastern European countries. Its objective is to present the realities of Poland and the European Union, as well as develop professional and personal contacts between the Eastern European guests and their Polish hosts.

The offer for student activists includes study tours of ten or more days, during which the students get to know Polish academic centers and non-governmental organizations, meet with Poland's public figures, and take part in lectures, seminars and cultural events. The tours are managed by experienced Polish NGOs selected in open competitions, and are coordinated by the "Borussia" Foundation.

The offer for professionals is addressed to representatives of local governments, central public institutions, NGOs, the media, the educational sector, and other

professional groups from Eastern European, South Caucasian and Central Asian countries. The tours, aimed at sharing Polish experiences in transformation and European integration, are held in cooperation with Polish NGOs and institutions of central and local administration. After the 2014 Maidan events, the emphasis in contacts with Ukraine shifted to sharing experience with those involved in the local government reform in Ukraine and activities related to its integration with EU structures. Over the period from 2014 to 2019, Study Tours to Poland were held for 6,058 Ukrainian citizens.

From 2004 to 2019, the study visits attracted a total of 10,253 participants, including 3,523 university students and 6,730 professionals representing different fields, communities and institutions.

[www.studytours.pl](http://www.studytours.pl)

PROGRAM MANAGERS:

**The Leaders of Change Foundation**

2007-2016 Jan Nowak-Jeziorański College of Eastern Europe

## FACTS AND FIGURES

**\$6,854,072***in PAFF grants***10,253***STP participants,  
incl. 6,546 Ukrainian  
citizens***300***professionals visit Poland  
per year: 6,730 in total  
from 2004 to 2019***200***student leaders visit  
Poland per year:  
3,523 in total from  
2004 to 2019*

## Warsaw Euro-Atlantic Summer Academy (WEASA)

WEASA is the joint initiative of PAFF, the German Marshall Fund of the United States, and the Foundation Natolin European Centre. Launched in 2013, it offers two-week classes held at the Natolin Campus, addressed to analysts, political and government advisors, think-tank and NGO representatives, civil servants, and journalists from the EU's Eastern Partnership states. Since 2017, WEASA also welcomes participants from the Balkans – Albania, Bosnia and Herzegovina, North Macedonia, Montenegro, Kosovo and Serbia.

The Academy's themes cover political transformation, European integration, and transatlantic relations. WEASA and the Eastern Partnership share the same long-term objectives: those related to Eastern European countries' integration with the European Union, especially in the economic and civic dimensions, and those consisting of supporting good neighborly relations, as well as promoting prosperity and security. In recent years, the Academy has directed its attention to digital security issues, including disinformation. Knowledge is delivered to Academy participants through lectures, workshops

and meetings with practitioners, among them distinguished Polish and foreign experts as visiting lecturers. The Academy has been honored by the presence of the 1997–2001 U.S. Secretary of State, Madeleine Albright; former Polish Deputy Prime Minister, former Polish Minister of Finance and former President of the National Bank of Poland, Leszek Balcerowicz; former European Commissioner for Enlargement, Günter Verheugen; President of the German Marshall Fund of the United States, Karen Donfried; former European Commissioner for Regional Policy, Paweł Samecki; former Poland's Minister of Development and former Minister of Finance, Jerzy Kwieciński; and former Secretary of State at the Ministry of Foreign Affairs of Poland, Paweł Kowal.

Each year, about 45 participants take part in the Academy. The seven WEASA rounds (2013–2019) held to date attracted a total of 324 participants, 279 of whom represented the EU's Eastern Partnership countries: 34 from Armenia, 24 from Azerbaijan, 32 from Belarus, 60 from Georgia, 33 from Moldova, and 96 from Ukraine.

# MONITORING, EVALUATIONS AND ANALYSES (MEVA)



The program, launched in 2005, is primarily for expert analysis and research activities. Its objective is to carry out ongoing analytical work that contributes to optimizing the effectiveness of the programs run by the Foundation and other third-sector organizations in Poland.

These analyses help determine how well the goals defined in PAFF programs correspond to the existing needs and issues, especially with regard to local communities. The methods and analysis outcomes developed under the program also help other non-governmental organizations better implement their initiatives in order to achieve greater impact.

Potential PAFF initiatives are assessed in terms of existing, emerging and expected social needs. To this end, representatives of selected social groups and com-

munities (e.g. rural youth, librarians, or NGO staff) are interviewed and asked to help test new initiatives. In order to raise the quality and effectiveness of the Foundation's activity overall, the mutually complementing elements of its programs are also put to the test.

By looking into the evaluation outcomes for PAFF programs such as the Library Development Program, "Act Locally", "PAFF Local Partnerships", "English Teaching", and "PAFF Leaders", the Foundation can outline future program initiatives and modify the existing ones. One of the "MEVA" goals is to monitor completed PAFF projects for the purpose of assessing the sustainability of their results.

As part of the program, the Foundation supports the "Shipyard" – Center for Social Innovation and Research, an organization co-created by PAFF in 2009.

[www.stocznia.org.pl](http://www.stocznia.org.pl)

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A significant part of the "MEVA" Program is managed by "Shipyard" - Center for Social Innovation and Research.

# \$2,290,022

in PAFF grants



▶ The [www.kapitalspoleczny.org](http://www.kapitalspoleczny.org) website is all about the “BOX – Studying Impact on Social Capital” publication. Apart from an electronic BOX version, the website also provides access to tried-and-tested research tools.



## BOX – Studying Impact on Social Capital

BOX, prepared for publication under “MEVA” by the “Shipyards” – Center for Social Innovation and Research, focuses on issues essential to many non-governmental organizations: their impact on local communities’ capacity for taking joint action related to the level of social capital.

BOX stands for “Studying Impact on Social Capital” (Polish: “Badanie Oddziaływania na Kapitał Społeczny”). It is a methodology and a toolset for evaluating the performed activity, and assists the process of drawing up plans for the future. “This handbook was created to help local-level NGOs answer the following questions: what is the actual outcome of these actions? To what extent do these translate into a lasting change in the targeted communities? Which of the many social capital elements do these reinforce? Which of these should be reinforced to exert the most powerful impact

on the world around them?” said Jan Herbst of the “Shipyards” – Center for Social Innovation and Research, publication co-author.

This user-friendly guidebook presents the concept of social capital, along with six research tools for measuring social capital intensity. Each tool is introduced in a short presentation, and all have been tested in practice by selected Act Locally Centers. “The tools were designed for both small local organizations and operators of larger programs. We strove to design tools that virtually anyone could use, without specialist knowledge or considerable investment,” said Rafał Rudnicki, the other co-author.

BOX was created in cooperation with the Academy for the Development of Philanthropy in Poland, the “Act Locally” Program Manager, and several Act Locally Centers. A free digital version is available at [www.kapitalspoleczny.org](http://www.kapitalspoleczny.org).

20 YEARS OF PAFF:  
IN PROGRAMS

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# COMPLETED PROGRAMS

From its very outset, the Foundation was introducing and testing diverse initiatives within its programmatic mandate and financial capacity. PAFF launched one of the first not-for-profit educational portals in Poland aimed at providing schools, teachers, learners and parents with free and fast access to educational resources and services. Amid the initiatives taken to address the needs related to the health service reform in 2000 were training courses for healthcare institution managers working mainly in smaller towns. In response to the growing unemployment issue, the Foundation initiated a program for first-time job seekers and groups predisposed to structural unemployment. When Poland was struck by two devastating floods in 2001 and again in 2010, the Foundation rapidly mobilized additional funds to support the hardest-hit schools, libraries and local NGOs in rural areas and small towns.

Joining the European Union opened up new prospects for Poland. Wishing to support the integration process and help seize emerging opportunities, the Foundation launched "EURO-NGO" in 2003. That program spurred the creation of a network bringing together 120 experts who prepared third-sector organizations for obtaining EU funds, mainly in smaller localities.

In undertaking new activities, the Foundation has always sought to make the best possible use of its previous experience. The Library Development Program richly illustrates this approach: its launch was preceded by the "Village in Transition: Building Information Society" Program (e-VITA), which had led to the development of the "e-VITA Method", a holistic know-how offer for designing and implementing initiatives on commune digitization, while ensuring active residents' participation.

Completed in 2014, the Foundation's actions in the "Citizen in a Democratic State of Law" programmatic area spanned more than a decade, contributing to the development of free legal advice and promoting program resources and legacy online. "Transparent Community", followed by "Transparent Poland", were brought into existence because of increased social interest in governmental effectiveness and transparency, especially at the local level. In subsequent years, the principles tested under "Transparent Poland" were promoted abroad, as was the experience accrued by many other Polish NGOs – largely thanks to the "RITA" Program.

THE POLISH EDUCATIONAL PORTAL "INTERKL@SA"  
 COMPUTER FOR THE TEACHER  
 COMPUTER LONG DISTANCE TRAINING  
 FOR CHILDREN  
 SUPPORTING LEGAL REFORMS: COMPUTER TRAINING  
 ENTREPRENEURSHIP AT SCHOOL  
 TRAINING FOR HEALTHCARE MANAGERS  
 VILLAGE IN TRANSITION (VITA)  
 VILLAGE IN TRANSITION: BUILDING INFORMATION SOCIETY (e-VITA)  
 EURO-NGO  
 FINANCIAL MANAGEMENT FOR NGOS (FIMANGO)  
 UNDOING UNEMPLOYMENT  
 WORK IN POLAND  
 THE 2001 FLOOD  
 THE "FLOOD RELIEF" PROGRAM  
 THE CITIZEN AND LOCAL GOVERNMENT  
 TRANSPARENT COMMUNITY  
 TRANSPARENT POLAND  
 THE CITIZEN AND LAW

## THE POLISH EDUCATIONAL PORTAL “INTERKL@SA”

Implemented between 2000 and 2011, this program created and managed an online platform giving access to educational resources, content and services, thereby contributing to the modernization of education and creating equal opportunities for youth of various backgrounds. One of Poland’s first professional, not-for-profit educational portals, [www.interklasa.pl](http://www.interklasa.pl) was designed for schoolchildren, teachers and parents. It was the joint endeavor of the Polish-American Freedom Foundation and the “Interkl@sa” Initiative, while the Poznań Supercomputing and Networking Center (PCSS) provided modern technical infrastructure. The Portal’s edito-

rial staff organized numerous educational competitions, such as the “School Website Contest” and the “Interkl@sa Quality Trademark”. The program’s offer involved: the “Multimedia Library”, a vast database for educational aids; the “Virtual Class”, which supported distance learning; and the “Interactive Map of Schools”, a source of information on each of the 30,000 schools registered with the portal. The portal was honored twice by the “Komputer Świat” magazine as Poland’s best and most interesting educational website. In 2007, “Interkl@sa” won the “Education” category of Webstarfestival, a contest which promoted the best online projects.

**PROGRAM MANAGERS:**

- 2000-2008 The Economic Education Foundation
- 2008-2010 The Poznań Supercomputing and Networking Center
- 2010-2011 The Polish Educational Portal Interkl@sa Foundation

**\$2,755,713**

*in PAFF grants*

## COMPUTER FOR THE TEACHER

This 2000–2005 program was addressed mainly to junior-high-school teachers working in villages and small towns. It facilitated teachers’ purchasing personal computers by offering a preferential instalment scheme. The Foundation covered interest and commission. More than 3,000 teachers across Poland benefited from

the offer. “Computer for the Teacher” was the first PAFF initiative to be subjected to independent, external evaluation. The Pentor Institute’s survey confirmed that the computer purchases had helped teachers better prepare lessons and encouraged them to make broad use of on-line educational resources, especially “Interkl@sa” ones.

**PROGRAM MANAGER:**

- 2000-2005 The National Foundation for Computer Literacy

**\$446,048**

*in PAFF grants*

## COMPUTER LONG DISTANCE TRAINING

The Foundation used the “Computer for the Teacher” Program outcomes to initiate a program for remote computer training. Implemented from 2002 to 2004, it gave interested teachers access to free training in how to put the Internet to good use. Training participants learned about the mechanisms for using online resources, creating websites and knowledge-testing tools,

and preparing multimedia presentations. The program was composed of two modules: remote training via a special website and in-class workshops. Training was completed by nearly 1,200 participants who received certificates recognized by the Polish Ministry of National Education and Sport.

### PROGRAM MANAGER:

2002-2004 The National Foundation for Computer Literacy

**\$180,548**

*in PAFF grants*

## FOR CHILDREN

This 2005–2010 program aimed at creating conditions for equalizing the educational opportunities of rural and small-town children by improving the quality of early-stage elementary education. The program guidelines were summed up in “A Strategy for Elementary Education Development”. In the pilot round, experts and partnerships, including NGOs and local authorities, helped implement selected elements of this strategy in seven rural communes. The experience gained formed the basis for one of first “Reports on the Situation of Small Children in Poland”. The program also led to the creation of

a database of NGOs supporting elementary education, available at [www.dzieci.org.pl](http://www.dzieci.org.pl). The program’s second round delivered training to 24 organizations in state-of-the-art methods for working with small children, and grants to 17 organizations for projects implementing selected strategy elements. 2007 saw the establishment of the Partnership for the Education of Small Children, which brought together 50 non-governmental organizations. The purpose of the program’s third round was to disseminate the experience gained.

### PROGRAM MANAGER:

2005-2010 The Comenius Foundation for Child Development

**\$702,344**

*in PAFF grants*

## SUPPORTING LEGAL REFORMS: COMPUTER TRAINING

In 2001 the Foundation launched a program to support the efforts to apply modern computer technology for purposes of self-education and access to information within judiciary institutions. The program's training sessions attracted almost 6,000 participants, including judges and judicial administration staff. Six centers for computer

education were either created or supported: in Białystok, Wrocław, Szczecin, Kraków, Gdańsk and Warsaw, and channeled education further to smaller centers. A total of 380 computer training sessions were held. After PAFF financing ended in 2006, the Ministry of Justice and court funds were used to continue training.

PROGRAM MANAGER:  
2001-2005 The "Iustitia" Judges Training Center Foundation

**\$300,172**

*in PAFF grants*

## ENTREPRENEURSHIP AT SCHOOL

The objective of this 2004–2010 program was to support initiatives aimed at unlocking entrepreneurial spirit in junior-high- and senior-high-school children, especially in villages and small towns. "Junior-High Enterprise", the program's main component, was a project implemented jointly with the Junior Achievement Foundation to support teachers who actively encourage creative, entrepreneurial attitudes in their pupils, and teach groupwork. An online system for distributing educational materials was created for the project and made accessible

at: [www.junior.org.pl](http://www.junior.org.pl). The system was used by more than 3,200 teachers from almost 1,300 schools. The program's offer also included the "IDEA" National Competition for the Best Student Initiative, and support for the National Entrepreneurship Olympics held by the Foundation for the Promotion and Accreditation of Economic Education. Every year more than ten thousand high-schoolers compete in the Olympics, still held under PAFF's patronage, for enrolment at the universities where contests are held.

PROGRAM MANAGER:  
2004-2010 The Junior Achievement Foundation

**\$882,381**

*in PAFF grants*

## TRAINING FOR HEALTHCARE MANAGERS

This 2000–2006 program was designed to raise knowledge of modern medical facility management. The program helped co-fund 22 training centers and grant more than 400 post-graduate study scholarships to healthcare institution managers, coming mainly from villages and small towns. The program's offer also included

conferences attended by foreign experts who presented Polish physicians and administrators with their experiences in managing modern healthcare systems. Among program outcomes was the designing and implementation of a system for accreditation of post-graduate study programs in healthcare management.

PROGRAM MANAGER:  
2000-2006 The Society for Healthcare Managers

**\$520,332**

*in PAFF grants*

## VILLAGE IN TRANSITION (VITA)

This 2000–2003 program aimed to stimulate bottom-up civic initiatives in rural communities with low levels of activity, and to initiate a regular information and experience exchange between non-governmental organizations working to benefit rural areas. The program was implemented in three stages: informational – cove-

ring more than 1,500 representatives of 72 communes; training – with 120 workshops drawing approx. 3,000 participants; and executive – consisting in the implementation of 77 local projects, most continued even after PAFF financing came to an end.

PROGRAM MANAGER:  
2001-2003 The Rural Development Foundation

**\$498,956**

*in PAFF grants*

## VILLAGE IN TRANSITION: BUILDING INFORMATION SOCIETY (e-VITA)

This 2004–2011 program built on the “Village in Transition” (VITA) program was to promote practical, modern ICT application for the social and economic development of rural areas, as well as prepare local communities and local governments for using EU funds. The program’s first years witnessed the development of the “e-VITA” digitization method. In the following years, financial and expert support was delivered to communities that had embarked on implementing projects constructing such technical infrastructure as i.a. public Internet hot-spots. The efforts of 13 local partnerships resulted in 11

not-for-profit communal computer networks that provide Internet access to the residents of 60 villages. On top of that, 1,360 residents improved their computer and Internet literacy, and training in online project creation attracted 500 participants. Another program component, educational activities, was addressed chiefly to entrepreneurs, NGOs and youth. The model digitization solution developed under the program – the “e-VITA Method” – toured multiple seminars, was the subject of a publication, and was promoted via the “Witryna Wiejska” website.

REALIZATOR PROGRAMU:  
2004-2011 The Rural Development Foundation

**\$1,654,889**

*in PAFF grants*

## EURO-NGO

Launched in 2003, this program aimed at helping NGOs obtain and use funds offered by the European Union. “EURO-NGO” resulted in the creation of a public information and advisory system on the principles and mechanisms of EU funds, intended mainly for civic initiatives and NGO leaders from villages and small towns. From

2004 to 2006, thanks to the counseling provided by 120 “EURO-NGO” experts, Polish NGOs acquired more than \$48 million from EU funds for implementing 373 individual and 21 partnership projects. A part of the program is still being operated under the “EURO-NGO+” path of the “Support for NGOs” Program.

PROGRAM MANAGERS:  
2003-2006 The “SPLOT” Network of Support for NGOs  
2006-2007 The Association for the Non-governmental Initiatives Forum

**\$1,175,127**

*in PAFF grants*

## FINANCIAL MANAGEMENT FOR NGOS (FIMANGO)

This 2000–2006 program aimed to improve the quality of financial management in third-sector institutions, primarily through free training courses which attracted

more than 1,300 NGO accountants and financial managers. Starting from 2007, the training courses form a part of PAFF's "Support for NGOs" Program.

PROGRAM MANAGER:  
2000-2006 The Civil Society Development Foundation

**\$1,793,021**

*in PAFF grants*

## UNDOING UNEMPLOYMENT

The objective of this 2001–2006 program was to encourage local initiatives in combating unemployment. The program reached a total of 1,165 persons, who benefited from psychological counseling and legal advice, as well as vocational advisory and professional development courses. They also took advantage of the employment agency services supported by a specially organized databank with 3,000 job offers. Almost half of those taking part in the program found jobs or created new ones

through self-employment. Next, the activities focused on spreading information about the outplacement method, which had been adjusted to the needs of NGOs and local social partners. In the years 2004–2006, almost 300 labor market experts completed "Outplacement Academy" training. Creation of the labor market institutions portal [www.bezrobocie.org.pl](http://www.bezrobocie.org.pl) was another product of the program.

PROGRAM MANAGERS:  
2001-2003 The Enterprise Development Foundation in Suwalki  
2004-2006 The Foundation for Social and Economic Initiatives

**\$974,586**

*in PAFF grants*

## WORK IN POLAND

The purpose of this program, which was based on the “Undoing Unemployment” experience, was to bolster the competencies and efficiency of non-governmental organizations in the realm of services for the labor market. The program comprised research and analyses, educational and information activities targeting NGOs and

their local government partners involved with the unemployed, as well as grants for local efforts taken for the labor market using ICT. The program’s offer also included training provided to third-sector organizations through distance learning.

PROGRAM MANAGER:  
2007-2010 The Foundation for Social and Economic Initiatives

**\$810,277**

*in PAFF grants*

## THE 2001 FLOOD

The initiative was launched in cooperation with the “Rzeczpospolita” daily in 2001. The Foundation awarded 17 grants to the rural schools most severely affected by the flood. Almost 200 small businesses received

preferential loans for flood damage removal, provided by the Micro Fund and subsidized by PAFF. Thanks to the co-operation with the Klon/Jawor Association, a special “The Flood” website was established.

PROGRAM MANAGER:  
2001 The Klon/Jawor Association, in cooperation with the “Rzeczpospolita” daily

**\$102,359**

*in PAFF grants*

## THE “FLOOD RELIEF” PROGRAM

Launched in May 2010, this was the joint initiative of PAFF, the Center for Citizenship Education Foundation, and the Information Society Development Foundation – all under the auspices of the “Gazeta Wyborcza” daily. The underlying goal was to help the schools and public libraries in small towns and rural areas where

the flood had struck. In parallel, PAFF and the Academy for the Development of Philanthropy in Poland launched an action to help local social organizations covered by “Act Locally” and operating in the flooded areas. The program delivered support to 72 schools and public libraries, as well as 70 local NGOs and Voluntary Fire Brigades.

### PROGRAM MANAGERS:

2010 The Center for Citizenship Education Foundation  
The Information Society Development Foundation  
The Academy for the Development of Philanthropy in Poland

**\$329,370**

*in PAFF grants*

## THE CITIZEN AND LOCAL GOVERNMENT

This 2002–2004 program aimed at improving relations between local governments and local communities by establishing lasting and transparent mechanisms for cooperation between local authorities, citizens, and citizen-representing organizations. The program resulted

in the creation of “Cooperation Charters”, developed jointly by representatives of local governments and the third sector. The program experience constituted the basis for launching the “Transparent Community” campaign.

### PROGRAM MANAGER:

2002-2004 The Foundation in Support of Local Democracy

**\$266,515**

*in PAFF grants*

## TRANSPARENT COMMUNITY

"Transparent Community" was built on "The Citizen and Local Government" experiences, and was the pilot for the "Transparent Poland" initiative at the same time. This program was carried out with the participation of selected local governments to improve the quality and promote appropriate standards of public life in villages

and small towns. The program's pilot stage prepared 16 local governments for assuming the role of consultants for the "Transparent Poland" mass campaign. Nearly 800 local governments from communes across Poland applied, ready to implement the task set developed under "Transparent Community".

PROGRAM MANAGER:  
2003-2005 The Foundation in Support of Local Democracy

**\$171,967**

*in PAFF grants*

## TRANSPARENT POLAND

The aim of the 2006–2008 "Transparent Poland" campaign, implemented with the joint participation of local governments and communities, was to introduce and consolidate the six principles of good governance: transparency, zero tolerance for corruption, civic participation, predictability, accountability and professionalism. The campaign was the product of a partnership between PAFF, the Foundation in Support of Local Democracy, the Stefan Batory Foundation, the "Gazeta Wyborcza" daily, the Agora Foundation, the Center for Citizenship Education and the World Bank. It built on the experien-

ce gathered in the "Citizen and Local Government" and the pilot "Transparent Community" programs. The campaign was joined by almost 800 local governments from all over Poland, with 426 obtaining certificates of completion. Expert support was offered to participating local governments. The program trained a total of more than 3,000 participants. The program experience was shared with interested representatives of other countries – Ukraine, Georgia, Bulgaria, Romania, Kazakhstan and Balkan countries.

PROGRAM MANAGER:  
2005-2008 The Foundation in Support of Local Democracy

**\$472,556**

*in PAFF grants*

## THE CITIZEN AND LAW

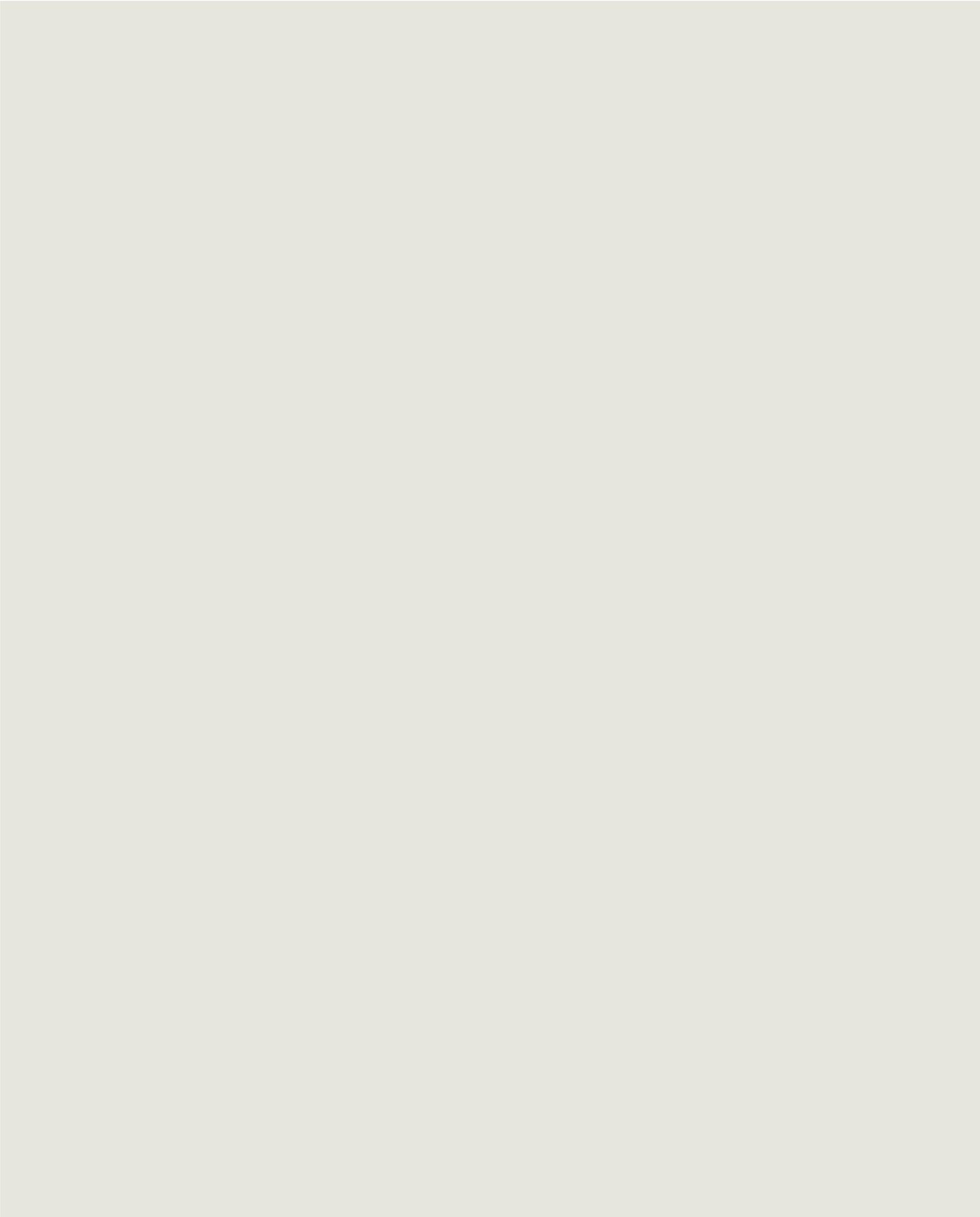
Implemented between 2002–2014, “The Citizen and Law” supported the development of various community-based forms of civic and legal counseling. The program achieved its goal by providing aid to non-governmental organizations which dispense free, expert legal information and advice, as well as by encouraging citizens to exercise their rights in the public sphere. By developing free legal counseling the program offered assistance mainly to individuals in difficult financial straits or life situations. It also initiated public debate on reforming the system of access to legal assistance. A cyclical grant competition was conducted for non-governmental organizations providing legal and civic consultancy; it co-financed 190

projects in total and enabled more than 170,000 legal and civic consultations. Program activity was conducted under the auspices of the Council of Experts, composed of Poland’s legal community leaders. The Council’s work led to the creation of the [www.mediacja.jestemza.pl](http://www.mediacja.jestemza.pl) vortal, which promoted civil-law mediation, and the Pro Bono Center, through which NGOs could obtain free legal assistance from established law offices. The program also initiated the “Active Citizen” Forum, which addressed the barriers to voter turnout and developed recommendations on voter participation improvement. The Platform of Consultancy Organizations was established and training was offered to organizations providing legal advice.

PROGRAM MANAGER:  
2002-2014 The Institute of Public Affairs

**\$3,442,628**

*in PAFF grants*



# FACTS AND FIGURES

# FACTS AND FIGURES



**31,800**

*awarded scholarships*



**3,808**

*modernized libraries*



**10,000**

*trained librarians*



**16,700**

*supported local projects*



**14,500**

*student-volunteers  
with more than 38,000  
educational projects  
at 2,700 schools involving  
380,000 children and youth*



**120,000**

*teachers improved  
their professional  
competencies*



**14,500**

*schools participated in PAFF programs*



**30,500**

*NGO leaders and staff benefited from PAFF's training offer*



**832**

*post-graduate scholarships awarded to young people from Eastern Europe, the South Caucasus and Central Asia (including 464 to Ukrainian citizens)*



**1,064**

*supported projects in East European, South Caucasian and Central Asian countries*



**10,253**

*participants of study tours to Poland from 10 countries of the region*

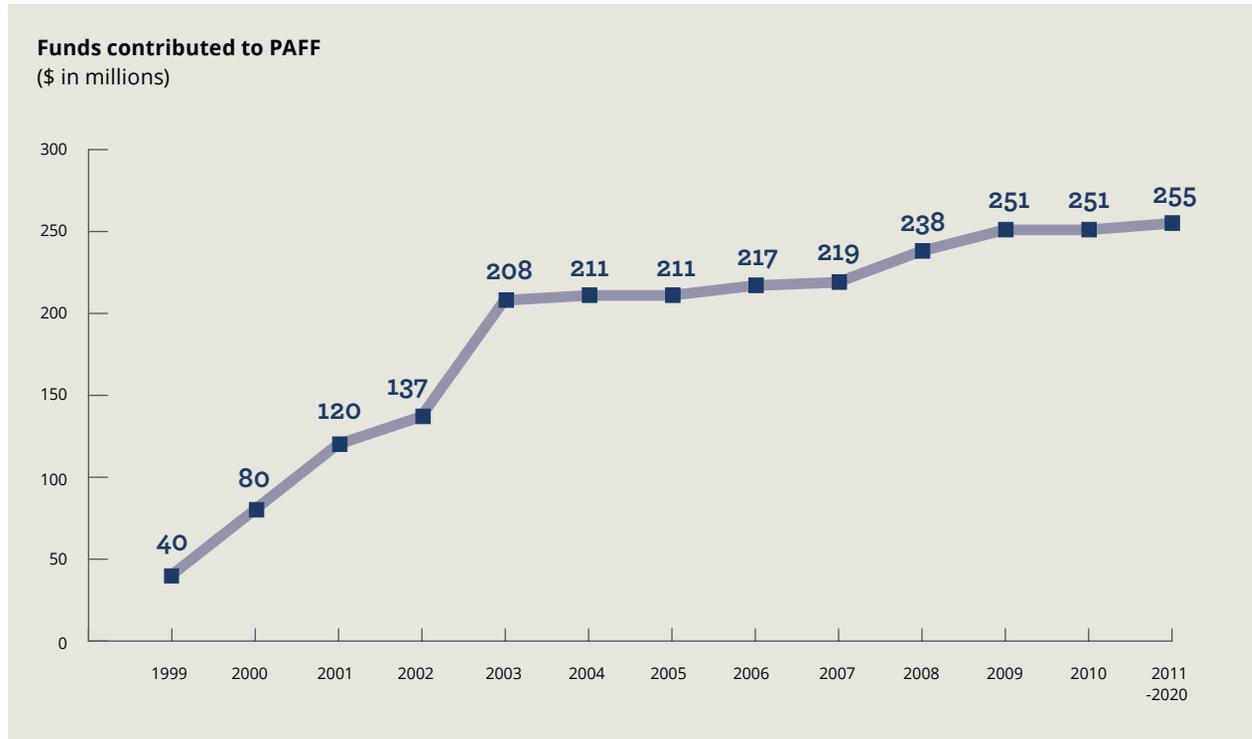


**19,000**

*PAFF program participants attended meetings at PAFF's Warsaw Representative Office*

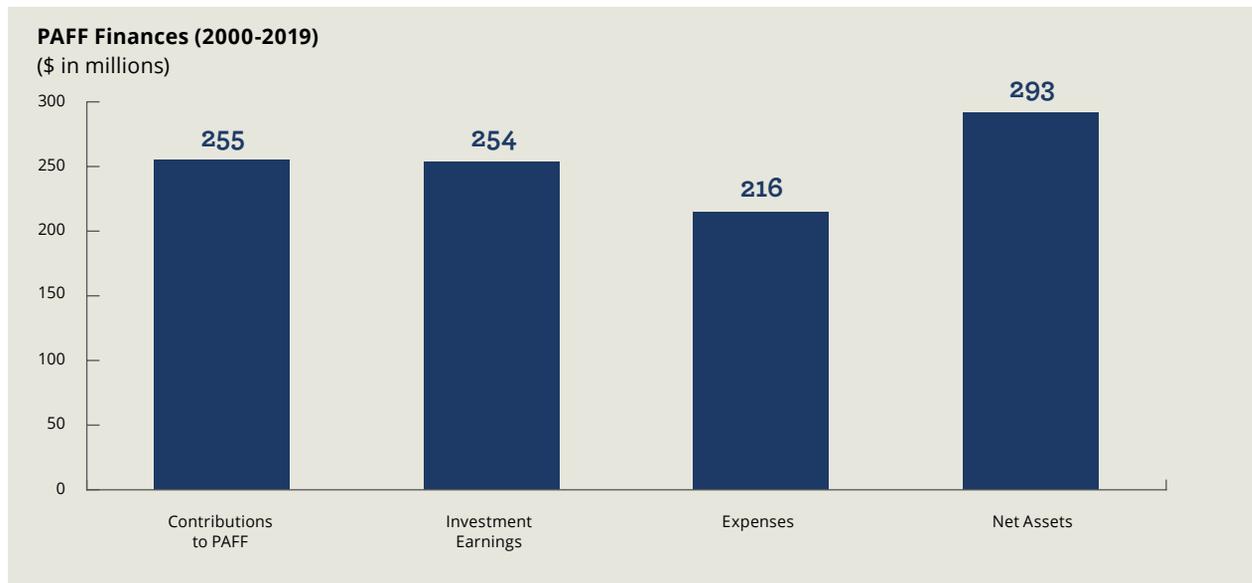
## FUNDS CONTRIBUTED TO THE POLISH-AMERICAN FREEDOM FOUNDATION

By the time the Polish-American Enterprise Fund terminated its activities in 2011, it had contributed \$255 million to the Foundation, which formed the basis of PAFF's Investment Portfolio.



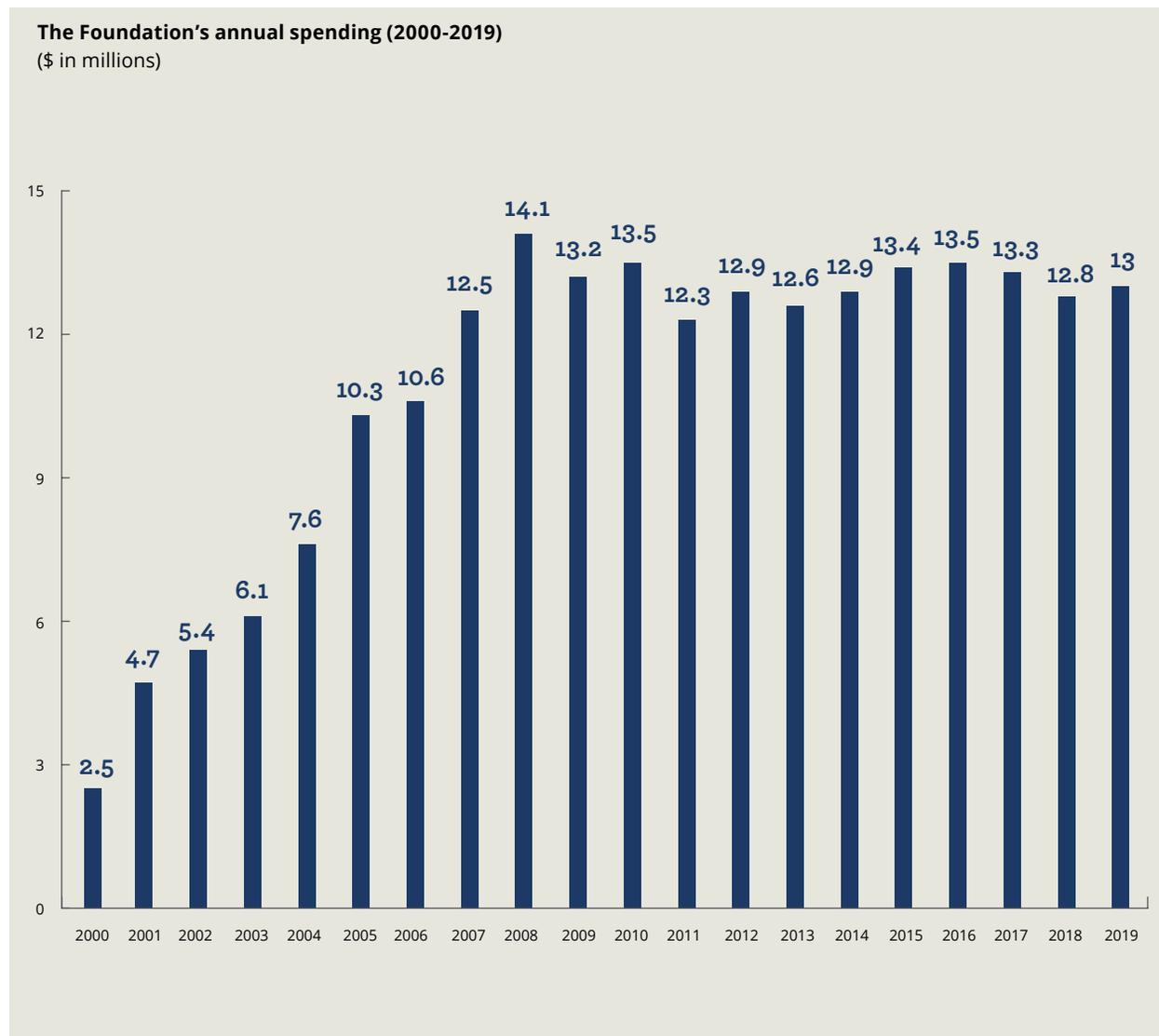
## INVESTMENT PORTFOLIO MANAGEMENT

The Investment Committee is responsible for managing the Foundation's Investment Portfolio and is composed of selected members of the Foundation's Board of Directors as well as outside investment professionals, who volunteer their time and expertise to the Committee. Since 2014, the Committee has been chaired by Carla H. Skodinski. Earlier, the late Frederick M. Bohlen and the late Robert G. Faris chaired the Committee. The Foundation relies on earnings from the Investment Portfolio to support its activities. Investment earnings on the Portfolio over 20 years, from 2000 to 2019, amounted to \$254 million, enabling the Foundation to disburse \$216 million for grants and operations.



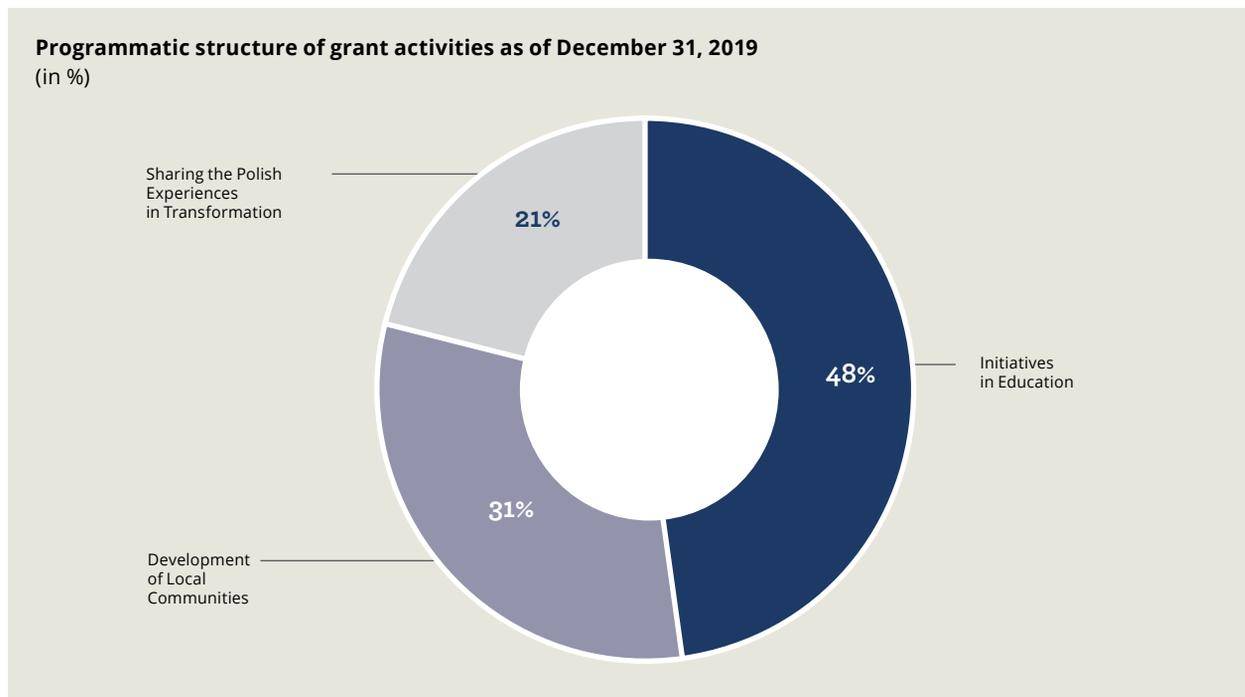
## THE FOUNDATION'S ANNUAL BUDGETS

The PAFF Board of Directors reviews and approves annual budgets for grants and operating costs of the Foundation. Budgets are approved in U.S. dollars, but approximately 95 percent of spending is in Polish zlotys. The Foundation seeks to keep approximately two years of estimated spending in zlotys on deposit. From 2000 until the end of 2019, the Foundation's spending for its activities was nearly \$216 million.



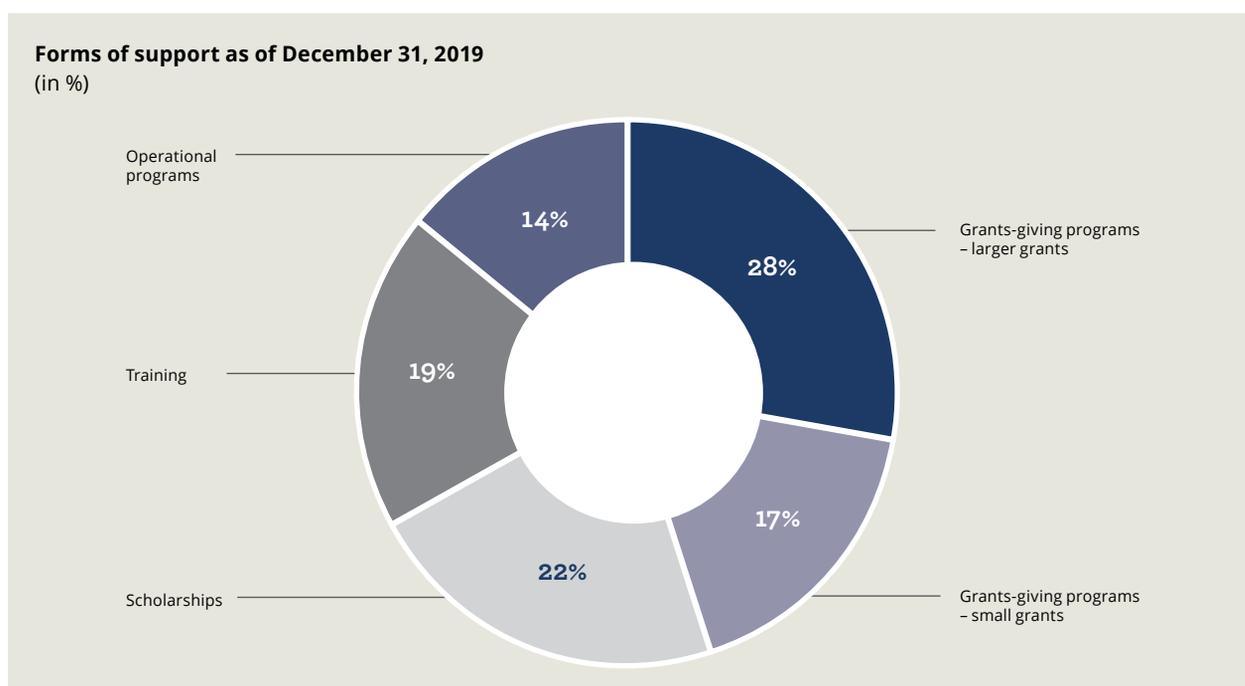
## PROGRAMMATIC AREAS

In fulfilling its mission the Foundation funds programs falling within three thematic areas: "Initiatives in Education", "Development of Local Communities", and "Sharing the Polish Experiences in Transformation". Between 2001 and 2008 the Foundation's activities also covered a fourth area: "Citizen in a Democratic State of Law".



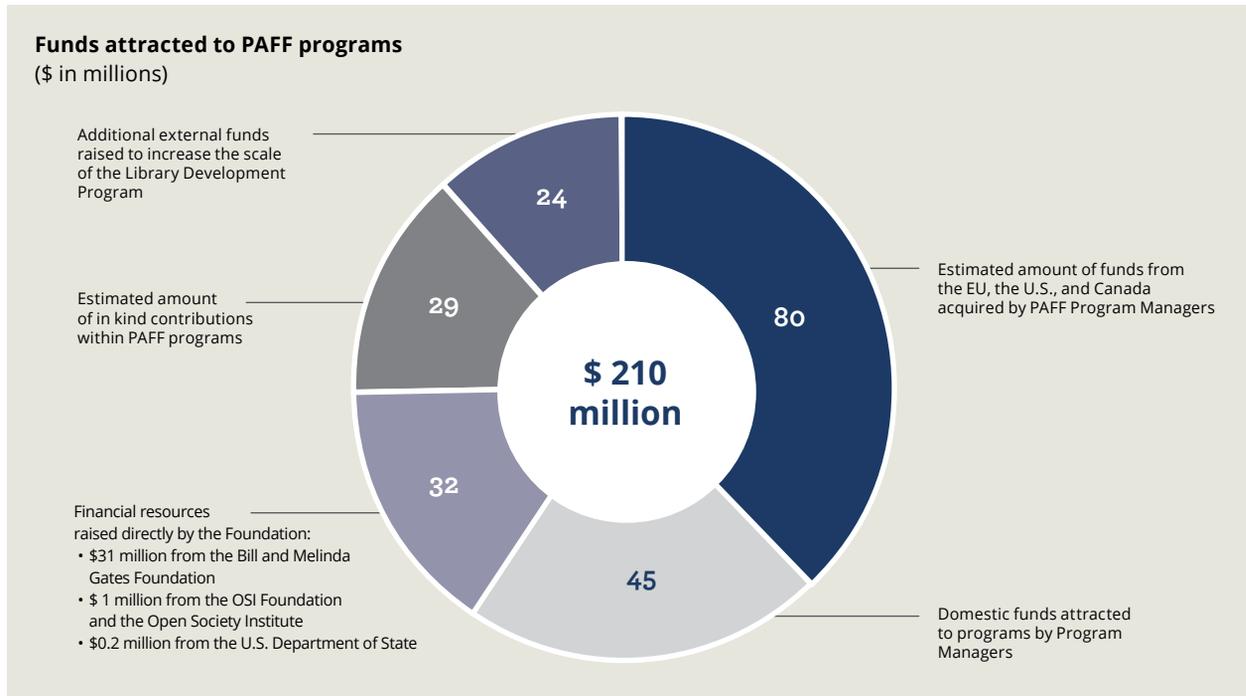
## FORMS OF PAFF SUPPORT

Since its beginning, the Foundation programs involved forms of support that included grants, scholarships, training, counseling and networking.



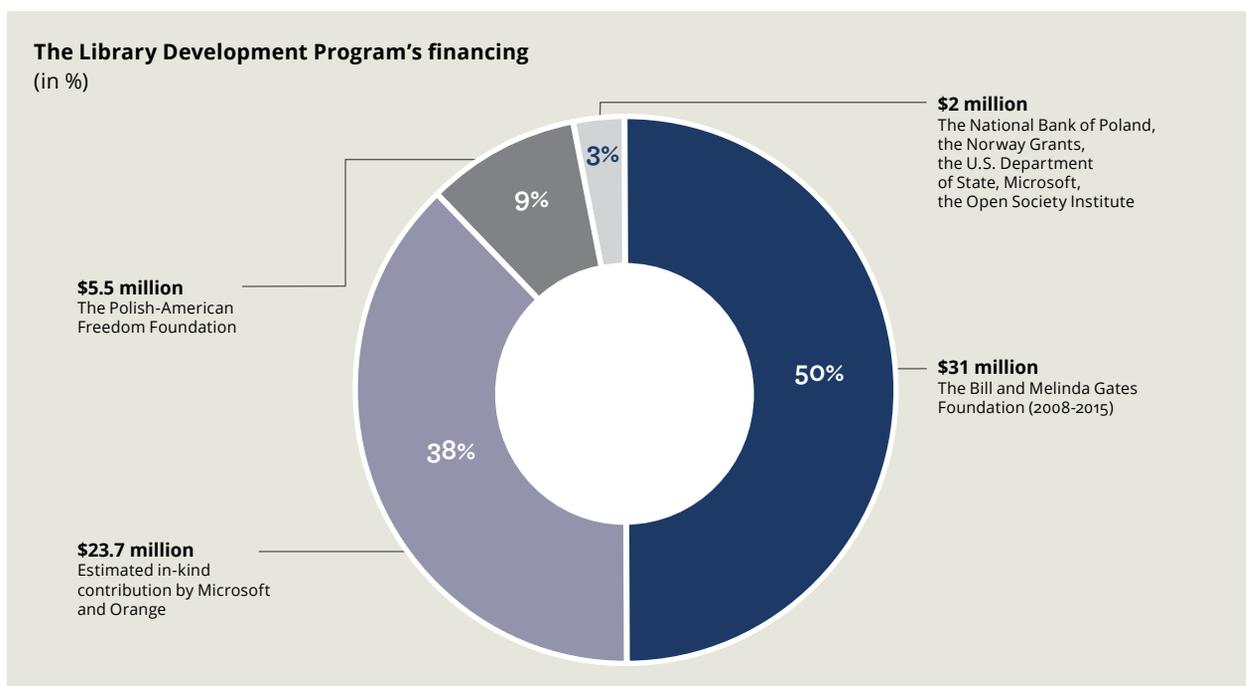
## ACQUIRED EXTERNAL FUNDS

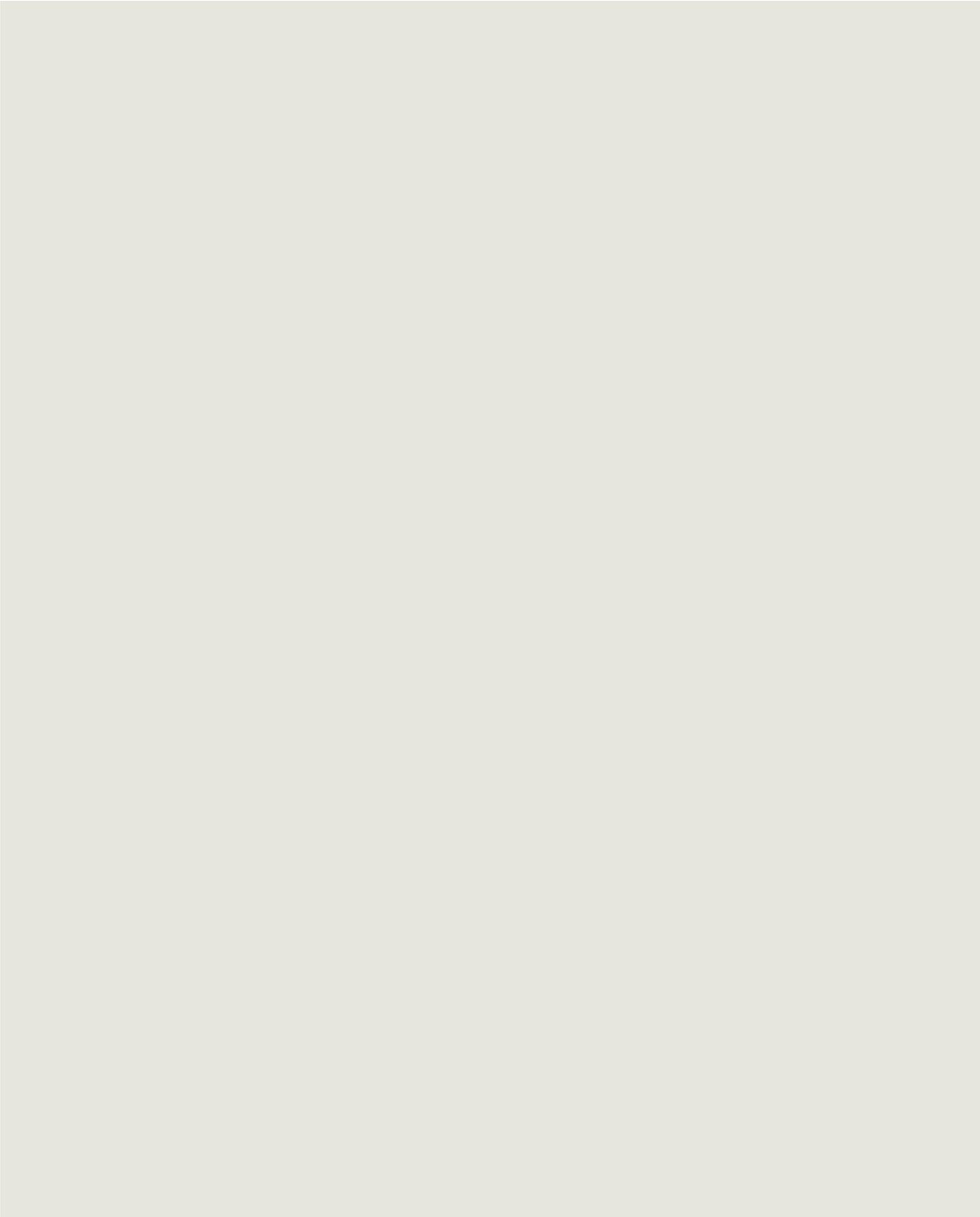
Between 2000 and 2019, the Foundation succeeded in attracting external funds totaling \$210 million.



## THE LIBRARY DEVELOPMENT PROGRAM – FINANCING

Funds contributed by the Bill and Melinda Gates Foundation, including earnings from investing and exchange gains, funded 50 percent of the Library Development Program’s costs. The other 50 percent was contributed from other sources.





# WHO WE ARE

## BOARD OF DIRECTORS



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Senior Counsel, Hogan Lovells



**Alfred B. Bieć**

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



**Anna Fornalczyk**

Former President of the Antimonopoly Office (currently the Polish Office for Competition and Consumer Protection)



**Christopher Hill**

Former U.S. Ambassador to Iraq, the Republic of Korea, Poland, Macedonia, and Special Envoy to Kosovo, former Assistant Secretary for East Asia/Pacific Affairs; Chief Advisor to the Chancellor for Global Engagement, and Professor of the Practice in Diplomacy, University of Denver



**Geoffrey Hoguet**

Managing Member, GRH Holdings, LLC



**Kasia Kieli**

President and Managing Director of Discovery Europe, Middle East and Africa



**Jerzy Koźmiński**

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



**David Niemiec**

Senior Advisor, Saratoga Partners



**Krzysztof Pawłowski**

President of the High School of Business-National Louis University in Nowy Sącz, former Polish Senator



**Carla H. Skodinski**

Vice President and Chief Investment Officer, KCM, LLC



**Sylwia Wilkos**

Film producer and director, CEO of Moondragon Film; academic teacher in social and political studies

## FORMER MEMBERS OF THE BOARD OF DIRECTORS:

**Marek Belka** – 2000-2010

**Michał Boni** – 2000-2008

**Colin G. Campbell** – 2000 r.

**John P. Birkelund †** – 2000-2015

**Frederick M. Bohan †** – 2003-2013

**Zbigniew Brzeziński †** – 2000-2015

**John H. D'Arms †** – 2000-2002

**Robert G. Faris †** – 2000-2015

**Aleksander Koj †** – 2000-2010

**Nicholas A. Rey †** – 2000-2009

## U.S. AMBASSADORS TO POLAND, PARTICIPATING IN THE WORK OF THE BOARD OF DIRECTORS:

**Georgette Mosbacher** – since 2018

**Paul W. Jones** – 2015-2018

**Stephen D. Mull** – 2012-2015

**Lee A. Feinstein** – 2009-2012

**Victor H. Ashe** – 2004-2009

**Christopher R. Hill** – 2000-2004

**Daniel Fried** – in 2000

## MANAGEMENT, STAFF AND ASSOCIATES



**Jerzy Koźmiński**  
President and Chief  
Executive Officer



**Grzegorz Jędrys**  
Head of the Representative  
Office in Poland



**Norman E. Haslun III**  
Treasurer and CFO, Secretary  
to the Board of Directors



**C. Douglas Ades**  
Senior Consultant



**Matthew R. Elkin**  
Legal Counsel



**Radosław Jasiński**  
Program Director



**Renata Koźlicka-Glińska**  
Program Director  
(parental leave)



**Joanna Lempart**  
Program Director



**Marianna Hajdukiewicz**  
Program Director



**Agnieszka Mazur**  
Program Director



**Mirosław Czyżewski**  
Program Officer



**Katarzyna Świątkiewicz**  
Program Officer



**Kalina Grzeszuk-Zajczkowska**  
Program Officer



**Agnieszka Kwiatkowska**  
Chief Accountant



**Justyna Podraza**  
Programs' Financial Controller



**Przemysław Zaroń**  
Public Relations Specialist



**Maciej Makulski**  
Analyst



**Grażyna Skrzypiec**  
Accounting



**Karolina Rewska**  
Administrative Coordinator



**Tomasz Wojciechowski**  
Administrative Assistant



**Aleksandra Wróblewska**  
Administrative Assistant

## FORMER STAFF MEMBERS AND ASSOCIATES:

**Ryszard Kruk**

Head of the Representative Office in Poland,  
Vice President (2000–2005)

**Robert C. Odle †**

Legal Counsel (2000–2012)

**Anna Rozicka**

Program Director (2000–2001)

**Jacek Michałowski**

Program Director (2000–2010)

**Anna Wojakowska-Skiba**

Program Director (2001–2009)

**Rafał Kramza**

Program Director (2007–2012)

**Katarzyna Maniszewska**

Program Director (2013–2016)

**Robert Milewski**

Program Officer (2004–2009)

**Małgorzata Rurewicz-Rzesoś**

Chief Accountant (2000–2003)

**Mira Osiecka**

Programs' Financial Controller (2000–2018)

**Grzegorz Borczyk**

Financial Analyst (2009–2016)

**Adela Makarewicz**

Accounting (2000–2014)

**Joanna Rechnio**

Administrative Coordinator (2010–2018)

**Agnieszka Łukasik**

Administrative Assistant (2000–2013)

**Marta Szymczyk**

Administrative Assistant (2000–2004)

**Justyna Florczak**

Administrative Assistant (2015–2018)

**Sławomir Doniecki**

Administrative Assistant (2000–2007)

**Rafał Milewski**

Administrative Assistant (2007–2015)

**Paulina Kołaczyńska**

Administrative Assistant (2009–2016)

**Izabela Jaroń**

Administrative Assistant (2011–2012)

**Monika Kotlarz**

Administrative Assistant (2001–2003)

**Dorota Górską**

Consultant (2006–2019)

**Agnieszka Cwalińska**

Consultant (2006–2007)

## **POLISH-AMERICAN FREEDOM FOUNDATION**

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