

PDCS ANNUAL REPORT 2004

If we had to describe organizational development of PDCS in 2004 using one word, "crystallization" would be the most fitting. The key directions became clear for PDCS to take in the coming years. The team of professionals also "crystallized" and now includes people identified with and ready to develop PDCS mission. Despite demanding conditions for not-for-profit organizations following country's accession to EU, the programs continue with unchanged depth and energy. Compared to previous years, the expert character of PDCS work is strengthened, with more authoring and editing by PDCS staff and with more lecturing at universities.

Due to the scope and variety of activities, it is not possible to include them all in detail. A more thorough list may be viewed at www.pdcs.sk website.

In this report, we are going to mention some interesting projects implemented in 2004. They give you an idea which direction we are going.

Overview of selected projects of PDCS in 2004

In 2004, PDCS continued the project of its development related to **institutional building grant** provided by the Trust Fund administered by the consortium of Ekopolis Foundation and ETP Slovakia. This grant helped our organization make internal changes directed towards long-term sustainability in programming, institutional development, and financial planning.

In terms of our institutional legal form, we considered results of analyses, consultations and current legislation and made a decision to maintain the legal form of a civic association until future changes in nonprofit legislation. In terms of organizational structure, we moved closer towards more differentiated positions with well-described responsibilities and with clearly defined classification of trainers, consultants and program managers. In terms of formalizing internal functioning, we started to make changes in staff contracts and modified guidelines for PDCS management and administrative functioning. As for our long-term sustainability and higher effectiveness, we made changes for our colleagues working outside the Bratislava office.

The economic functioning of our organization was strengthened after introduction of new financial management software. To certify credibility of PDCS, we underwent financial audit for 2004.

PDCS continued its activities in the following key areas

(The scope of this report does not allow us to mention all activities so in each area we list a major project and a few key activities. Further information is available at www.pdcs.sk website.)

- **Organizational development and change (in nonprofit and public sectors...)**

In 2004, we consulted several nonprofit organizations, particularly in processes of strategic planning and assistance in organizational development.

In 2004, we continued our cooperation with the **Youth Council of Slovakia** in developing its strategic plan. We also provided a series of consultations on its organizational development. The Youth Council completed its strategic plan with success and its annual general assembly approved it in November 2004. Currently, it is currently being implemented for the first year.

In a long-term consultation process for **Youth of Slovakia Foundation**, we managed to build internal capacity for managing grant programs and facilitate development of basic philosophy and framework (mechanism) for successful grant-making. The Foundation has already initiated several high-quality programs. Its introductory program "Let's Lower the Barriers" was developed in the consultation process and later met with international response within EU countries.

Further organizations we consulted on their organizational development included: Alliance of Women of Slovakia, Gateway to Life, eRko – Movement of Christian Groups of Children, Integra Foundation, APIS – Association of Advisory Information Centers, Advisory Council, Odysseus Civic Association, Revia Small-Carpathian Community Foundation, Proti Prúdu Civic Association, and Institute for Public Affairs.

Experience in supporting organizational development of nonprofit organizations was applied in our series of training courses and consultations for IREX. Upon its invitation, we provided training on strategic planning for networks of Centers for Civil Society Support in Uzbekistan and Tajikistan. Later we assisted with a conference to create an effective network of such institutions. Thanks to good feedback, we are going to continue with similar activities in Central Asia also in 2005.

Another example of supporting organizational development was a one-week training course requested by World Learning for Macedonian nonprofits and companies implementing US AID-funded projects. The training strengthened their skills in transforming foreign-based financing to local and own-income financing. Participants appreciated a combination of presentations, training sessions and site visits to Slovak NGOs using self-financing strategies.

In 2004 we were also actively involved in program evaluation. Working with the International Youth Foundation Slovakia, we provided two-day training to Foundation program staff, aiming to improve their skills in developing monitoring mechanisms and evaluating grant programs.

Since late 2004, PDCS carried out evaluation of the Trust Program administered in Slovakia by the consortium of Open Society Foundation, Jan Hus Educational Foundation and the International Youth Foundation Slovakia. In the Trust Program, PDCS conducts evaluation of how the program achieved its goals through activities in six sub-programs.

- **Minorities and tolerance**

Starting in July 2003, the US-based organization Partners for Democratic Change has worked with its partner organizations in Hungary, Czech Republic and Slovakia in implementing a comprehensive 4-year program of integrating Roma communities in the society and strengthening cross-sector cooperation in selected regions.

The Roma Integration Program (RIP) is financed by the United States Agency for International Development (US AID) under the SEED program of US State De-

partment whose goal is to support democratic development in Central and Eastern Europe. PDCS implements its Slovak part at community and national levels. At the international level, it involves mostly exchange of experience among countries in which the project is implemented.

At the national level, we are working with media - aiming to reduce discrimination of Roma in the media - and with selected schools – aiming to prepare educational materials on tolerance and multi-culturalism.

At the local level, we work in three locations - Kežmarok, Prešov and Rimavská Sobota. In these communities, a process of cooperative planning was conducted, with participants themselves defining the most problematic areas of Roma integration. For these communities the first grant round was announced in cooperation with Ekopolis Foundation and grants awarded.

In our work with socially excluded groups of citizens, we provided education to local consultants in 2004 for the Social Development Fund in community work, development of local and regional partnerships, involvement of target groups in community needs assessment and in local project development.

- **“Teaching on Teaching”**

The key project for this area is the long-term project supported by several donors **“Long-Term Education of Consultants for Nonprofit Sector in Czech and Slovak Republics”**. In 2004, the latter part of the program was implemented. The project produced a group of highly qualified 16 consultants and 8 mentors for networking and mutual support in professional growth. Consultants focused on the development approach – process consulting in social development, in preparing Czech and Slovak Republics for EU accession, and in foreign development aid projects. External evaluation showed that future continuation of a similar project is meaningful. The project was completed by the two-day conference “Trends in Consulting in V4 Countries” on November 25-26, 2004 in Bratislava, with over 50 participating consultants from 4 Visegrad countries, Romania, and Bulgaria. The conference hosted not only a number of interesting workshops but also the first official meeting of associations of consultants and trainers from these countries. Satisfaction with the project and preliminary interest in similar projects in the future have also been expressed by the donors: C.S.Mott Foundation, VIA Foundation, Open Society Foundation Prague and Open Society Foundation Bratislava.

Further support to consultants active in the nonprofit and public sectors was possible in several training courses and facilitated meetings for the Consultants’ Guild in the Czech Republic and for Integra Foundation and Teaching Center in Brno.

Two three-day specialized training courses were provided in Bulgaria to trainers with special emphasis on training methodology and trainer capacity building. This program involved not just experience sharing but also preparation of partners for possible future joint projects.

UNDP invited PDCS to facilitate a three-day meeting of representatives of the Communities of Practice project from 14 countries. The result was an agreement on joint projects and higher chance for further provision of consulting services for this group of institutions through UNDP.

- **Civic participation and community development**

A major part of PDCS activities in community development overlapped in 2004 with the Program of Roma integration. A significant part of the Program of Integration of Roma is implemented at the community level, using methods of civic participation and involving key players in joint project planning and implementation.

Of great importance to PDCS is cooperative program PriStory with Ekopolis Foundation. PDCS provides consultation to grantees who build public spaces in their city of town using participative techniques. We prepared the program in 2004, with specific activities to be launched in 2005.

In 2002-2004, Partners for Democratic Change in USA and Partners Romania Foundation for Local Development implemented a long-term training program for trainers of local governments in nine countries of the Balkan region „Strengthening Local Democracy in the Stability Pact Region“. Upon the request of implementers, we conducted evaluation of the program at the regional level (effectiveness and outcomes of training of trainers series) and at the country level (effectiveness and outcomes of training courses conducted by participants of the training of trainers series).

In cooperation with the International Youth Foundation Slovakia and PANET Civic Association, PDCS was involved in the program of cross-sector cooperation in Slovakia. Three working groups of experts met for one-day facilitated meetings to give their recommendations on how to improve current cooperation of nonprofit organizations and companies, partnerships in EU-funded projects as well as how to improve current legislation affecting cross-sector cooperation. Results of the expert groups have been distributed to public administration institutions, businesses and nonprofit organizations.

Another example of supporting civic participation was the training requested by World Learning for representatives of nonprofit organizations from Georgia. The week-long program focused on civic advocacy, lobbying, coalition building by nonprofits and organization of campaigns to support specific issues. Participants appreciated also meetings with Slovak civic activists with whom they shared their own experience in organizing campaigns to defend civil rights in shaping new legislation.

- **Conflict prevention and transformation**

PDCS assisted in several complex training and consultation projects run by international institutions on topics such as starting dialogue or preventing conflict in groups where it had been difficult in the past. It was for example a week-long meeting of representatives of ruling political parties and opposition which preceded parliamentary and presidential elections in Kyrgyzstan.

Similarly, we were invited by UNTOP to conduct a week-long training “Transformation of conflict in pre-election period” for trainers, in connection to the upcoming elections in Tajikistan.

In Slovakia, we were invited by UNDP to help facilitate dialogue of representatives of Slovak Ministry of Foreign Affairs with the Platform of Nonprofit Development Organizations on priorities of future development aid in Slovakia.

In 2004, we took the topic of conflict prevention and transformation also to academic environment, having lectured and conducted seminars for two groups of students at the Faculty of Social and Economic Sciences of the Comenius University and for two groups of Faculty of Political Science of Comenius University.

Our clients and partners in 2004

Partners for Democratic Change Slovakia (PDCS) provides services to interested parties from several sectors both in Slovakia and internationally:

1. Nonprofit sector

We provided training and consultation to organizations such as Academia Istropolitana Nova, Fair Play Support Alliance, Alliance of Women of Slovakia, Gate to Life Civic Association, CVNO (Center for Education of Non-profit Organizations), Ekopolis, eRko – Movement of Christian Communities of Children, IVO (Institute for Public Affairs), Prešov Community Foundation, NDS (International Youth Foundation Slovakia), Integra Foundation, Pontis Foundation, NMS (Youth of Slovakia Foundation), NOS - OSF, Citizen and Democracy Civic Association, Odysseus, Against the Stream Civic Association, Together Civic Association, Professional Women, Council for Advising in Social Work, Revia – Small-Carpathian Community Foundation, RMS (Council of Youth of Slovakia), Social Center, Jan Hus Educational Foundation, and a number of smaller organizations and civic initiatives.

2. Training and facilitation contracted by international organizations

AED Kazakhstan

AISIS, o.s., APIS, La Strada, VIA Foundation, Consultants Guild (training and consultation in the Czech Republic)

APRODEV

ARENA (Asian Regional Exchange for New Alternatives)

GTZ (Gemeinschaft für Technische Zusammenarbeit) Serbia

IREX Uzbekistan a Tajikistan

OSF Mongolia

PDCI (Partners for Democratic Change International)

UNTOP

UNDP

World Learning Georgia a Macedonia

World Bank (Slovakia)

Workshop for Civil Initiatives Foundation (Bulgaria)

3. State and public administration, local governments

Social Development Fund

Teaching Center Brno

Methodical centers, secondary schools and universities (Faculty of Social and Economic Sciences of Comenius University, Faculty of Political Sciences of Comenius University)

and some city and local governments

4. Training and facilitation for private institutions and businesses

(directly or through third parties):

Slovak Gas Industry, Omnipublic s.r.o., Talk-talk, s.r.o., UNILEVER

Publications issued in 2004

- Dušan Ondrušek et al.: Chrestomatija dlja nekomerčeskych organizacij, Bratislava, PDCS 2004 (Russian translation of Reader for Nonprofit Organizations and Reader for Advanced Nonprofit Organizations)
- Dušan Ondrušek, Vladimír Labáth, Zuzana Tordová: Conflict, conciliation, conciliation councils, Bratislava, PDCS 2004
- in addition to books, we also published two issues of TaK Newsletter (nos. 7 and 8) and ten articles on programs and activities of PDCS in 2004.

Who is who in PDCS in 2004:

Director:

Dušan Ondrušek

Deputy directors:

Anna Zemanová, Karolína Miková

Office manager and project manager:

Monika Straková

Local office manager:

Zuzana Tordová (Conciliation Council in Levice)

Director of Program of Integration of Roma:

Andrea Chorváthová

RIP Coordinator:

Pavol Makyš

Project managers, trainers and consultants:

Peter Gušťafík

Natália Kušnieriková

Ján Mihálik

Lenka Rapošová

Ján Odzgan (alternative military service)

Ivana Tóthová

Financial manager:

Renáta Ferstlová

Financial assistant:

Lucia Halandová

Assistent:

Miroslav Tóth

Network administrator:

Samuel Vališ

Key donors of PDCS in 2004

A great number of our projects would not be possible without financial support. Our thanks goes particularly to:

Charles Stuart Mott Foundation
 Levi Strauss Foundation
 Ekopolis – ETP Slovakia Foundation
 Open Society Foundation Prague
 Open Society Foundation Bratislava
 VIA Foundation
 USAID

Budget of PDCS in 2004

Expenditures (SKK)	
Supplies and office operation	566.125
Energy costs	61.834
Costs of publications	16.956
Repairs and maintenance	22.727
Project implementation (services)	8.603.027
Costs of salaries and services	1.194.673
Property depreciation	62.030
Money exchange losses	241.268
Travel	55.021
Other expenditures	180.582
Expenditures Total	11.004.243

Income (SKK)	
Contributions from other organizations	12.185.941
Contributions from individuals	82.406
Sales of services	88.467
Sales of publications	64.974
Interest revenue	51.381
Money exchange gains	21.267
Other income	8.010
Income Total	12.502.446

The difference between income and expenditures is due to projects extending over two calendar years.

Overview of PDCS activities in 2004

	no. of events	no. of days	no. of participants
Training	134	205	1391
Facilitation	77	87	964
Consultation	64	86	236
Teaching	11	15	105

In line with the PDCS mission and traditions, PDCS members provided over 80 days of volunteer work for public benefit activities. In various campaigns PDCS gave both material and direct financial support (donation to the "Tatras Restoration" initiative). Several PDCS members work on boards of foundation and in various advisory bodies.

International activities of PDCS in 2004 (country list)

Albania	Kyrgyzstan
Belgium	Macedonia
Bosnia i Hercegovina	Mongolia
Bulgaria	Monte Negro
Czech Republic	Poland
Croatia	Romania
Cambodia	Serbia
Germany	Tajikistan
Hungary	Uzbekistan
Kazakhstan	