

MONEY FOR EARTH!

Fundraising for Central and Eastern European Environmental NGOs

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MILIEUKONTAKT
OOSTEUROPA

East - West **Organization and Management** Project

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Credit for the picture on the front: "At the moment Western financial sources are still the most important ones for many Central and Eastern European NGOs" (Jan Haverkamp, 1995)

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1 Money and Fundraising

Environmental activities cost money. Since you are starting to read this brochure, the chance is pretty large that your activities cost more money, than you have available. On one side, you could see this as a limitation of your possibilities. Could you also reach your goals and target groups in a cheaper way? And how effective would that be? Some very active groups work with hardly any money at all. On the other hand, it could mean that you cannot reach your target group as effectively as is necessary. If you cannot afford your current activities, or future plans, you will have to start *fundraising*. Fundraising simply means "getting money".

Basically there are 6 ways to deal with money problems:

- a. Sell something (posters, brochures, T-shirts, etc.)
- b. Membership-fees
- c. Government subsidies
- d. Sponsorship by Industry and Trade (corporate sponsorship)
- e. Funds and Foundations
- f. Cut Your Expenses (Save Money)

Before we will take a more careful look at all of these categories, here are a few general basic principles in getting money:

Try to get money on the same level as the activity
You should try to find local money for local actions, regional money for regional actions, national money for national actions and international money for international actions. The reason for this is that national sources want to see effects with a national impact. That is the level at which the people behind these sources are thinking. Just after 1989, it was also easy to get international money for local activities since the funders expected a national impact from these local activities. The funders hoped that these examples would motivate others to do similar things, using these activities as model projects that were easily replicable. The more "normal" and numerous environmental NGOs become, though, the more conditions these international funds place on their money.

The more money you are looking for, the longer it will take to come in

This is true for all approaches in fundraising, but especially for getting money from governments and foundations. For example the difference between doing a 20,000 ECU application at the European Community and a 2,000 guilder application at *Milieukontakt* can be a year in waiting!

Working Group Schönberg

At the request of the East German environmental NGOs *Grüne Liga* and Greenpeace Berlin, *Milieukontakt Oost-Europa* and two environmental youth organisations EYFA and A SEED started a working group to stop Dutch toxic waste exports to Schönberg, the largest East German toxic waste dump.

This group has been working for more than three years with a budget of almost zero. Half of its members are students. Students can travel for free in the Netherlands. The non-student members pay for their travels themselves. Therefore, meetings are held in the centre of the country. Members use either their own money, university mail-service, or the mail-service of their job and the same with telephone calls. Photocopies are made at the working spot or at the *Milieukontakt* office. Research is done for free by students from several universities. A report was published by an environmental faculty. The Working Group has been quite successful in mobilizing public opinion, cutting almost all the Dutch waste exports to East Germany. "We can work with hardly no money, so why waste time on fundraising?" says Huub Scheele, one of the members.

Box 1 Working with little money

2 Sell Something

Local activism started, way back in the Stone Age, with selling something. You sell something and you operate using the income you made. On the local level, you can think of giving a party and selling drinks and snacks. If it is a large party, the profit can be quite something! A benefit-concert might also be a good money-maker, because lots of people like music. Or you could sell anything else. Don't forget for instance the possibility of selling services, like setting up plans for energy efficient households, advice to commercial firms, making a waste management scheme for the city or simply washing the dishes....

Selling things as a source of income is even used at the international level. Organizations like Greenpeace and WWF make a few hundred thousand US Dollars a year by selling T-shirts, books, sweaters, posters, watches, bicycles, shopping bags and other things!

"Washing dishes" is a method, which is widely used by scouting, all around the world. Young scouts go from door to door and offer to do small jobs for a little payment. Global 2000, the largest national Austrian NGO, produces a pocket

calendar, sales from which pays for all operating expenses each year. In Hungary, *Magyar Madártani és Természetvédelmi Egyesület* (the Hungarian Bird and Nature Protection Association) sells colourful posters of endangered birds and reptiles, which can now be found hanging on many Hungarian home's toilet doors. Vinocito (Rainbow), an NGO in Štip, Macedonia, collects paper, glass and other materials and sells them to recycling companies.

However, there might be problems with the legislation on non-profit organizations in your specific country. An important thing to know is that it is possible that you do not really make profits with what you sell in a legal sense. The money you "earn" goes to your environmental activities. "Profit" means earned money for risk-carrying capital. Profit is made by commercial organisations, and you are not commercial. However, be careful with legislation! Getting into trouble with the police for not having a license for selling something for non-profit purposes in the street is a bit of a pity, plus you will have to pay unexpected fines.

Another possibility is that you do not ask a *price* for what you offer, but a *voluntary gift*. Experience shows that if you tell people how much the price normally spoken would be, they in average give *more* than that! These voluntary gifts can be booked as donations - with in most countries no repercussions in the form of taxes. Of course you run the risk that people just take your things and you end up with a loss.

More and more Central and Eastern European NGOs are beginning to develop commercial activities to pay for their non-commercial work. In some cases this

Bont voor Dieren

The *Bont voor Dieren* (Union/Fur for Animals) is a Dutch NGO, campaigning against fur. BvD started to sell t-shirts to finance their campaigns. They asked well known (national and international) artists to give them drawings of pictures against fur. These pictures were printed on T-shirts. Together with selling these T-shirts they also asked the buyers to become regular donors of the *Bont*. This three year campaign resulted in around 30.000 donors and an income of several hundred thousand dollars.

Box 2 T-shirts against fur

ABIES

The Slovak environmental group *Vlk* ("Wolf") set up the publishing firm ABIES. Through ABIES, *Vlk* is able to publish translations of environmental books, which otherwise would not be easily available for Slovaks. In this way they do not only do some environmental education, but they also plan to get some money out of it in the long run. One year after the start, ABIES already brings in some money in for office equipment, in addition to the part received as "over-head costs" in some project subsidies from foundations.

Tiszta Levegőért (For Clean Air)

Anything you do for fun, you can do for money. Concerts are a favourite fundraising event appealing to youth. Bands and performers donate their time for free, and all ticket sales go to the NGO and its project(s). In 1993, a large concert was held in Budapest in a large alternative club which donated the space, and about 30 bands donated their time, for the Tiszta Levegőért (For Clean Air) event. Two trucks were parked outside the entrance, as each person presented their ticket at the door, a tree was moved from one truck to the other - each ticket bought a tree for planting.

Box 3 Commercial activities and Music for trees

functions, but in a lot of cases (as in the West) the commercial activities start to overshadow the non-commercial ones, because commercial activities "pay" and therefore get top-priority.

Macedonia

The following is the result of a brainstorm during a workshop on ways to save money, work with little money, and raise money. The Democracy Network, one of the international funders in Macedonia, offered to provide start-up money for many of the raised ideas...

(From Milieukontakt's Organization and Management workshops in Macedonia in July, 1995):

email	in-kind contributions
government money from budget	percentage from environmental fines
percentage from water bill	church donations
asking for free postage from post office	sponsorship
percent of car registration fees	organizing concerts
foundations	selling t-shirts
voluntary work	environmental restaurant-shop
environmental garden	selling training services
selling environmental education materials	getting second-hand equipment
collecting fruits and selling them	auction
selling ideas	free photocopying from your members' offices
growing and selling flowers	membership fees
recycling	environmental whole-house
selling an eco-label	establishing a sports team
selling milk and other healthy products	punishing polluters
environmental tourism	afforestation
collecting paper and bottles	selling NGO logo
equipment from companies which close down	renting bicycles
NGO gives bicycles to staff for use to / from office	performances
being a guide in Skopje	sell old stuff and get money e.g. clothes
establishing an eco-club	selling clean water
energy efficient light bulbs	selling NGO newspaper
use advertising space on electricity bills	leave money or land in a will / testament
corporate sponsorship	tax money to NGOs
advertising on local tv	credit card % - "Working Assets"
holding nature tours or herb walks	green ball - a fancy dress party / ball sponsored and proceeds go to bake
sales - baking food and selling it.	NGOs
selling environmental impact assessment or education in your own company	
telemarketing - calling people from telephone directories, mailing lists, from petitions gathered from actions, etc. and asking them to join your NGO and / or donate money	
lay-offs - when companies fire many people at once due to economics, their computers, desks, etc. are no longer in use and you may be able to get them for free or very cheaply	
fire sales - property damaged by fire, then sold or given away. Insurance will pay for new replacements.	
decrease consumption / don't use so much	

Box 4 Brainstorm for Money!

Maybe it is a good idea to make a brainstorm on things you could do to earn money: sit together with your group and list all the ideas you can think of both realistic and crazy. From crazy ideas, very often new realistic ones develop.

3 Membership Fees and Donations

In the environmental movement there is a saying: "Get active for the environment. And if you can't get active, pay us to be active for you!" In the West it is common that organisations have a lot of members which only pay money to the organisation, sometimes called *passive members*. These people have no time (or possibility) to be active, but they agree with the aims of the organisation and want to support it. So, they pay the organisation to be active for them. Local organisations can sometimes have a few hundred members (for example the *Umweltbund Öklöwe* in Leipzig, East Germany), regional organisations a few thousand, national organisations in the Netherlands tens of thousands (the National Society for the Preservation of the Waddensea has 60.000 members) and international organisations even millions (Greenpeace has around 5 million members and donors). Using this principle of "pay us to be active for you", you could even ask people to be a member of more organisations than one. Why not pay 15 different NGOs to be active for you and be active in one yourself?

Membership fees do not have to cover all of the organisation's costs. You will also have other sources of income, but the membership fee should be at least high enough that it can cover some of the costs. On the other hand, membership

fees should be payable by all the people you want to join your organisation. The membership fee should be adapted to what you think your target group is willing and able to pay. In most Central and Eastern European countries, people argue that membership fees are impossible there, because people have no money at all. Still, for example all Macedonian NGOs have membership fees, but many are symbolic. It is not such a bad idea to link the membership fee voluntarily to income. Several western NGOs know this practice: people with a minimum income (students, unemployed people) pay a certain basic fee (comparable with maybe the price of two beers a month); people with an average income pay two times as much (maybe comparable with the price of a book per month); people with a higher income pay three to four times as much. You do not have to know their income. People can decide themselves how much they pay. Experience shows that people tend to be quite honest in this.

Membership fees are considered to be the most stable and independent source of income. They also are an indication for your support in the population. If you do the right things, the support of the population will translate itself into more paying and active members. If you do something which is not appreciated by the people, you will loose paying members. Then you know, that you either made a mistake, or that you should explain more clearly why you did what you did. In general in the West, organisations have a stable, guaranteed membership of around 60% and a flowing membership of around 40%. This means, that when you loose 30% of your members in a certain year and get the same amount of members back, you do quite well.

You also can get money from donations or from people that leave you money in their testament (will). It is therefore important to make it known to people, that they can spend their money in a clean and sensible way. In an increasing amount of countries membership

The *Grüne Liga*

The *Grüne Liga* is the largest environmental organisation in East Germany. It was founded by the originally independent or dissident environmental groups in the GDR. The first three years after the changes, this organisation received heavy (project- and unemployment-support-) subsidies from the State. Due to these subsidies, *Grüne Liga* paid little attention to membership. Therefore, the number of paying members in most regions is very low. Now the subsidies have almost stopped, and *Grüne Liga* is experiencing heavy financial problems and a number of their regional offices have had to close. In two regions there have been different developments: In Leipzig, the *Grüne Liga* member organisation *Ökolöwe* directly after its establishment in November, 1989 built up a steady membership of several hundred. After the cut in subsidies in 1993, they were able to maintain their strong position in town on their own expenses. In Schwerin the regional *Grüne Liga* branch started a membership campaign in 1992, amongst many other activities issuing a good- looking magazine *Kerbholz*, which keeps the (new and old) members informed and binds them to the organisation. "Interested people get *Kerbholz* three months for free, after which they are mostly so addicted to the information, that they want to continue receiving it and become a member", says Ute Kleindienst of *Grüne Liga*- Schwerin.

Box 5 Membership for financial security

The Recycling Group

The Recycling Group, in Prague, attempted what many felt would be an impossible fundraising tactic in Eastern Europe: a *direct mailing*. But to their surprise, it worked. They identified a target group from membership lists, a telephone directory, people known to be sympathetic to its cause, mailing lists from environmental magazines, etc. An "appeal" (letter asking for money) was sent to the target group with information about the NGO, and what the money will be used for. If you would like to do it, do not forget to include the bank account information!

Box 6 Direct Mailing - even in Central and Eastern Europe!

fees, donations and legacies (gifts in your testament) are tax-deductible, so that the giver has also some financial profit from giving. NGOs acquire buildings or office space in this way, or even pieces of land which they want protected or conserved.

When you have members and donors, you will have to put some effort into keeping them. Keep them informed! Regularly send them (every three months or so) a newsletter. At the local level, a small copied collection of newspaper clippings of your latest actions and some smaller articles on what you do, together with announcements of coming events will be adequate. On the national level you could make it a bit larger. By the way, this kind of information-spreading is also a kind of environmental education with your (paying) members as the target group.

4 Government Subsidies

Government subsidies are worldwide a very common source of money. The government of a democratic country is chosen to work for the well-being of the citizens of that country. Environmental NGOs also do that, so why shouldn't some of the tax-payers' money go to NGOs? Besides that, the government can only find the best solutions if it takes into account the opinions and expertise of all of the population. Citizens organize themselves amongst others in environmental NGOs to act as a counter-part for government expertise. Why shouldn't governments pay for this expertise? And last but not least, in a functioning democracy, government needs to hear critical voices. Some governments therefore feel it their democratic duty to finance their critics, in order to create a fully functioning democracy.

Governmental subsidies can come in three forms:

- a. *core subsidies*: money provided for the ordinary running costs of an NGO: general salaries, office costs, coordination costs, etcetera.
- b. *project subsidies*: money for certain projects. It is limited in time and only for well described purposes.
- c. *tenders*: When government wants certain work to be done, for instance a piece of research or the development of environmental educational material, it can issue a tender. A tender is an invitation to (commercial) organizations to make an offer for how much money and how they think they can do this job. The one who comes with the best offer gets the assignment (and the money to do it). In many cases also NGOs can also compete for this money. In some countries, however, this is not possible without bringing the non-profit status in danger.

An important thing to know is that some people in state-bodies might want to influence you by money, which is against the principles of democracy, but it's human. So make sure that no-one puts any unacceptable conditions on the money you receive. Of course conditions like proper bookkeeping and proper accounting for the money are logical, but NGOs are not there to become an instrument of the State. Do not let them interfere in an unacceptable way with your strategies

The Eco-Centre in Moldava nad Bodvou

Environmental Education in Moldava nad Bodvou in East Slovakia was set up by members of the local SZOPK branch in an old villa: the Eco-Centre. The villa was bought and restored with money from the state - the part SZOPK used to become, because it was the former official nature protection organisation. In 1993 this state money fell away. To increase support in Moldava and to increase chances for local funding, the Eco-Centre installed an advisory board. In this there were also representatives from the town. Not just a few people, but important ones: from the town council, the local school authorities, etcetera. Such a job of honour made them feel even more important. It would cost them only one meeting of 2 hours every two months. These 4 or so important local people now feel also responsible for the continuation of the centre and lobby for local funding.

Box 7 PR for local support

and policies. And if they try... reconsider the use of their money! You might end up being part of the system causing the environmental problem you are trying to solve. On the other hand, in a democratic country, government funds (tax-payer's money!) form a clean source of money.

local

At the local level you could try to get money from the town. Maybe because you do educational work, which otherwise would have to be done by schools. Maybe because you offer advice to the public, etc.. Find out what the local environmental policy is. When there is a policy on paper, you can include quotes of this in your project proposal. If there is no environmental policy, think of other fields like youth-policy, agriculture, industrial development, education. Local departments in these fields might also have (some) money available for environmental projects. If there is no local environmental policy, you could consider to start a project to write one with the local authorities.

Also think of the possibility to set up a project together with partner-towns in the West (twin-town). The partner-town could, for instance, pay around 70% of the subsidy and your own town 30%. When the Western twin-town subsidizes local environmental NGOs itself, this might have an especially good chance of success.

Be aware that for local subsidies you need to do a certain amount of PR (public relations work). You need to have connections, and these connections will have to like you, even when you do disruptive actions.

national

At the national level, everyone knows the possibilities of asking money from the Ministry of the Environment. But what about the Ministry of Education? Or Youth, or Transport, or Agriculture, or Sports and Recreation, or Tourism, or Physical Planning, or Economic Affairs or maybe Foreign Affairs? There are a lot of examples of funding from these Ministries throughout Europe. However, the amount of examples of interference with NGO policy is also somewhat larger here. In the Netherlands, the Ministry of Environment sees NGOs as important partners in society and is quite willing to subsidize good ideas. It does not interfere with the strategies of the ideas they are financing. Also, the former Federal Committee on the Environment of the CSFR and the Czech Ministry had such a policy. These are very positive exceptions. In Albania, Parliament gives a small annual fixed amount to all registered NGOs; but sometimes this has led to people registering an NGO just to receive money.

It is also a good idea to be informed about the official policy of the ministry or ministries involved. All countries in Central and Eastern Europe, for instance, currently work on a National Environmental Action Plan (NEAP) as a result of the Ministers Conferences in Luzern (1994) and Sofia (1995). If, as an example, there is an official policy (on paper) on environmental education, see if your project fits in this policy and point in your project proposal to the passages in the policy paper. Quote the most important ones. The same for international agreements and treaties with other states. Think of World Bank reports, international conventions like the Ramsar Convention (on wetlands), the London Dumping Convention (on sea pollution), the Paris Convention (on water pollution), CITES (on the protection of rare species), etcetera. In all these papers governments and ministries make (sometimes concrete, sometimes vague) promises. Show them in your proposal, that your project can help them keeping this promise. Maybe your government made official statements during the UNCED conference in Rio de Janeiro (1992), or signed the AGENDA 21 in Rio. You will probably also be able to find quotes in these documents to point out that your project is helping to accomplish what your government promised. *Milieucontact Oost-Europa's* project on policy (the "NEAP" Project) can assist you in this.

EVA

The Foundation for Environmental Education (EVA) established a few years ago the national centre for environmental education, with financial support from the Czech Ministry for the Environment. They won a contest (in fact a tender) for this subsidy, pointing out that they were already an essential part in the National NGO Strategy on Environmental Education. This strategy was worked out through an initiative of WWF International, with participation by all NGOs in the Czech Republic and Slovakia working on environmental education. Because this strategy paper was already recognized by the Ministry as one of the best ways to develop environmental education in the Czech Republic, EVA had much better chances than other institutions trying to get this money.

Box 8 A national strategy for national funds

Göncöl Alliance and ÖkoProjekt ElbeRaum

With the reduction of foreign armed forces in Europe, and a de-escalation in general, many military bases are closing - offering another fundraising opportunity. The Göncöl Alliance from Vác, Hungary went to a base closing in Germany. They came back with all sorts of equipment for free or very little money, even a colour photocopy machine that needed minimal repair.

The *ÖkoProjekt ElbeRaum*, at that time a river project of the *Grüne Liga Dresden*, East Germany, received a truck from the former-GDR army. They fitted it with a complete water testing laboratory from an institute gone bankrupt. This mobile water laboratory was used during many campaigns in East Germany and the Czech Republic.

Box 9 Military as a funding opportunity

5 Sponsorship by Industry and Trade (Corporate Sponsorship)

Industry and trade are profit-making ventures, and for several reasons (a good image, sympathy with your cause, reduction of taxes) firms may be willing to support you. Some will support you with no questions asked, while others will ask you to make clear that they supported you, as a kind of advertisement. No matter what the reason, proposals must be presented in a language they can understand - "business is business." More often than not, the firms will want to know what they get out of their sponsorship, and you will have to be prepared to tell them. Finding firms prepared to help you financially costs a considerable amount of time. Also, the firms that do not give you money after you have approached them cost time. That means, you should better not go unprepared; and to random firms. Do some research beforehand, which firms might be interested. Try to get tips from other people. Try to be efficient with your own time and skip firms, with which you do not have a reasonable chance.

You might be able to get sponsorship in the form of money, but also in the form of "in-kind contributions". This last category means, that a company gives you certain goods or services. In-kind contributions could be in the form of trees from a local nursery for a tree planting action (Kalinka Ecological Association, Macedonia), sandwiches for protesters, a meeting place, office furniture, and paper. Also resources (time from staff members) could be donated: think of graphics, developing a poster or a logo for you, or administrative staff, helping your organization to set up a bookkeeping programme.

Eco Club Independent

In Odorheiu Secuiesc, in the Transilvanian part of Romania, the Eco Club Independent has been active since the early 1980's.

Last year, they organized activities on Earth Day. As they did before, they approached smaller and larger firms in town for a small sponsorship of the festivities. Around 20 firms responded with around 20.000 Lei (40 US\$) per firm!

József Szabó: "We have already had contacts with some of the firms for over 10 years, but the new ones also responded well". Even under new circumstances these firms continue their support!

Box 11 Many small sponsors make a big amount

Szentendrei Papírgyár

Many Hungarian NGOs and their publications receive free 100% post-consumer recycled paper from Szentendrei Papírgyár, the only such factory in the country. In return, the factory gets its logo in all the publications using the free paper, thus gaining free advertising for the market to which the company's products most appeal.

Zelena Akcija Zagreb

Knowing that every household in Zagreb receives an electric bill, Zelena Akcija took advantage of the extra space on each bill and asked the electric company if they could advertise their NGO in the space with a message about energy conservation. The company agreed. Zelena Akcija was also careful to place contact information for the group, and the bank account information for donations and membership.

Box 10 Free advertisement

Clean and dirty money

There is clean money and there is dirty money. To decide which is which is not an easy task. OK, hardly any environmental NGO will accept money from a well-known environmental sinner like the German Bayer Chemicals; that is clearly dirty money. And every organisation in Germany will accept money from the Eco Bank; that's clean money. But what do you do, when Tetra Pak (Europe's largest packaging firm, co-responsible for kicking out reusable packaging in many western and more and more Central and Eastern European countries) offers to support an environmental education project? Questions like these are very difficult to answer. Money from certain firms or companies (but also from certain foundations or government bodies) may not be acceptable for you and your organisation for several reasons:

tactical: The firm (or government) sets certain conditions, or you expect them to set these. Or maybe you are afraid that others (members, public, other organisations...) will not like to see the name of your organisation connected with this firm. Or maybe you would want to attack this firm soon and therefore you don't want to be dependent on their money.

ethical: A lot of organisations don't agree with the slogan "money doesn't stink". They feel they cannot accept money from for instance heavy polluting companies, or firms with a bad social policy. Generally a lot of environmental organisations refuse money from the weapons industry and most of the chemical industry. But also from foundations of former war criminals, or members of the mafia.

It is not easy to give general rules for what is clean and what is dirty money. I suggest, that when you have doubts about a certain partner: consult other NGOs on it. In any case your most important partners within the NGO-world! So that you prevent tensions arising because of accepting (assumed) dirty money.

But why wouldn't you ask a regional bank to sponsor a poster or a group of young people wanting to visit an international meeting? Or at the national level, why wouldn't you write a letter to a computer firm asking whether they could sponsor you with some computers?

Remember that if you do not try, you'll definitely get nothing! So put on your suit and tie and go speak to that director. Do not forget to bring beautiful pictures of your work, leaflets and good looking project descriptions.

6 Funds and Foundations

Since the political changes in Central and Eastern Europe, funds and foundations have been, besides in some countries government funding, the largest source of income for environmental NGOs. The reason for this is clear: it was difficult to find other money and the West had promised to help the East, so there were high expectations. Several funds and foundations started an active approach in supporting (in their eyes) good initiatives. But as already said in the introduction: they mainly funded initiatives from which they expected spin-off effects and follow-up activities. In this way, large international foundations even financed small local environmental libraries. They expected that from these local examples, others would take over the idea and start such a library in their own town with other sources of money. Because strong spin-off effects from local initiatives get smaller, the chance to get funding from an international foundation for a local project also becomes smaller. But there are foundations, specialized in funding local initiatives, and for larger (national or regional) campaigns it is still possible to get money from one of the large international funds. Although the amount of money available through funds and foundations is not exactly growing at the moment, it will remain one of the more important sources for the Central and Eastern European NGOs in the coming years. Be aware that such world-wide polluters such as Waste Management Inc., Chevron, and others, have also established corporate foundations for environmental activities.

General problems in fundraising for Central and Eastern European NGOs

Many Central and Eastern European NGOs tend to expect a lot from Western funds. This is very logical, because other ways of getting money have their specific difficulties. Membership-fees are not very popular, because they remind people of the compulsory membership of solidarity- movements, trade unions and other mass organizations during the old days. Moreover, a lot of people have little to spend and/or rather spend their money on other things. Government subsidies are often seen as a threat to the independence of the NGOs, and sometimes they truly are.

Western funds often can supply hard currency, which for the moment, in most Central and Eastern European countries means a lot. Due to the extreme fluctuations in exchange rates, hard currency offers the possibility to buy Western goods (computers, copiers, etc.).

Western funds seem to have a lot of money available.

However, this source also has its negative aspects:

- There is much less money available for NGOs than necessary to cover the actual need. Do not forget, that there are hundreds of environmental NGOs in each country (including local ones), that all need or shortly will need money! Some funds receive hundreds of applications. This means that they have to disappoint many applicants. Funds that are heavily overestimated by Central and Eastern European NGOs include FoEI/CEAT, *Milieukontakt Oost-Europa*, German Marshall Fund, several German funds, East-West Ltd., WWF, but to a certain extent also the Regional Environmental Center.
- Western funds tend to put conditions to the money they give; they very often like to interfere with internal matters and shape organizational structures in a Western way. This is not always a conscious policy. Even *Milieukontakt* sometimes does this - completely unconscious; and we apologize for that, but we are also human. Other examples, which get regularly mentioned in this respect are the Regional Environmental Center, ISAR, the European Union (EU) and several Western governments.
- A lot of Western sources are only open for larger projects, because the administration involved with smaller projects cannot be covered by them. Larger projects means projects of ten-thousands to hundred-thousands of dollars. This goes for most of the larger international funds like the EU (PHARE and TACIS), Western governments, Council of Europe, NATO, Global Environmental Facility (GEF), European Bank for Reconstruction and Development (EBRD), World Bank, etc.
- Larger funds do not want to receive applications directly from local groups. They do not have the time and possibilities to get to know the groups.
- Full dependency on western money by NGOs in Third World countries has led to a large distance between NGOs and the population because of jealousy and because of loss of contact with the local population. Already in certain Central and Eastern European countries there are examples of this.
- The bureaucracy involved sometimes is quite considerable, and requires a lot of time. You have to show the statutes of your organization, a financial report of the last years, a chartered financial audit, registration as an NGO and a non-

profit, etc. US foundations require an Internal Revenue Service (IRS, federal tax office) registration number for your NGO signifying your tax-exempt/non-profit status, but acknowledge similar registration with documentation if registered as a non-profit NGO abroad (reciprocal agreements).

- Not all the money is always given directly, but in fractions. This means, that the fund will give you a certain percentage directly and the rest after you submitted a report on the activities, including a full financial account. So you get part of the money only after your activity is completed and you can prove you have spent it according to the goals you asked it for! You will have to find a credit to overcome the time-gap to the moment you receive your last part of the money. This can be as much as 50% (e.g. with some EU subsidies), but more often 50% at the start, 40% halfway, and a final 10% after the final report.
- It is difficult to get core-funding (money for salaries, office costs and overhead).

It is therefore wise not to become fully dependent on Western money. Also try to develop financial independence by building-up a steady membership, by collection of donations from the population and other forms.

How to deal with Western funds

Below are some important points to watch out for with applications to Western funds.

Before you make an application for financial support, you have to know what you want to do. Your plans should be written down in a *project description*. In this paper you should write down your background ideas, your strategy, your detailed budget calculation and your time-table. This project description is there to help you in your own planning. It is far too detailed to be used as a project proposal. You send a *project proposal* to a fund or foundation.

The formal (written) application

The formal application has to fulfil certain standards or guidelines. Before you start writing, you have to find out the criteria of the fund and to know how they want you to apply. So, make a telephone call to them or ask their national offices (REC, the Soros Foundation, the Environmental Training Project, ISAR, the Partnership Project and *Milieukontakt* have offices or representatives in several Central and Eastern European countries). It has to contain a good description of the project, a budget calculation and the name of a responsible person. Besides that (in

appendices) there needs to be a description of the applying organization and proof of the organization's sound financial background (when possible a financial account of the last year). This is more difficult than it looks! The EU refused a majority of projects from East Germany in 1991 because of bad formulation!

Another thing is that the application should not be too long: write clear, short, concrete and to the point. The vaguer and longer an application is, the longer it will take before it gets a priority for the one who is looking at it!

Some foundations ask for a "letter of intent" first, or a brief description - so for these, do not immediately send a full project proposal. The letter should be only 1-2 pages, and be a concise and clear summary of your full proposal. This must catch their attention enough for them to ask for your full proposal.

Ask the fund you want to approach for their most recent "annual report" to get a better idea of the kinds of projects they like and the average amounts granted. This is public information which they are happy to provide. Sometimes funds have their own standard application-forms. Ask for them. They print them for a reason - so use them.

What can be financed by Western funds

The UfU waste-mapping network

The East German NGO/Institute *UfU* (Independent Institute for Environmental Concerns) in Halle set up a successful campaign to map waste dumps and other potential dangerous sites in the former GDR. In 1993, they wanted to transfer the experience to other Central and Eastern European countries. What helped them a lot was that they had several leaflets available:

- one stating what *UfU* is
- one about the waste-mapping project in East Germany

On this basis they worked out in one day a leaflet on their ideas for the transfer. With the three leaflets together they started their first informal lobby. Later, this was followed by official proposals.

"One of the strong things, when they approached us, was, that they could show directly who they were and what they wanted", said Ton van Eck, Poland co-ordinator of *Milieukontakt Oost-Europa*.

Box 12 Making clear who you are

Western funders all have their special peculiarities. However, generally things like over-head costs, general office costs and salaries are not supported, or only to a certain maximum which usually lays between 6 and 20% of the total project-budget. *Milieukontakt* does finance operational costs, but only for very small amounts of money (because we're not rich...) as does the Environmental Partnership for Central and Eastern Europe. What most funds like to support (I can't help the generalization, it's just the truth, though there are positive exceptions) are: meetings and seminars, training, research, magazines, leaflets, brochures and other publications, travel costs, copiers and computers.

Cooperation

Most funds are very fond of projects in which there is a form of cooperation between different NGOs or between NGOs and other third parties. Cooperation projects generally have a larger chance to be granted. The Regional Environmental Center particularly likes to see cooperation between domestic NGOs, but among NGOs in the region even better. But beware: if you do not want to cooperate, don't. Don't let Western money tell you what you have to do!

The snow-ball effect

Some funds like multiplier effects. You start an activity and you take care that it spreads. Replicability is also a positive selling point to a funder : can your project easily be used as a model project and copied by others in the region?

Target-groups

Be clear about your target-groups. Who do you want to reach? Some funds like to see involvement from for instance local authorities. The EU particularly likes to see the multi-sectoral approach, especially with the business/industry sector, including transport, energy, and others.

Lobbying

One of the largest problems of most (Western) foundations and other funds is that they do not have the faintest idea who is who in Central and Eastern Europe, and that they get too many applications. Therefore, it is very important to lobby for your application. Make a telephone call to the foundation or fund on beforehand, to ask what the conditions are and who is responsible for handling applications of your kind. After the application is submitted you should phone to ask if the application is received, if it is formulated right, if you have to change certain things. Afterward you should phone regularly (but not every day! Every month is sufficient) to check how things are going. When your application comes in, you must be remembered at the end of the day, and during the review process. Add a human voice or face to your paper. This will all cost some money, but if you do not invest it, chances can get very small.

If you are a member of FoEI or the European Environmental Bureau (EEB in Brussels), the Brussels offices of these organizations might be willing to do some personal lobbying for you in the case of EU-applications. Maybe some of the major (Central and Eastern European!) NGOs could do some lobbying for you at the REC. People you know at the national offices of WWF might be willing to lobby for you at their international office. See to it that you make the right friends!

Cooperation with a Western NGO or a larger network might also help you to overcome the fund's innocence about your existence and importance. For instance a letter of support from *Milieukontakt*, FoEI/CEAT or GREENWAY could enlarge your chances, because the funds know these organizations. For instance we as *Milieukontakt* will not support everything; but when it looks good, we are certainly willing to support you.

Your reputation/Credibility

When your organization has already existed for a long time, it is good to point out shortly in your application, how long you have already been active, what successes you have had, with whom you have been cooperating, successful previous grants from funders, and what kind of special knowledge and interests you have. Do not be modest in this. You succeeded in what you have set out to do and others just might not know this. Remember that the people of the fund or foundation working on your application might not know you at all, even if you had contact with the fund before. There might be different people working on your issue or application now. A short list will do even better than a long brochure. Remember these people only have only little time available per money-request.

Honesty

Most foundations want to help you, when you are open and honest. When they cannot give you the money, they might help you to find other sources. If you make an application to two funds, tell them. When they know (you can also give them the phone/fax number of the contact person of the other fund), these different funds might try to make an arrangement between them to finance the project.

Do not ask for too much deliberately. If you establish a name for asking more money than you need, you will definitely always get less than you need. If you have a name for honesty, your chance to get exactly what you need is much larger. People who give money are not stupid. They quickly notice when you do ask for too much money.

The amount of money

Some funds grant large sums (more than \$ 100.000), others only small ones (*Milieukontakt* grants only up to \$ 2.500). Some funds only grant part of the project (e.g. the EU only grants up to 25% or 80% of the total sum, depending on the budget it comes from), and in this case you have to find other sources as well; some only fund 100%, so they can claim it as their project, their success. Also here: ask beforehand what the fund wants to see and is willing to do.

A general tip for fund applications is: do not hesitate to ask the fund itself what they want you to do to improve your chances. And do it personally or by telephone. You are NOT a beggar and these people are not there to make your life difficult. In our experience, they are almost always very happy to be of help.

Keep your contact persons at your fund informed. Send them the reports of your activities and your publications. Invite them to attend a conference they sponsored, when you are sure that this will not disturb the meeting and is good for your credibility.

When you do not get the money, it is a wise thing to get into contact with the fund or foundation to figure out why. Funds and foundations are used to this, so they will not feel embarrassed to tell you. In addition, you can learn from your mistakes for your next application.

A last warning: *a bad project will harm your organization in the future!* Even when it is formulated well, the lobbying is super and there is a lot of cooperation in it. You must be able to carry out what you promised. You first have to know WHAT you want, WHY you want it, WHEN and HOW you are going to do it and WHO is going to do it. Fundraising is 80% investment in a good idea and good planning and only 20% investment in the actual act of application and lobbying.

When you get funds with a badly planned project... then you really are in trouble: it is more difficult to spend \$ 100.000, when you haven't figured out on what, than to apply for it.

If you begin to abuse the money... problems might get even worse. You will damage your relation with most funds (and of course we and all those other wonderful environmentalists will never want to talk to you again).

Finally, if you don't get money on the first try, but you think your plans are good: *NEVER GIVE UP!*

7 Save Money

In the introduction we already stressed it: working cheaper is also a possibility. When you have too little money available and possible sponsors put too many conditions to their money, you have a choice of three: accept the conditions (which means you start to be fund-driven), drop your plans, or... cut expenses. There are many ways in which you can work cheaper. But why would you?

A few good reasons, not to use available sources of money, can be:

- High budgets are very motivating for paid staff, but for volunteers they give the impression that everything can be paid for. This is bad for the volunteers' motivation to do things themselves, which in turn is bad for their over-all motivation to be active in your NGO.

The East German NGO Grüne Liga once had 450 people working on a paid basis. The money came from the Ministry of Social Affairs to fight unemployment. As a result most of the active volunteers left the work to the "professionals" and disappeared from the organization. Nowadays, Grüne Liga does not use these employment support measurements to such a large extent anymore. They prefer activities to be run by volunteers, whereas the paid people have a stimulating and coordinating role.

- High budgets may destroy your image of a modest organization.

The youth NGO hnutí Brontosaurus in the Czech Republic holds its Annual Members Meetings in school buildings. The participants also sleep there. It is felt that this is more in accordance with the message they want to spread than having meetings in expensive hotels.

- High budgets may give you an image of "people that want to look important."

One of our partner-groups sometimes receives criticism from other NGOs, because it is very successful in fundraising. Besides that, it maintains a high level of public relations work. They say themselves that their expensive dinners and excursions are part of their successful strategy. Some others, however, feel that this organization is only working for money. As a reaction to that, these critical groups have become more careful in their own budgeting.

There can be more reasons to work with less money, like:

- You may have better purposes for the money
- There may be too many conditions on the available sources.
- Available sources may be "dirty money."
- It may be just plainly impossible to find any money and you still don't want to give up your plans.
- Why spend money if you do not need to?

Fund-driven organizations versus project-driven fundraising

One of our partner-organizations is very good in getting funds. They run a lot of important projects, mainly financed by Western foundations. They also *need* to run enough projects to be able to let the organization function and pay its staff. They could be called a typical *fund-driven* organization: the funding conditions have a very large influence on the organization's policy.

Some NGOs form several entities of itself under different names and registrations, for example an NGO, foundation, and institute. This allows the NGO to be eligible for many kinds of funds, however, it is a strong sign of being fund-driven as well.

Fund-driven also means applying for grants or tenders for projects just because money is available - regardless of the NGO's interests, specialties, or capacity. Once offered a significant sum to coordinate a regional campaign for sustainable packaging, *Hnutí DUHA* declined because they were already doing too much - even though the organization could have used the money.

PERLA in Albania wanted to keep its Annual General Meeting in the neighbourhood of a national park in the south of the country. They wanted to do some environmental education for their members together with the more formal part of the programme. However, it was difficult to find enough money mainly because *PERLA* refused to meet some of the criteria put on the money by some possible funders. They almost relocated their meeting to the capital, Tirana, to save money. Only a few weeks before the event, intensive lobbying and a good public relations policy secured funds, without having to compromise on the programme. This was an example of *project-driven fundraising*.

Box 9 Getting priorities straight

There are many ways to save money. The examples below are the result of a short brainstorm we once had in an NGO while looking for ways to save money on organizing a large Annual Members Meeting:

- Use people who refuse to serve in the army (conscientious objectors or c.o.'s) or students who need to do a traineeship instead of paid people for certain tasks.
- Use telephones and mail-services of your working place for communication.
- Send mass-mail (for instance invitations) for discount prices (contact your local post-office for details).
- Use second hand furniture, computers, etcetera.
- Share equipment (especially very expensive things like computers for Desk Top Publishing) with more organizations.
In Miskolc, Hungary, the Ecological Institute for Sustainable Development, Green Action, and Holocene all share computers and office space. The Regional Environmental Center in Budapest has an "open day" once a week for all Hungarian NGOs to use some computers and photocopiers for free.
- Use the backside of already used paper to write upon (saves money and the environment).
- Use electronic mail instead of fax for international communication and fax instead of mail for local communication.
- Have the office in the house of one of the members of the organization.
- Have meetings in the house of one of the members of the organization.
- Keep meetings in a central place to avoid long distance travel.
- Let people hitch-hike instead of taking public transport or car.
- Let people stay as a guest at the homes of members and friends instead of a hotel.
- Serve vegetarian meals during the meeting (also better for the environment).
- Make a small but very visible action during the meeting instead of a large one.
- Reduce 2 pages onto one and do double-sided copying on recycled paper.
- Energy efficiency. Using insulation, energy efficient light bulbs, etc.

Also a lot of very creative (and sometimes illegal) ways to save money were mentioned. One example:

- Soak stamps in soap, before putting them on the envelope. The recipient takes off the stamp and can wash off the ink of the post-office stamp, and the stamp can be used once more.

Milieukontakt Oost-Europa has helped a lot of Central- and East-European NGOs with their fundraising. If you have good plans, we are also willing to help you. We will help you on the basis of mutual trust. Hereby our criticism will not mean, that we don't like you, but merely, that we want to improve your chances on doing a good project. Creative criticism is meant to help you grow.

Milieukontakt can help in different cases:

- *with setting up a project description*
Especially the first time, it is not so easy to write down your plans. We are willing to help you in this. Try to make an appointment with one of the people of *Milieukontakt* to visit you. You can also send us proposals for comment.
- *ideas for fundraising*
When you have a nice project and you would like to hear other opinions on how you can get the money for this, we are prepared to help you setting up a fundraising strategy. Write us your plans and we will write or fax back our ideas as soon as possible. Another possibility is to discuss your plans with people from *Milieukontakt* when you meet them.
- *ideas for funds*
Milieukontakt has many contacts with funds and foundations active in Central and Eastern Europe. You can call on us to get suggestions on whom you could ask for money. We need a copy of your project description to be able to think of ideas.
- *comments on proposals*
If you have written a proposal to a certain fund or foundation, we are willing to advise you on how to improve this proposal. You can send it to us together with the project description and we will send or fax you our comment as soon as possible.
- *letters of support for good projects*
When you are applying to a fund or foundation, which does not know your organization, you can ask us to include a letter of recommendation in your proposal. Send us your proposal and project description, and if we think it is a good project, we will send or fax you a letter of recommendation as soon as possible.
- *ideas for connections of your projects with international agreements, treaties and reports*
Milieukontakt has a project on policy and the process around the Environmental Action Plan for Europe. The project coordinator Ewout van der Weij has a lot of knowledge about the contents of international agreements. He is willing to give you tips in which international agreements and reports you may find texts, which you might be able to use for your project proposal.
- *money*
In *Milieukontakt's* country projects there is money available for grants. These are small funds, however, giving grants of up to around DM 2.500 (around \$ 2.000). They can help you covering travel-costs, materials (like office equipment), overhead costs, costs for networking projects, campaigns, pilot projects, publications, etcetera. Sometimes there is also money available for travel-costs for countries with which there is no country project. Ask for a copy of our latest annual report to get examples.

You can best contact the coordinator of the country project of your country or the *Milieukontakt* consultant in your country. If there is no country project with your country or you are working on an international project, contact Marga Verheije (general coordination) or Jan Haverkamp (Organization and Management Project).

Box 10 How *Milieukontakt Oost-Europa* can help you.

Country coordinators, consultants and contact persons

Albania	- no country project; contact persons: Marga Verheije and Jan Haverkamp
Belarus	- no country project; contact person: Anne-Marie Heemskerk
Bulgaria	- no country project; contact person: Ewout van der Weij
Central Asia	- Jackeline Mekkes (coordinator), vacancy (consultant)
Czech Republic	- Sybe Visser (coordinator), Zuzana Stroufová (consultant)
Hungary	- Paul Kosterink (coordinator), Vera Mora (consultant)
Moldava	- no country project; contact persons: Math Noortman and Anne-Marie Heemskerk
Poland - Romania	Ton can Eck (coordinator), Przem Czajkowski (consultant) - Math Noortman (coordinator), Simona Hentia and Zoltan Hajdu (consultants)
Russia	- Anne-Marie Heemskerk (coordinator), vacancy (consultant)
Slovakia	- Sybe Visser (coordinator), Oto Makys (consultant)
Ukraina	- Anne-Marie Heemskerk (coordinator), Andrej Glazovoj (consultant)
all ex-Yugoslav Republics	- no country projects; contact person: Jan Haverkamp
all not mentioned CIS countries	- no country project; contact person: Anne-Marie Heemskerk

All employees of Milieukontakt Oost-Europa are reachable by post, telephone, fax or electronic mail:

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Box 10 (continued)

How *Milieukontakt Oost-Europa* can help you

Appendix 1. Steps to be Considered in Fund Applications

☞ = personnel requirements/people in your group

1. Making a plan

Before making an application

☞ Make a detailed project description, including:

- the goals of the project
- the ideas behind the project
- the target group(s) of the project
- the organisational structure of the project
- the instruments being used in the project
- a timetable for the project

☞ Make a detailed calculation of the costs of the project, in which do not forget:

- overhead costs: costs for the coordination of the project made by your NGO (up to, for example, 15% of the total; depending on the funds you apply to)
- salary costs
- costs for administrative work: postage, telephone, etc.
- costs for administrative equipment (computers, copy-machines, etc.): Some funds don't pay for a full computer, but only for 33% of the computer price per year of the project!

☞ *The start of this process can best be done in a group, when possible, on the basis of a worked out idea of one of the group members. Working this out in detail is a task for a small committee (two to four people). The budget can be worked out best by one person who must receive comments from the one in your organization who is responsible for finances. Developed plans can be discussed in the group again.*

2. Choosing a fund

When looking for the funds to which you want to apply:

☞ also look for other sources to keep you independent. Sources for money are:

1. Selling something (posters, brochures, T-shirts, services, etc.)
2. Membership-fees
3. Government subsidies
4. Sponsorship by industry and trade
5. Funds
6. Save money (work cheaper)

☞ have a look in directories of funds and foundations and talk with other NGOs, who might be interested in funding your project

☞ make a telephone call to the funds you want to address and:

- ask them to send you documentation about the fund
- ask for the conditions for funding, including:
 - if they fund projects in your country
 - to send you their written guidelines (read them carefully!)
 - to send you standard application forms
 - if they grant 100% or only part of projects
 - if they grant on an over-all description or only on parts of the project (equipment or seminars or travel costs or literature, etc.)
 - if they grant salaries and overhead costs, and when so, to what extent
 - what their priorities are (cooperation-projects, environmental education, etc.)
 - to what amount of money they grant (maybe you should only apply to them for a part of the project or a smaller project, which is part of something larger)
- ask for regulations concerning the formulation of the application
- make yourself and your NGO known to the fund

☞ check with other NGOs what kind of experiences they have had with this fund:

- for special peculiarities
- if it is a "clean" source of money

☞ *Start creating the first ideas in a brainstorm by the group. Then divide tasks, who is going to work out*

which way of funding. The approach of funds is a one-person thing: have one steady contact person for that task. Let more people ask around for experiences.

3. Making the application

(see also Appendix 2 and 3)

- ✍ Write a short, clear and to-the-point project description
- ✍ Write shortly about your own organisation, how long it has existed, its successes, with whom you cooperate and which experience you have concerning the topic you are asking money for
- ✍ Add a clear timetable, cost-calculation and c.v. (*curriculum vitae* = a short life-description) of the main people responsible for the project
- ✍ Mention which other funds you are applying to, and to other sources of income
- ✍ DONT FORGET:
 - * to mention a responsible person
 - * to mention your address, telephone, fax number and e-mail address
 - * to mention the bank account on which the money should be transferred
- ✍ When you apply for first time: ask other experienced NGOs for advice on the formulation
- ✍ *Let one person make a draft of the project proposal and let it be reviewed by a few others, eventually be discussed in the group.*

4. After sending the application

- ✍ make telephone call to find out:
 - if the application arrived
 - if it is formulated well
 - what the rest of the procedure will be
- ✍ call regularly to find out how things are standing (but not too often)
- ✍ keep a record of how the contacts with different funds develop. You can use that for future fundraising
- ✍ *The contact person for the project in your group is usually the one responsible for this.*

5. After being rejected or having received the money (during and after the project)

- ✍ if you don't get the money, find out what the reason is
- ✍ if the fund gave the money, sign the contract(s)
- ✍ if the fund gave the money, send a thank-you letter
- ✍ keep the funds informed about what you are doing with the money (especially when you change plans), to keep them feeling positive about your NGO. When the fund gave you guidelines for reporting, keep close to them
- ✍ mention the fund in your publications, when they appreciate this
- ✍ after the project, send the funds a detailed account of your expenses, when they want to see this (forgetting this might strongly influence next applications); return the money that is left (doing so improves your credibility and chances with a next application)
- ✍ keep a record of how the fund application went (on paper), so you can use this experience for later applications
- ✍ evaluate these experiences
- ✍ send any products developed during the project, and a mid-term report - even if not required

6. Finally

In some cases you will notice that the fund which is interested in your project, asks you to re-write the proposal. That does not really have to be a problem. It probably just wants to make it fit into their guidelines, so that your chances on a positive decision will increase. Watch out during this process that the project still fits *your* needs and not only their's.

These are not all the things, you have to think of, when you are applying for funds, however, these are the most important things. We cannot guarantee that you will be successful if you follow this scheme, but we wish you success with all good ideas.

Appendix 2. Basic Principles of Writing a Successful Project Proposal

The Ten Commandments of Daniel Swartz (September, 1993)

1. **Catch Their Attention** - and keep it!: Donors sometimes see hundreds of proposals a week, they must remember you. The places to grab them are the title page and the summary.
2. **Use the Language of the Donor.** Be sure to use the same terms that they do. Confusion often results from different working definitions of the same terms or phrases.
3. **Be Positive:** Never use "would", "could", "should", "might" or "may". Always use "will". If you do not have confidence in yourself and your project, they won't.
4. **Understandability:** Your proposal should have a good organizational structure so that everything flows smoothly. And have a native speaker proof-read for grammar and spelling. Do not rely on a computer spell-checker.
5. **Manageable Size / Realistic:** Do not try and do too much. The best project is small with measurable results which can be pointed to as a success. Show the proposal to others for a "reality check."
6. **Chicken McNugget Theory:** Everything in the proposal should be in bite-size pieces: containing all necessary information, but small enough to swallow in one bite and not so big that the reader will choke. Use this especially in your strategy part and the expected results section.
7. **Use the Donor's Guidelines:** The donor wrote them for a reason - follow them closely. If the guidelines say that they only fund nature conservation projects, don't submit an alternative energy proposal. Utilize the organizational structure of the proposal they outline.
8. **Focus, Focus, Focus:** If you are doing an alternative energy project, don't start writing about saving the whales. Again, remember manageable size.
9. **Credibility:** Can be emphasized in the background sections (description of your organization, c.v.'s of project staff, letters of support from other NGOs, institutions or people) and the appearance of the proposal.
10. **Completeness:** If they ask for three copies, provide three copies, etcetera.

Appendix 3. Outline of a Project Proposal

By Jan Haverkamp on the basis of "A Guide to the Preparation of Project Proposals" (IUCN) and "Basic Principles of Writing a Successful Project Proposal" (Daniel Swartz)

Although some foundations, governments and other funding institutions have their own forms, many do not. In these cases you could follow the outline given here. It is a general framework - yours can, of course, be different from it in details. This outline also indicates what you can expect from the forms of funders using a standard format.

1. Cover Page

A potential donor will at first probably only look at three pieces of your project proposal: cover page, summary, and budget. The cover page provides an opportunity to catch the donor's attention from the start. Be sure to include the title of your project, and your organization's name. A quote from an important person on a subject relevant to your proposal is a good eye-catcher, and can set the tone for the rest of the proposal. For example, a proposal to raise public awareness in Ukraina over nuclear power might use a quote from Greenpeace's Shutdown book, or from John Hontelez (Chair of FoE-International) in his Russian Roulette. Ensure that they remember your proposal at the end of the day on the basis of the cover page!

The cover page should give all the information for the potential funder *on one page*.

Name of the organization proposing the project.

Title of the project. Make it clear and eye-catching. Be short and use the latest terminology.

Implementing organization - The names of the organizations carrying out the project. This can be the same as the organization proposing the project, but can be more specific (branch, department). When more organizations are responsible for the project, include all names. Also when specialists take part. Only give the address of the contact person. You may include other addresses in an appendix to the proposal.

Contact person - the name of the person who can give more information when needed *and* is the responsible person for the project. In case these are different people, mention both.

The Eco Group Project Proposal to the Foundation for Good Eco Projects

"We only will be able to fight the Climate Catastrophe when the whole population will be involved." (Speech of the Prime Minister of East Xustan mr. Xuvinitch during the Climate Top in Berlin. March 1995)

Project Title: Climate Change Action Days

Implementing Organization
The Eco Group
Industry Road 14
XU - 329 00 NEWTOWN
East Xustan
tel./fax: +999.91.29301
e-mail: ecogroup@susnet.xu

bank account: 30495 2093 59
bank: Xustan Savings Bank, Newtown

Contact Person: Yuan Xuvanitch

Date of Submission: April 1996

Duration of the Project: Two Months

Cost of the Project: US\$ 13,250

Amount asked from the Foundation: US\$ 5,000

Summary:

Fortv years of communist industrial policv did not pay much attention to enerav use and enerav efficiencv. Still, there are a few possibilities to improve this, although Xustan is, after the United States and Russia, one of the largest emitters of CO₂ in the World. ~~During five Climate Action Days around World Climate Day (15 November), the Eco Group will make the effects of high enerav use known to the population of Xustan. They will organize street-actions, accompanied by a television programme and a travelling exhibition, showing alternatives.~~ After this, volunteers of the Eco Group will form Clean Enerav Brigades. These will help people to reduce their enerav use through simple and cheap technical means. After the project, the government of Xustan will have a broad basis in the population to fight enerav wastage.

The **date of submission** is mentioned to indicate to the donor how current the project is, and often functions as a record of projects submitted. Sometimes projects are not accepted for funding for months, or even years. In that case, the donor can see that the budget will need revision for instance.

The **duration of the project** is mostly given in months or years. Include all needed time in this period: preparation, the time of the activities and the evaluation. Projects for more than two years are very unusual. In case your project runs longer, it might be advisable to cut it into phases and try to find funding for each of the phases.

Cost of the project - the total amount of money needed for the project. Details will be on the budget page. Give the total of costs in the currency which is most recognizable to the potential funder. US dollar is a widely used unit. For EU-funding the normal currency is the XEU (Currency of the European Union, also called ECU (European Currency Unit)). In case of doubt, use US dollar *and* the local currency calculations.

The **amount asked from the potential funder** gives a clue about how much money actually is involved for the funder. Here the potential donor can see whether the project is not too large or too small for her/him.

The **project summary** is the most vital part of the proposal, and is very often the only part read by many people involved in processing your request. The summary can be part of the cover page, but you can also put it on a separate page. Never make it longer than half a page, however! This is not a project description or a project plan. It is concise, hard-hitting and informative, describing **who, what, where, when, why** and **how** (the 6 w's). It also gives the expected results. You can set it up in the form: short description background; goal/objectives; strategy summary.

2. The project proposal

The proposal will be read by the possible funder to find the answers to detailed questions. Usually, the staff-person responsible for dealing with your proposal will be the only one reading this part. Still, it is important: it enables her/him to answer the questions from those who have to decide on your application.

1 Goals / objectives - this part describes in a few sentences, **what** you want to achieve. *One sentence* or maximally one paragraph. Do not confuse *goals* with *strategies* or *methods*. A *strategy* is **how** you will achieve your goal. If in doubt, keep asking yourself "why?" until you find the goal. "Make an exhibition on energy efficiency" is *not* a goal. It is a strategy, a means. In this case the goal should be: "After the project the majority of the population of Xustan will know how high energy use influences the climate". You can include this in the general project proposal, but also in the summary.

2 Introduction - a description of the general backgrounds.

Include here:

- why is your project relevant;
- what is your motivation to do this project;
- a description of what would happen, if your project would not take place;
- how your project links to broader issues;
- how did you get the idea;
- how does it fit into larger projects;
- what are the backgrounds of choosing this particular strategy;
- why and how are you cooperating with which partners.

3 Project plan - the description of *how* you are going to achieve your goals: your strategy and methodology.

It describes your planned activities and how they fit into a general strategy. To be clear you can:

- Divide your plan / strategy into clear phases (don't forget to argue how these phases are linked)
- Give a clear time-line. You can do this in a descriptive way (dividing your plans into weekly, monthly or three-monthly periods). You can illustrate this with a graphic time-line.
- Make clearly indicated separate paragraphs (publications, research, energy brigades, training, etcetera).
- Indicate clearly on which levels you operate (local, regional, national, international).

Remember the chicken McNugget theory in Appendix 2: be short and clear. Let the reader be able to swallow one bit at the time!

4 Expected results and products - the outcome of the project.

Describe the outcome first in general terms (using action words like '*increasing, reducing, maximizing, saving, decreasing, assisting*'). Then mention concrete results (publications, amount of people trained in certain skills, organization structures established, amount of people reached, reports, etcetera). Use the "Chicken McNugget Theory".

5 Project evaluation and follow-up - to indicate how you will know you have achieved success and how this will last. Outline, how you plan to find out (measure), whether you succeeded in reaching your goals. Furthermore, indicate what will happen afterward because of your project: mention multiplier effect, mention who is going to take over parts of your project, additional meetings, phases and projects.

3. The budget

The budget has two sides: an expenses side and an income side. Many people forget to mention the second part. Forgetting this might influence your credibility in the eyes of the funder. In some cases they may decide to wait until they have some kind of overview of what your income will be. It also indicates a measurement of self-sustainability. *When you outline your budget in the same manner in which you will do your accounting, you save a lot of time and energy later.*

Expenses - indicate what costs you expect to make.

The budget can be too detailed or not detailed enough. Each funder is different here, and it will be good to check in advance. You will have to make a very detailed budget for your own calculations anyway. Then summarize that in such a way that it is clear to the funder you did not just pick numbers out of a hat. This mostly means, you still will have to be quite detailed in your final budget. You don't have to indicate how many stamps you expect to buy, but it will have to be clear how much you are going to spend on communication.

Make clear sections. You can either do this according to the phases you indicated in your project plan (certainly when you plan to ask funding for only one or two of the phases), or to items like:

- personnel costs (*staff salaries, consultant fees*)

Don't forget to include taxes, social insurances and other personnel costs!

- communication (*telephone, fax, e-mail, mail*)

- equipment (*computers, copy-facilities, furniture*)

In some cases you will not be allowed to give the price of a full computer or copy-machine here, but only the use-value. For one year of use, this mostly will be one-third of the purchase value (funders generally expect you to use a computer for a three year period). Also, do not forget the little things like repairs, regular checking of the copy machine, etc..

- office supplies

- operational costs / coordination / overhead costs

The amount of these kinds of costs a funder is willing to pay, differs strongly from one donor to another. Because you need to keep your organization running to be able to do these kinds of projects, you don't have to be so modest as not to ask some money for these kind of costs. Most funders agree on paying a sum between 6% and 20% of the total sum of the budget.

- publications

- training/workshops

- actions

- etcetera...

When you decide to describe these items with little detail, be sure you have a detailed calculation ready at your desk in case the possible funder will ask you for them. Be honest in the amounts, but don't be too modest. Ask the amount of money things really cost.

In case of an unpredictable inflation or in case you are not so well informed about prices, indicate a realistic price which is at least not too low. An example: In Ukraine the average travel-expenses of a participant to a workshop at this moment will be about US\$ 25. When you organize a workshop in half a year from now, you could indicate an expected average travel-expenses of US\$ 35 per participant. This is still realistic - but it will not be too low in half a year from now.

Remember that you can always give back money to the fund, if you spent less - it will be a lot harder to find extra money if you have to spend more than you indicated!

A proposal will not be rejected because of the budget involved, it will be rejected because it is viewed as a bad investment / project.

Income/Co-financing - indicates where you expect the necessary money to come from.

Include all sources of income, including yourself in case your organization also invests money, equipment or people in the project. Express all these income sources in money. For instance, if your organization offers free use of office space, secretary, computer and fax machine, make an estimation of these costs (say, US\$ 3.000) and incorporate that as expenses in your budget. On the income side you mention as "*in kind*" support: -organization name- (in kind): US\$ 3.000.

4 Appendices

Background materials - the description of the organizations involved.

Many believe this to be one of the most important parts of the description. In fact, it is one of the least important parts, but it does help you to build credibility as a successful organization to whom donors can entrust their money. It is good to mention previous successful projects and their funders, and current on-going projects. If your proposal fits into a larger overall strategy or goal, demonstrate this. Some funders require you to include a copy of your legal registration as a non-profit organization. In case of doubt, include them.

Curriculum vitae (cv's) / Resumes - short life-descriptions of the most important / responsible people involved.

This section is also to build credibility, to show you have the capacity to deal with the job. Don't be too extensive (you don't have to indicate where you did high-school, nor whether you are married or not (unless you have a reason for wanting to make a solid impression)). Mention both paid jobs and voluntary work. Mention principally everything that supports your credibility. Ensure that it looks realistic, but do not be too modest either.

Letters of support - from cooperating institutions, previous partners or funders, well-known figures, international organizations. These can build confidence and credibility. But choose them carefully: a letter of support from an organization such as Greenpeace might be considered too radical by some possible funders, whereas a letter from a well known politician or political party might cause trouble because it might signal political ties.

Useful literature

CAF Russia, ????? ? ?????? ?????????????? Moscow (1995) Charities Aid Foundation Russia. Russian. An overview of sources of finance in Russia, examples from Russian practice and juridical backgrounds. 30 pages. Can be ordered from CAF Russia, ul. Elizarovoy 10, RUS - 103064 Moscow; tel.: +7.095.9280557, fax: +7.0959752190, e-mail: lenay@glas.apc.org

Elan Garonzik, ed., *European Foundation Center, International Guide to Funders Interested in Central and Eastern Europe*. Brussels (1993) Orpheus Programme Publication. English. No 1994 edition. Seventy-five profiles of foundations, corporate community investment programmes and European Institution Programmes with Interests in Central and Eastern Europe, the Newly Independent States and the Baltic States. 194 pages. Can be ordered from European Foundation Centre (EFC), 51 rue de la Concorde, B-1050 Brussels, Belgium; tel.: +32.2.5128938, fax: +32.2.5123265. ISBN: 29600051 04

Environmental Grantmakers Association, *The Environmental Grantmakers Association Directory*. New York (1994) English. Approx. 200 pages. Describes US funds, from which some also fund internationally. Reasonable profiles. Cost \$ 20. Updated annually. Can be ordered from the Environmental Grantmakers Association, 1290 Avenue of the Americas, Suite 3450, New York, NY 10104, USA; tel.: +1.212.3734260, fax: +1.212.3150996. Also available on two e-mail conferences on APC networks: ega.directory and ega.grants

Patrick Francis (ed.), *National Environmental Protection Funds in Central and Eastern Europe; Case studies of Bulgaria, the Czech Republic, Hungary, Poland, and the Slovak Republic*. Budapest (1994) Regional Environmental Center. English. Overview of official government funds for environmental protection. Obtainable at the REC, Miklós Tér 1, H - 1035 Budapest; tel.: +36.1.2503401, fax: +36.1.2503403, e-mail: rec-info@rec.hu

Gwendolyn Hallsmith, *How to Write Grants and Get Funding: A Workshop for NGOs*. South Royalton (n.y.) Institute for Sustainable Communities. English. Approx. 100 pages. Materials for a workshop in Warsaw with EMTC. Includes a list of funds in Poland. Can be ordered from ISC, 56 College Street, Montpelier VT 05602, USA; tel.: +1.802.2292900, fax: +1.802.2292919, e-mail: isc@together.org

Helena Izbická, *Finance; Financování neziskového sektoru - sport pro profesionály aneb jak získat peníze na uskutečnění našich ekologických snu*. Praha (1994) Asociace Brontosaura. Czech. Gives an overview of funds in the Czech Republic and Slovakia and a good description of different forms of fundraising. Can be ordered from: Asociace Brontosaura, Soukenická 30, 110 00 Praha 1; tel.: +42.2.2313057

International Clearinghouse on the Environment. *List of Funds for Russian NGOs*. Moscow (1994). Russian and English. Obtainable from the Social Ecological Union, P.O. Box 211, RUS - 121019 Moscow; tel.: +7.095.9287608; e-mail: clearh@glas.apc.org

IUCN, *A Guide to the Preparation of Project Proposals*. n.p. (n.y.). English. This guide can help you, when you, after reading this brochure, still feel uncomfortable about how a project proposal exactly should look like. Photocopies are obtainable from the Organization and Management Project of *Milieukontakt Oost-Europa*.

Nicolas Johnson (ed.), *Government and Environment; a directory for Central and Eastern Europe*. Budapest (1994) Regional Environmental Center. English. Overview of official government structures in Albania, Bulgaria, Croatia, Czech Republic, Hungary, FYR Macedonia, Poland, Romania, Slovakia and Slovenia. Can give ideas which local, regional and national authorities could be approached for (financial) support. Obtainable at the REC, Miklós Tér 1, H - 1035 Budapest; tel.: +36.1.2503401, fax: +36.1.2503403, e-mail: rec-info@rec.hu

Regional Environmental Centre, *How to Write a REC Project Proposal*. Budapest (1994) Regional Environmental Centre. English. A step to step guide. Gives a good impression of how a big funder would like to see its proposals formatted. Obtainable at the REC, Miklós Tér 1, H - 1035 Budapest; tel.: +36.1.2503401, fax: +36.1.2503403, e-mail: rec-info@rec.hu

Nick Allen and Dave Hensen, *Building Local Financial and Community Support (Obtinerea Sprijinului Comunitatii Si Crearea Unei Baze De Finantare Locale)*. Balea Cascade, Romania (April, 1995), Environmental Training Project.

English and Romanian editions. 39 pages. Good advice on why people give and how to ask people for money, as well as two detailed examples of independent fundraising: house parties and a raffle. Available from Nick Allen & Associates, 849 York Street, Oakland, CA 94610, USA. Tel: 1-510-763-6156, Fax: 1-510-763-4280. Email: nallen@igc.apc.org

Social Ecological Union, ??? ?????? ??????. Moscow (1994) RADUGA. Russian. A guide to writing project proposals. Obtainable from the Social Ecological Union / Biodiversity Conservation Centre, P.O. Box 211, RUS - 121019 Moscow; tel.: +7.095.9217161; e-mail: biodivers@glas.apc.org; or from the publisher RADUGA, 3-ya Fruzenskaya 1-73, RUS - 119270 Moscow; tel.: +7.095.2684035

TACIS NGO Support Unit, *List of Funds Based in Moscow*. Moscow (1994) TACIS NGO Support Unit Russian. Obtainable from the TACIS NGO Support Unit, ul. Yelizarovoj 10, komn. 25, RUS - 119270 Moscow; e-mail: caftacis@glas.apc.org

Tony Venables, *The EC's Most Colourful Flowers; A Guide to EC Funding for NGOs; the European Citizens' Guide / 1993*. Brussels (1993) Euro Citizen Action Service. English. A (dated) overview of EC funding possibilities. Obtainable from Euro Citizen Action Service, Rue Defacqz 1, B - 1050 Brussels; tel.: +32.2.5345166, fax: +32.2.5345275.

WWF, *A Guide to Designing Effective Proposals*. Washington D.C. (1992). WWF, *A Guide to Financial Resource Development*. Washington D.C. (1993). English. WWF-US has worked out two working books, which are more or less a training in making a project proposal and developing financial strategies. You can work with them as a kind of do-it-yourself seminar. Orders can be directed to WWF Publications, P.O. Box 4866, Hampden Post Office, Baltimore, MD 21211, USA.

Jan Haverkamp and Green Dossier, *Denge rady Planeti Zemlja*. Kiev (1994)
Jan Haverkamp and Green Dossier, *Fundraising = Zhar za Zhagom*. Kiev (1994)
Russian. Two worksheets on requesting money from foundations prepared for a fundraising workshop. Based on an earlier version of "Money for Earth!". Issued by the Charity Information Centre "Green Dossier", P.O.Box 295, Kiev 25, Ukraina.

Addresses of NGO support organizations

Union Of Bulgarian Foundations, 1505 Sofia, 44 Oborshte, P.O. Box 615 Central Post 1000 Sofia, BULGARIA. Telephone/Fax: +359.2.44 38 14 or 46 72 41. E-mail: ubf@cserve.mgu.bg
An association of foundations established in 1992. Provides information including a directory of NGOs, an NGO database, and publications, such as a handbook for Bulgarian NGOs.

Information Center For Foundations & Other Not For Profit Organizations, Karoliny Svätla 4, 110 00 Prague 1 CZECH REPUBLIC. Telephone: +42.2.267 23 033 Fax: +42.2.26 23 18. E-mail: ment@cspguk 11.bitnet
A resource center for NGOs and private voluntary organizations is publishing a compendium of funding sources for its library of funding and other resources.

Hungarian Foundation Center, Bathori u. 20, H-1054 Budapest; Post Office Box 285, H-1364 Budapest, HUNGARY. Telephone: +36.1.131 01 00, Fax: +31.1.18 13 13.
Established in 1989 and currently comprised of 1300 member foundations. Publishes a Foundation Directory (in its 3rd edition). Cooperates with the European Foundation Centre's Orpheus Project, United Way International, Fondation de France, Spanish Foundation Centro, the Soros network, and PHARE.

Centrum Informacji dla Organizacji Pozarządowych (BORDO), ul. Pickna 24/26, 00-549 Warszawa, POLAND. Telephone/Fax: +48.2.625 09 56.
Established in 1993 and supported by the PHARE Civic Dialogue Programme Cooperation Fund, BORDO serves as a national information and resource center for NGOs, and publishes a Directory of grants, funds and program assistance for Polish NGOs - all of these are a part of BORDO's developing resource library. Information is available in Polish and English; all BORDO services are free of charge. BORDO cooperates with the European Foundation Centre's Orpheus Programme and the Civil Society Development Project.

BORIS is one of five Regional Service Offices in Poland which serve primarily to provide technical support for NGOs applying to or participating in PHARE's 022 Programme. Services and activities of the Regional Support Centers vary.

-Wielkodolskie Centrum Informacji i Wspomagania Organizacji, Pozarzędowich, 61-728 Poznan, ul. 3 Majo 46, Vp.

-Regionalne Centrum Informacji i Wspomagania Organizacji Pozarzędowych, 80-207 Gdansk, Al. Zwyciestwa 51.

-Fundacja Gniazdo, 40-129 Katowice, ul. Misjonarzy Oblatow 24.

-"LOS" - Lubelski Oroddek Samopomocy 20-074 Lublin, ul. Lubomelska 1/3, p.124.

Slovak Academic Information Agency (SAIA), Hviezdoslavovo nam. 14, P.O.Box 108, 810 00 Bratislava 1 SLOVAKIA.

Telephone: +42.7.333 010 Fax: +42.7.332 192. E-mail: kostal@saia.sk

NGO information services include a database of NGOs and nonprofit voluntary organizations in Slovakia and a directory of foundations and other organizations in both Slovak and English. Other offices in: Nitra, Zilina, Kosice, Banska Bystric, Poprad.

About this brochure

Environmental activities cost money. On one side, you could see this as a limitation of your possibilities. Could you also reach your goals and target groups in a cheaper way? And how effective will that be? Some very active groups work with hardly any money. But in other cases, it could mean, that you cannot reach your target group as effectively as is necessary. If you can't afford that, you will have to start *fundraising*. Basically there are 5 ways to get money: a. Sell something; b. Membership-fees; c. Government subsidies; d. Sponsoring by industry and trade; e. Funds and Foundations. This brochure gives ideas on how to get money in an effective way. It is especially written for environmental NGOs in Central and Eastern Europe and is based on eight years of experience with fundraising in that region as well as Western material on the subject.

About *Milieukontakt Oost-Europa*

Milieukontakt Oost-Europa was officially established in 1988 by the Dutch environmental movement with support from the Dutch Ministry for the Environment. Its task was to facilitate and develop contacts and cooperation between environmental organizations in the Netherlands and the independent environmental movement in Central and Eastern Europe. Since then the organization has grown to the largest West European organization specialized in cooperation between the environmental movements in East and West. It has bilateral programmes with Poland, Hungary, the Czech Republic, Slovakia, Russia, Ukraine, and Romania. Until 1992 *Milieukontakt Oost-Europa* also maintained a bilateral programme on East Germany. Furthermore, it has an East-West project in which more thematic and methodologically specialized issues are covered. *Milieukontakt Oost-Europa* now has 14 staff in Amsterdam and 8 consultants in Central and Eastern Europe.

About the authors

After studying Chemistry at Leiden University, **Jan Haverkamp** graduated from Wageningen Agricultural University (both in the Netherlands) in environmental communication sciences. In his spare time, he has worked as a voluntary information officer for Greenpeace Netherlands since 1981. After his studies he was campaign coordinator at the National Society for the Preservation of the Waddensea. From 1987 to 1992 he coordinated the East Germany Project of *Milieukontakt Oost-Europa*. In 1992 he started as project coordinator for *Milieukontakt's* East-West Organization and Management Project. For this project he worked in Czecho-Slovakia (1992/1993), in Romania (1993/1994), Croatia (1993), Albania (1994) and Ukraina (1995/1996). He was born in 1959 and lives part-time in Wageningen, Netherlands, part-time in Cheb, Czech Republic.

Marga Verheije studied human geography at the University of Amsterdam and communication sciences at the Agricultural University in Wageningen. After working as campaign coordinator for *Vereniging Milieudéfensie* (Friends of the Earth Netherlands) and the World Information Service on Energy (WISE) she became the first coordinator for *Milieukontakt Oost-Europa*. Until 1991 she coordinated the Poland Project. Since that time, she has been the General Coordinator of *Milieukontakt Oost-Europa* and in that function also responsible for its fundraising policy. She was born in 1959 and lives in Amsterdam, Netherlands.

Daniel Swartz studied international relations, history, and Chinese Language at Bates College in the United States. Since 1990, he has been working for and with Central and Eastern European environmental NGOs, local and national governments, and businesses on various environmental issues. Some of the organizations he has worked for include Greenway (CEE region), Greenpeace, the Environmental Partnership for Central and Eastern Europe (Hungary), Ecological Institute for Sustainable Development (Hungary), *REFLEX* and *BME Zöld Kör* (Green Circle, Hungary), Green Action Zagreb (Croatia), Global 2000 (Austria) and *Vereniging Milieudéfensie* (FoE NL). For the *Milieukontakt Oost-Europa* Organization and Management Project he worked in Albania (1994), Macedonia (1995) and Lithuania (1995/1996). Until recently, he worked for the Regional Environmental Center for Central and Eastern Europe (REC) as coordinator of its Junior Fellowship Programme, and still works for Friends of the Earth for the Central and Eastern European Sustainable Packaging Campaign. He was born in 1967 and currently lives in Budapest, Hungary.