



Nation *of* Leaders

Foundation of Civic
Development



**Annual
Report for 2024**



Introduction

“

2024 has become a year of growth and sustainability for our organisation. We are proud of the results we have achieved and would like to thank all the partners, donors, team and students who have made this possible.

Foundation's Board

Nation of Leaders Civic Development Foundation (hereinafter referred to as the "NLF") is a non-profit organisation founded in Poland in 2021 by representatives of the Belarusian diaspora.

The organisation's mission is to promote the formation of an active and conscious civil society in Belarus. We strive to make Belarus an independent, prosperous country, open to international cooperation and setting trends in civilizational development for the sake of sustainability of the world and humanity.

In our activities, we are guided by the fundamental values of freedom, respect for human dignity, the rule of law, legality, and justice.

To achieve these goals, we have established the Nation of Leaders Educational Hub, which is a platform for developing and supporting initiatives aimed at developing practical skills necessary for personal growth, self-development, strengthening communities and society as a whole. The Hub supports both the projects of its residents and the initiatives of graduates and their communities.

The Hub's team, residents of Nation of Leaders, includes more than 30 people from Poland, Belarus, Lithuania, Germany, the USA, and Georgia. These are course authors, teachers, master class presenters, experts, consultants, public figures, as well as specialists who develop, administer, and promote educational projects.

Nation of Leaders aims to develop an ecosystem of informal civic education by bringing together education providers, businesses, Belarusian and international NGOs, and other stakeholders. We lay the groundwork for meaningful democratic change through resource sharing, peer learning, and a systemic approach.

We build co-operation with partners who share our values and vision. This cooperation is organised on the principles of ethics, trust, competence, mutual benefit and complementarity of resources. It ranges from micro-projects to strategic initiatives and is aimed at creating synergies that ensure sustainable development of society.



Performance Results for 2024

ONLINE EDUCATION

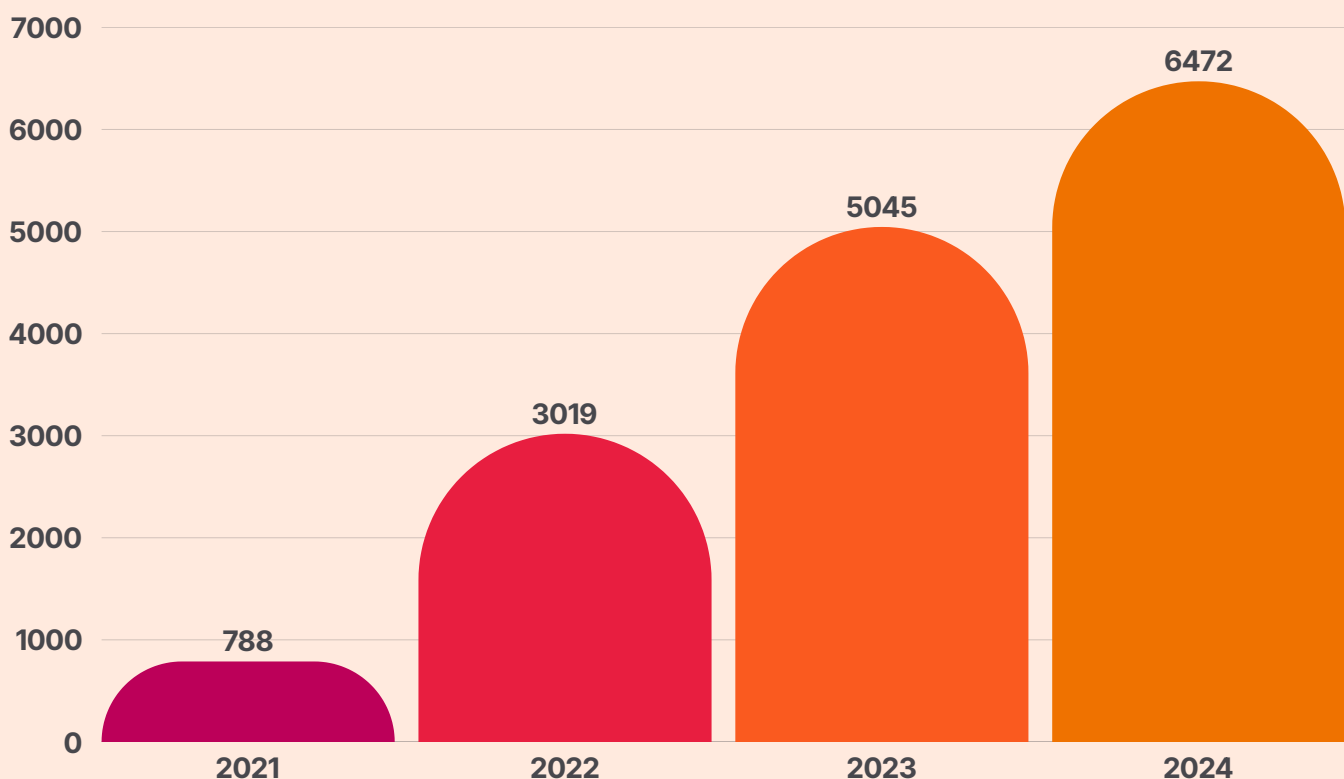
5 new educational programmes (courses) were launched on the platform.

27 streams of existing and new educational programmes were conducted (each course is run cyclically, from 1 to 3 streams per year).

1,427 participants were trained.

6 regional communities strengthened their organisational capacity thanks to specialised programmes.

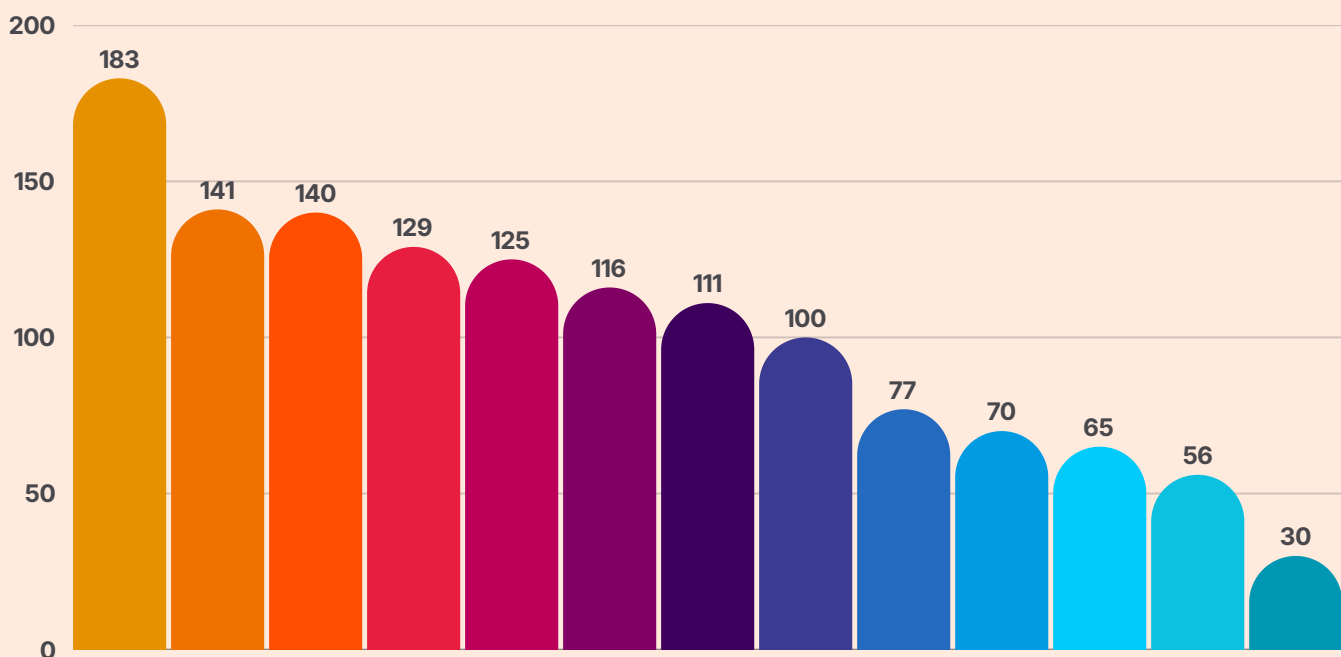
TOTAL NUMBER OF PARTICIPANTS IN COURSES AND PROGRAMMES ON THE EDUCATION PLATFORM (CUMULATIVE)





Performance Results for 2024

NUMBER OF COURSE REGISTRATIONS IN 2024



Conscious Parenting in the Face of Uncertainty. 3 streams

From Burnout to Resource
2 streams

Gender from the Ground Up: Figuring It Out Together. 3 streams

Seibit Pramovy. Effective Public Speaking
2 streams

Rodovod: Reconstructing the History of One's Family and Country. 2 streams

Purpose. Plan. Result.
2 streams

Conflict Resolution. Skills for Life
3 streams

Inner Strength. How to Overcome Learnt Helplessness. 2 streams

Public Policy for Beginners
3 streams

Ecopath: Small Steps to Big Changes
2 streams

Steps. Overcoming Burnout. Resource Restoration. 1 streams

The NEXT Community: From Community to Organisation — Steps towards Sustainability
1 stream

Legal Self-Help Guide for Every Day
2 streams



Performance Results for 2024

SUPPORT FOR GRADUATES

33 open educational online events were held, including 32 master classes, 19 of which took place in voice chat format with NLF psychologists, and one meeting with an NLF guest.

Four clubs continued their work:

- Motivational Club (21 members),
- Achievers' Diaries (22 members),
- Psychological Self-Help Club (28 members),
- Internal NLF Team Club (13 members).

Two new clubs have been established:

- Belarusian Language Club (47 members),
- Cognitive Skills Training Club (47 members).

45 consultations (177 hours) were held for graduates on key topics: conflict resolution, team management, security, sustainable development, psychology, communication, ecology, community development, time management, gender literacy.

The following concepts have been developed:

- incubation programme,
- on-going seminar,
- volunteer participation programmes.





Performance Results for 2024

DEVELOPMENT OF THE NLF PARTNER NETWORK

International cooperation has been expanded:

- Agreements have been concluded with the Alexander Institute (Finland), the Danish Institute of Culture (Latvia) and Good People (Denmark) within the frameworks of the project "Parallel Societies: Post-Soviet Immigration in Nordic and Baltic States".
- An international thematic working group has been formed in cooperation with the Collective Leadership Institute (CLI) to develop mechanisms for cross-sector collaboration. A discussion on this topic was held at the Tutaka festival.

A course on community development has been developed and launched, as well as the concept for an acceleration program for education providers.

Residents and the Hub team have taken part in partnership initiatives:

- as mentors and mentees in the mentoring programme of social projects;
- in the publication, translation and testing of the Online Educational Service Self-Assessment Tool (available at www.tool4edu.online);
- in the implementation of a socially significant project of a Hub resident, where NLF acted as an administrative partner.

DEVELOPMENT OF THE ORGANIZATION AND THE TEAM

Previously launched processes have been institutionalized:

- the foundation council (supervisory board), which fulfils advisory and supervisory functions, has begun its work;
- such structural units as the Graduate Support Centre, the Club Space Development Centre, and the Monitoring and Evaluation Service have started their activities.

The team has been joined by:

- **new authors and teachers;**
- **a producer of educational products;**
- **a monitoring and evaluation specialist;**
- **heads of the Club Space Development Centre and the Graduate Support Centre;**
- **a fundraising group coordinator.**

These new specialists have significantly strengthened the organization's potential.

Work has begun on creating the **Nation of Leaders Manifesto**, a public declaration of our goals, values and principles.

Team members took part in 48 events (conferences, forums, seminars, discussions) aimed at the developing education (including non-formal adult education), culture, and socio-political activities, which allowed to increase professionalism and establish cooperation with other organisations and experts.

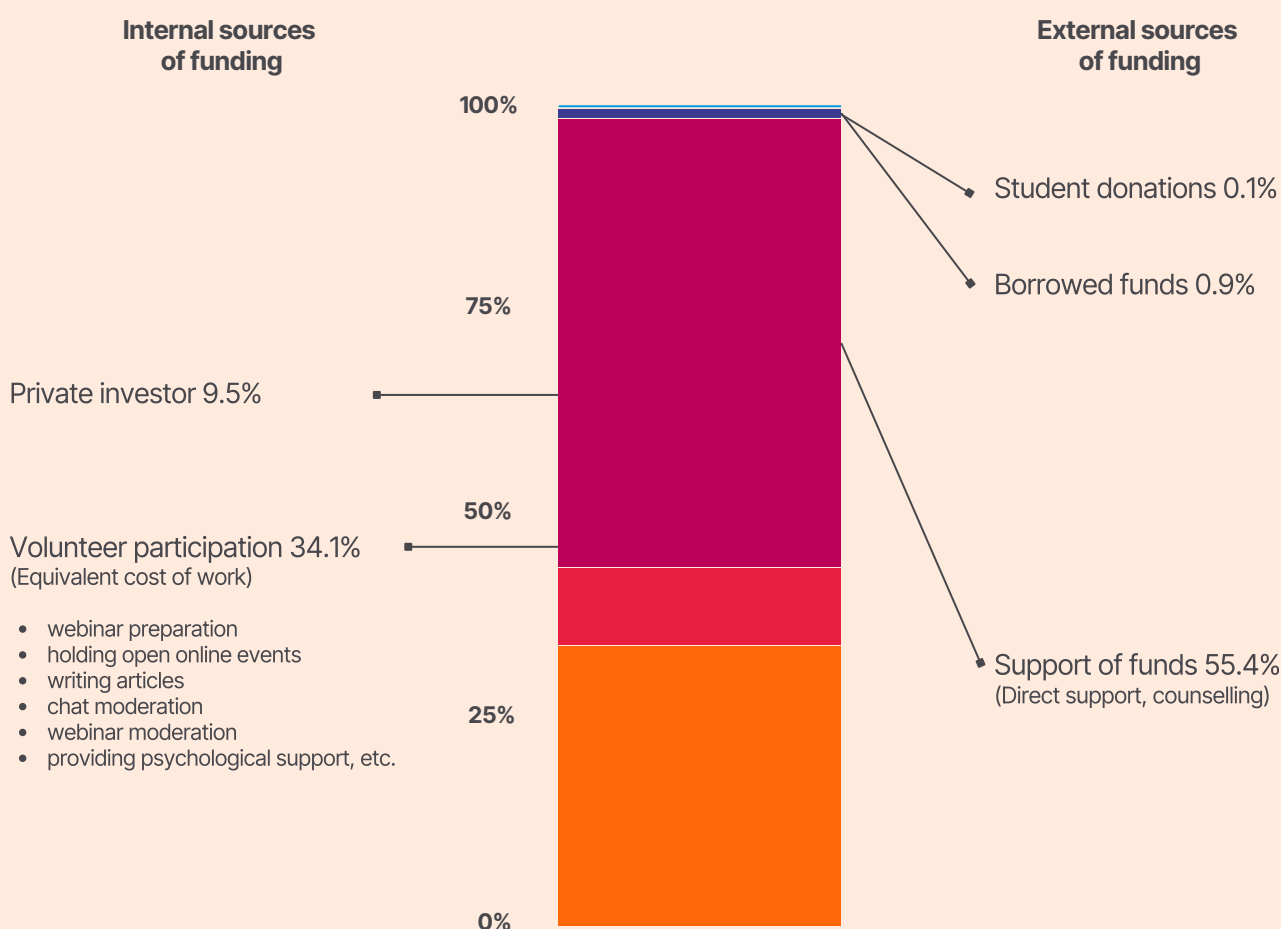


Financial Sustainability

The core of the Nation of Leaders team is made up of professionals united by common goals and aspirations for development. Each member of our team makes a significant contribution to the development of the Hub's educational projects. We grow and develop together, share experience, knowledge and learn from each other, creating an environment for continuous professional and personal growth.

The activities of Nation of Leaders and its educational potential were positively assessed by five foundations supporting the development of civil society in Belarus. Their assistance contributed to the creation of a more sustainable organisational structure, increase mutual understanding within the team, the construction of quality management system for our activities, and also provided an opportunity to develop online learning — the development of five new educational programmes, implementation of 21 course streams and six community support programmes.

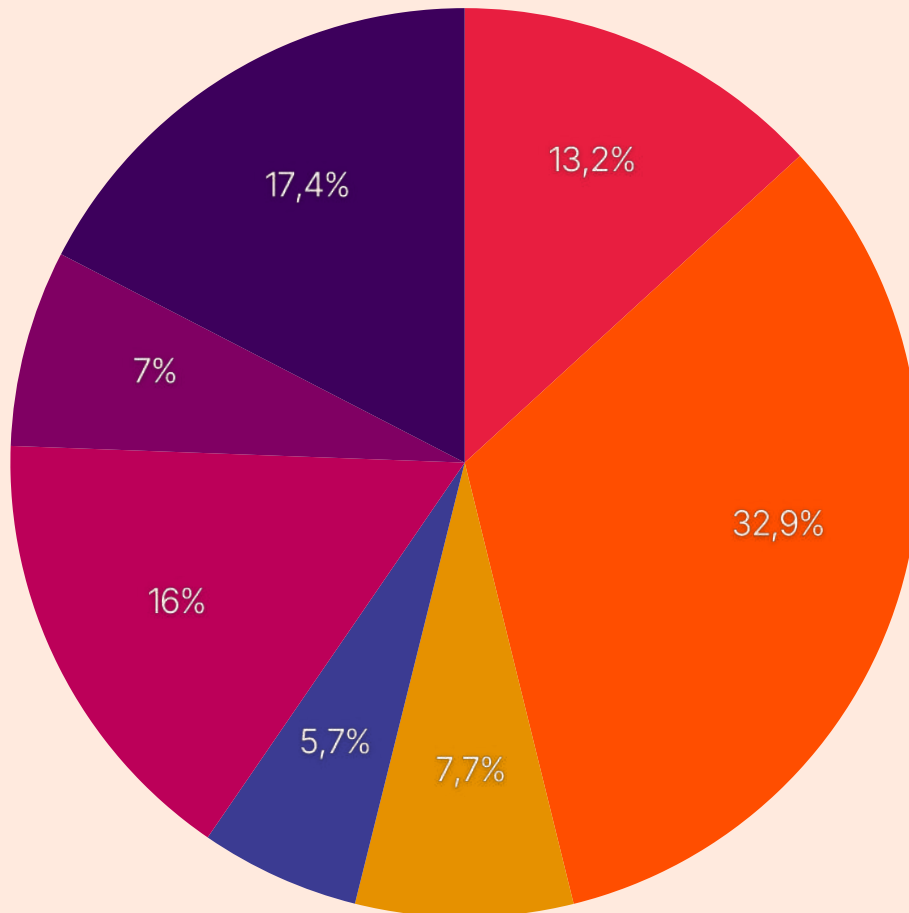
SOURCES OF FUNDING FOR THE ORGANISATION'S ACTIVITIES IN 2024





Financial Sustainability

COST STRUCTURE IN 2024



- Development of new educational programs
- Administrative expenses
- Conducting courses, consultations, open events, organizing club space
- Partnership projects
- Promotion of courses, platforms, events
- Strategic development of the organization
- Taxes and insurance premiums



Plans for 2025

EDUCATIONAL OBJECTIVES OF THE HUB

- create and launch a minimum of four new educational programmes;
- ensure at least 1,500 registrations for community courses and programmes;
- conduct at least 28 streams of existing and new courses;
- develop a counselling service for comprehensive support of active Belarusians, providing access to services related to education;
- support the development of clubs and interest groups, strengthening the initiative, interest and leadership of alumni;
- launch a modified volunteer programme to strengthen the organisation and personal growth of the participants;
- run an incubation programme for social projects of graduates on a competitive basis;
- conduct a hackathon for organisations and initiatives that have ideas for socially significant educational projects, and launch an accelerator programme for hackathon participants and winners;
- launch pilots of new educational formats (seminars, intensive courses, etc.).

TASKS FOR DEVELOPING A PARTNER NETWORK



- form a permanent organisational unit for developing a partner network;
- expand cooperation with other initiatives and organisations with similar missions operating in the field of adult education and similar areas related to capacity building of Belarusian civil society;
- launch a project to develop intersectoral cooperation — both non-commercial and commercial;
- organise a two-day offline seminar as part of an international project on the integration of migrants from the post-Soviet space into Nordic and Baltic societies.



Plans for 2025

MARKETING AND PR TASKS



- develop and start implementing a PR-strategy to increase the recognition and expand the field of influence of NLF, taking into account the changing conditions of the Belarusian society;
- strengthen the promotion of educational products to attract more participants to the Hub's projects;
- develop and launch on-going data collection and analysis to ensure that NLF's educational products meet the current challenges of the time, needs and expectations of the target audience (adult Belarusians), ensuring the achievement of the organisation's mission.

TASKS IN THE FIELD OF ORGANISATIONAL DEVELOPMENT AND INCREASING SUSTAINABILITY

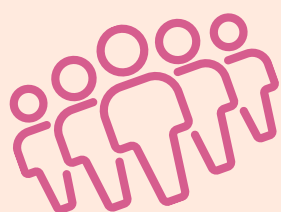
- formulate a theory of organisational change;
- improve the decision-making system, the structure of the organisation's management bodies (management board, supervisory board, departmental committee, representative body of the residents' community);
- strengthen the security, taking into account the increased risks for participants within the country due to the inclusion of NLF media resources in the list of organisations involved in extremist activities;
- define who the residents of the Hub are and the principles of their participation in the life of the community;
- continue working on the implementation of the monitoring and evaluation system;
- finalise the manifesto and hold its presentation;
- expand and strengthen the teams of the Alumni Support and Club Space Development Centres;
- ensure continuous in-house professional development of teachers — a regular seminar;
- complete the process of registration in the Polish Register of Public Enterprises to be able to be the beneficiary of 1.5% income tax from private individuals, as well as to ensure the possibility of preferential taxation for legal donors.



More About the Hub

Throughout 2024, participants in the Hub's projects were able to take part in activities of various formats:

- courses on the online educational platform;
- open events: master classes, lectures, seminars;
- NLF educational social media blog (educational articles);
- graduates' chat network;
- clubs and interest groups (held and led by graduates and residents);
- counselling support for graduates and their communities.





Online Education

In 2021, we launched an **online platform** that allows you to study anonymously and free of charge. Our educational programmes (courses) provide the opportunity to acquire knowledge that allows you to successfully and effectively solve your personal tasks, immediately applying knowledge and skills in practice, as well as to cooperate, coordinate, and organize the work of groups of people and communities.

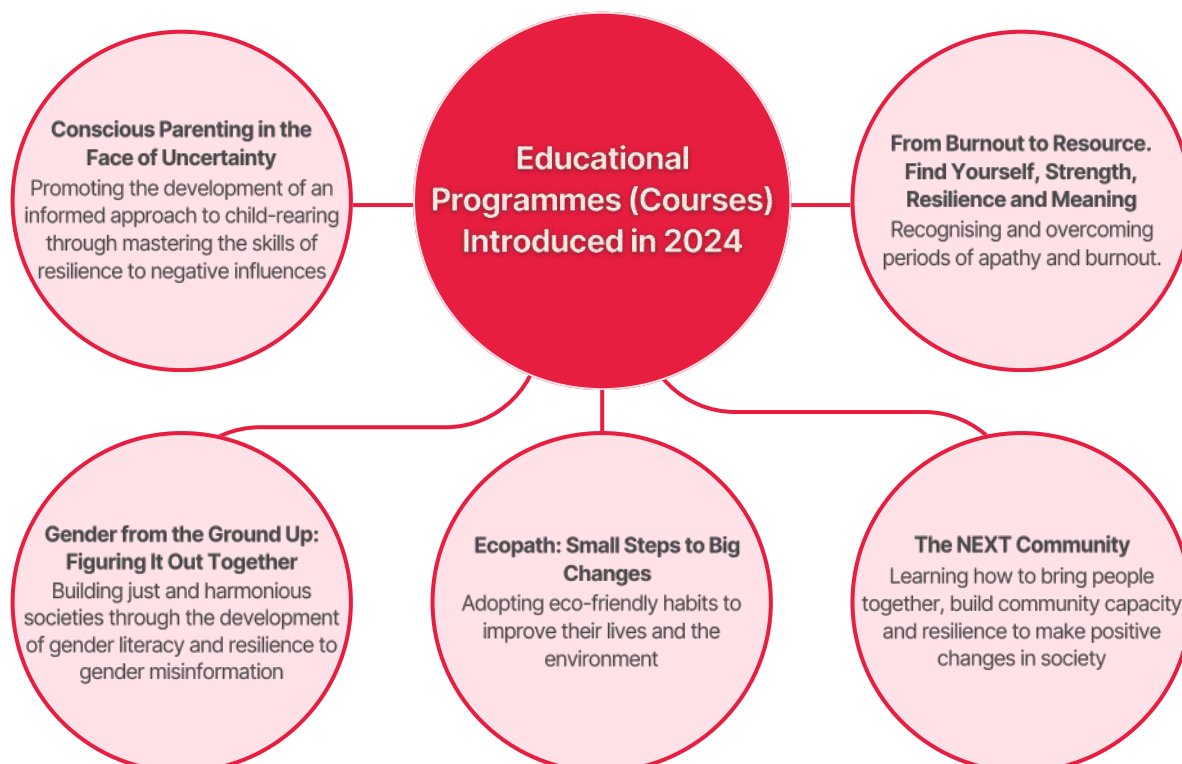
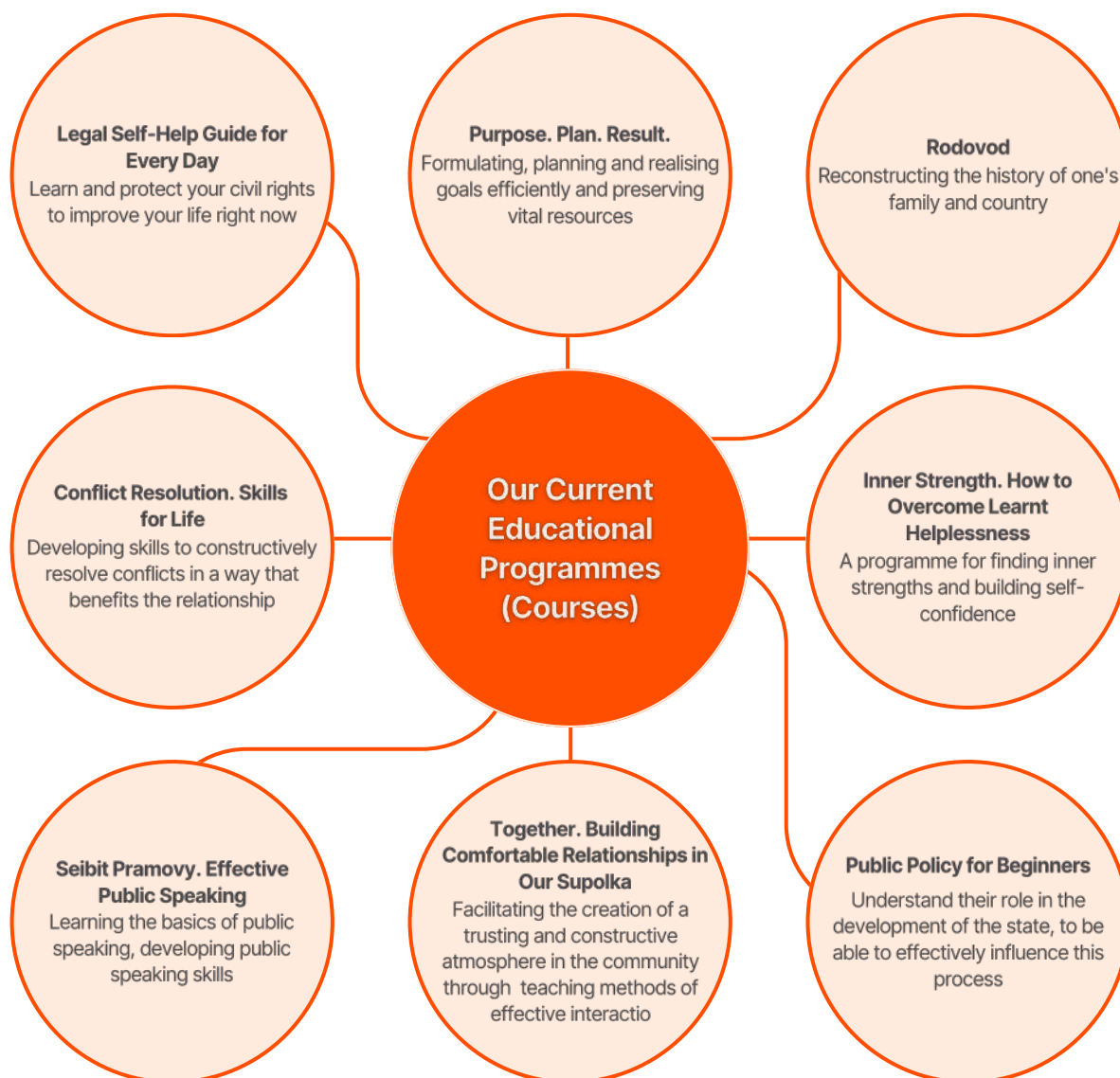
The platform's **educational programme** is constantly adjusted based on current challenges faced by the civil society in Belarus, as well as requests from the target audience (surveys on social networks, feedback and questions in telegram chats of streams and graduates, questionnaires from graduates of each course (more than 1,000 questionnaires have been collected over the years)).

The training takes place in groups. On average, each course consists of 6 to 10 modules and lasts from 3 to 8 weeks. The main formats for organising educational work are video lectures (on average 8-20 minutes each, for a total of 1.5-4 hours of video content), practical tasks, and webinars. Homework (exercises, tests) and additional materials are also posted on our online platform. Telegram chats are created for each stream. In 2024, webinars (3-8 webinars depending on the course programme) were also held in Telegram. Traditionally, courses are held cyclically, repeating every 3-6 months. Video lectures open on certain days, during webinars, teachers together with participants discuss, analyse homework, perform and discuss practical tasks on a certain topic, explain the tasks of the following modules. Upon successful completion of the course, the participant can apply for a certificate.

On the platform, we aim to create a **space** where it is pleasant to be and where there is a sense of belonging. **Teachers** are the key figures in the educational process: they create a relaxed atmosphere and support participants in their search for meaning and solutions to their problems. They are characterised by their ability to provide participants with the freedom to apply what they learn, their openness to their needs and their accessibility for communication. The Hub's student-centred approach gives teachers the opportunity to "improvise", and gives participants the freedom to choose their own materials and forms of training.

Course participants communicate with each other and with the project team in an **extensive network of chat rooms**, sharing experiences and supporting each other. After completing the training, participants are given the opportunity to join other chat rooms that are active on a permanent basis: chats for course graduates, NLF general chat room, clubs and interest groups. There you can get advice from teachers and other participants, propose a topic for discussion, run a master class, create a course or an article.

To support and develop the community, to quickly respond to the audience's current requests, in 2024, **master classes** were held by invited experts and our teachers, and **supportive voice chats with psychologists** were available. The topics of such meetings are suggested by course participants, graduates, and team members.





Support for Graduates

The work of the **Graduate Support Centre** is aimed at supporting the development of active participants in the civil society in Belarus, at creating conditions that foster the growth of personal maturity and civic engagement necessary for sustainable social change, and is based on the understanding that this process is possible through a series of qualitative steps and transformations.

Graduate Counselling Support (for individuals and communities), launched in autumn 2023, provides expert advice on topics such as governance, psychology, ecology, communication and gender literacy. These counselling sessions help to address current challenges, become more engaged in community activities and involve others in positive change processes.

Incubation Programmes (under development) are short-term programmes for the members of our community to create and develop their initiatives with the support of NLF experts. Such programmes will be held on a competitive basis. A draft of the first program was developed in late 2024, and will take place in spring 2025.

On-going Workshop (under development) is an educational programme in which participants will be able to develop an individual development trajectory, understand in practice how to make successful changes in their lives and their environment. In 2024, the team has written a preliminary concept of the programme.

The **Volunteer Participation Programme** was suspended. In 2024, the transformation of volunteer participation in the Hub's activities began.

Clubs and Interest Groups are part of the Hub's ecosystem, which allows graduates and residents to start a group where they can develop their skills, competences and simply enjoy spending time together, feel part of something bigger, demonstrate their leadership skills and individuality.





Our Clubs and Interest Groups

Belarusian Language Club

A space open to all interested persons for mutual support and development of communication skills in the Belarusian language, discussion of topics related to national culture, traditions, significant personalities and more

Motivational Club

Mutual exchange of experience and knowledge of participants on the way of their self-development, motivation and support of each other in new endeavours

Achievers' Diaries

Keeping self-reflection diaries and getting support in a circle of like-minded people, safe communication without criticism or advice

Our Clubs and Interest Groups

Psychological Self-Help Club

Development of psychological culture, mastering methods and techniques of emotional self-regulation and psychological self-help, mutual support

Team's Internal Club

A platform for discussing the situation in different spheres of activity and life within Belarus, finding solutions and NLF's role in their realisation

Cognitive Skills Training Club

The club's activities are aimed at developing cognitive skills, different types of thinking: it is an opportunity to improve one's performance in studies or work by increasing the productivity and efficiency of thinking



NLF Partner Network

In 2024, NLF Partner Network began to take shape, the Hub team worked to strengthen ties with Belarusian and international organisations that share our values and mission. We focused on creating conditions for joint work aimed at improving the quality of non-formal civic education, supporting communities and promoting innovative educational initiatives.

Key areas of work:

- building sustainable partnerships to enhance collaboration in the field of adult education and related areas;
- developing new tools and approaches, including accelerator programmes that support the development of education providers;
- promoting international co-operation through participation in projects aimed at the integration of migrants and overcoming barriers between sectors;
- creating new opportunities for residents and graduates of the Hub through partnership initiatives, mentorship and participation in the development of socially significant projects.





Hub Support and Development Services



The online platform organises participant recruitment, course delivery, graduates support, and content reflection and refinement to ensure the quality of educational programmes and community communication.

The Production Centre coordinates the process of creating educational content: from processing requests for new products and developing the concept and course materials to producing video materials, placing the course materials on the online platform and further improving them, taking into account feedback from all participants in the educational process.



The Scientific and Methodological Centre provides expert examination of educational proposals and programmes being developed, contributes to the improvement of the quality of regular working processes, and takes an active part in the process of developing the ecosystem of informal civic education.



The Graduate Support Centre creates a supportive environment for Hub graduates, which includes educational opportunities, mentoring, and practical support (workshops, counselling, incubation programmes, working with volunteers).

The Club Space Development Centre supports the development of clubs and interest groups, improves the technology of their start-up and development.



The Marketing Service develops and implements plans to promote educational products online, ensuring their visibility and audience engagement.

The Fundraising Service builds sustainable relationships with donors and partners.

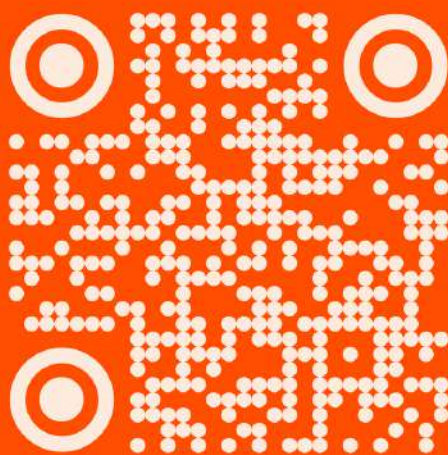
The Monitoring and Evaluation Service develops plans to evaluate the organisation's performance and forms a vision for its structure and areas of strategic transformation.



The Administrative Office builds a professional team, develops effective action plans, organisation's development strategy, and carries out operational management.



Let's work together!



nationofleaders.org



Foundation of civil development Nation of Leaders
Kaleńska str. 5,
04-367 Warsaw, Poland
KRS: 0000914944, REGON 389670207
NIP 1133038692
www.nationofleaders.pl
contact@nationofleaders.pl