



STRENGTHENING JEWISH ORGANISATIONS IN CENTRAL AND EASTERN EUROPE

A collaborative project between CEJI – A Jewish Contribution to an Inclusive Europe, and the European Council of Jewish Communities, with the support of the Dutch Jewish Humanitarian Fund, the Hanadiv Foundation and the American Jewish Joint Distribution Committee

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WHO ARE THE ORGANISERS OF EUROPEAN ENCOUNTERS?

CEJI – A Jewish Contribution to an Inclusive Europe

CEJI educates youth, adults and public organisations through ever-growing networks. Its aim is to promote a Europe of diversity and to combat prejudice through training, education and political action.

A Jewish voice at the European level, CEJI approaches politicians and decision-making bodies with innovative ideas and policies. The organisation, established in 1990 as the European Jewish Information Centre, stands with Europeans of all religions, cultures, and backgrounds, to combat prejudice and discrimination. CEJI facilitates other Jewish organisations' involvement in European affairs, allowing Jewish values and experiences to contribute to its ultimate goal of an inclusive Europe.

CEJI promotes partnerships with European institutions, networks, international organisations, NGOs and all relevant social participants to develop and achieve common goals and defines and implements projects, mainly in the areas of social inclusion and diversity education, which are of common concern to society at large and contribute to fulfilling the programmes and objectives of the European Union.

<http://www.ceji.org/>

European Council of Jewish Communities

ECJC – the home of European Jewish community programmes. ECJC represents Jewish national communal organisations from 43 countries in Europe since 1968. A council of federations, communities and NGO organisations aimed at improving coordination within European Jewry; strengthening ties with other world Jewish communities; making an active Jewish contribution to building a Europe based on democracy, diversity, tolerance and a strong civil society.

The ECJC is primarily an enabler and a catalyst, gathering, evaluating and sharing regional information and techniques capable of assisting individual communities to progress and the organisation as a whole to develop. Works in the fields (tracks) of culture & heritage, civic responsibility, education, social welfare, community capacity development and representing Jewish interests with European governments.

<http://www.ecjc.org/>



WHO IS PROVIDING SUPPORT FOR EUROPEAN ENCOUNTERS?

The Dutch Jewish Humanitarian Fund

The Dutch Jewish Humanitarian Fund (JHF) is an initiative of the Dutch government and the Dutch-Jewish community. In 1999 and 2000 the Dutch government, the Netherlands Bankers' Association, the Association of Insurers, the Amsterdam Stock Exchange Association and the Amsterdam EOE Index created a settlement to deal with the restoration of rights and the restitution of money and goods stolen by the Nazis from the Jews.

The Central Jewish Board of the Netherlands (CJO) and the Israel Platform, after negotiations with the Dutch government agreed to allocate part of the Dutch government's contribution toward a fund to support projects dedicated to restoring Jewish life in former communist countries, providing Jewish education, promoting mutual respect between people and supporting civilian victims in war zones. The JHF today manages 25 million euros and intends to use the annual interest on this capital to disburse grants to qualified projects. <http://www.jhf.nl/>

Hanadiv Charitable Foundation

A private London-based charitable foundation which supports projects enhancing Jewish life and Jewish continuity in Europe, the Hanadiv Charitable Foundation gives grants to further academic Jewish studies, Jewish heritage and culture, civil society and community-building throughout Europe.

American Jewish Joint Distribution Committee

Since 1914, the American Jewish Joint Distribution Committee, Inc. (JDC) has served as the overseas arm of the American Jewish community. JDC sponsors programs of relief, rescue and renewal. JDC also offers non-sectarian aid in times of crisis – natural disasters, war, famine – to fulfil the moral responsibility to repair the world and alleviate suffering wherever it exists. JDC are non-partisan and apolitical; seek to empower local communities by creating model programs and training local leadership to run the programs and builds coalitions with strategic partners who, ultimately, will assume responsibility for the programs. <http://www.jdc.org/>



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I. Introduction to this Guide

I.1 Purpose of the Guide

The purpose of this Guide is to assist Jewish non-governmental organisations in the new and candidate EU Member States to decide what funding strategy is appropriate to your aims. If you decide to seek funds from the European Union or Foundations, this guide is designed to help you identify how to take the first steps towards success.

This guide is intended for organisations working in the fields of **social welfare, tolerance building, education and culture, regional policies**. Many of these operate from a human rights perspective and are also be concerned with the provision of services to groups in need. This guide may also be helpful to similar non-governmental organisations in the European Union who are seeking to develop partnerships in new EU member states. Finally, it will also assist small non-governmental organisations in the new Member States to become the lead organisation in partnership arrangements with other non-governmental organisations in the European Union so that they can work on an equal basis.

I.2 How to use this Guide

This guide tries to ensure that non-governmental organisations in the new EU countries learn from the experience of their counterparts in existing EU Member States.

The Guide offers a series of steps, which should help you get into the way of thinking needed to address the criteria for funding. The speed at which you work is entirely dependent on your group or organisation. Information on funding sources changes rapidly so some of the sections may be out of date quite quickly. However, some of the steps you need to take in seeking funds are likely to remain the same even if some of the details of funding sources change.

I.3 Getting started

In this Guide, efforts have been made to provide clear, accessible and relevant information and guidance. However, if you want to carry out more detailed research, the Guide gives details of publications that have wider application and guidance on how to find more detailed information.

TIP!! If you are impatient to get started, you may want to start with a local application in your own language. This can be a helpful first step in gaining experience and expertise. If you decide to make any funding applications, you will have to have clear, realistic objectives that can be achieved in a year or two years. It is not long enough to change the world but it is long enough to make a difference. Good luck!



2. Developing a strategy

2.1 The importance of an organisational strategy

Obtaining funds to develop a proposed piece of work should be considered as an opportunity to add to, and not replace, the running costs of your organisation. The priorities of small non-governmental organisations tend to focus on practical and immediate realities. European level funding for non-governmental organisations is rarely designed to cater for day-to-day needs.

The first step towards developing a funding strategy therefore should be a discussion of an organisational strategy. Discussion of a strategy for developing the organisation should help you relate the plans for developing funding proposals to your central vision and purpose. To develop a funding strategy you need to agree on the purpose of your group or organisation, agree how it operates and the direction it would like to take. Then you can work out what type of funding will help you achieve your purpose and what level of funding you are equipped to manage.

In deciding the type of funding that you need, you will need to address the question as to whether this funding is for core funding, or for a specific initiative. It is often easier to secure funds for a specific initiative, with which a funder can be specifically associated, than for the on-going running costs of an organisation.

It is important to understand the challenges that small non-governmental organisations face in achieving funding. They should however also recognise their advantages and make the most of them. Many funding bodies are reluctant to fund the infrastructure needed to support the centralised systems of larger organisations. They would prefer to see their funds going directly to local communities and directly benefiting communities in need. Initially, European Union funding for Central and Eastern Europe was dependent on finding a partner from a member state of the European Union. It is now recognised that there is potential to develop good partnerships between, with and within the new EU member states.

The process of gaining funds is highly competitive and even an excellent application that meets all the criteria can fail. Your greatest strengths are your motivation, your commitment, your knowledge and experience of the community or group of which you are a member or with which you work. You should give careful consideration to whether the process of seeking funds is likely to develop your greatest strengths or is likely to threaten them. It is important to avoid changing the focus of what you do best to fit funding criteria. If funds are likely to threaten your integrity and your operation, ask yourself, is it worth it? If you ask this question at the beginning you are more likely to use funds in a way that fits you best.

2.2 Coping with the bureaucracy

Small organisations will have to face the challenge of coping with the large amount of information and the bureaucracy of applications. This guide chooses the most likely source of funds and suggests actions that are likely to lead to successful applications for funds.

The amounts available in the programmes described here are small compared to the billions spent at other levels by the many international interests in the economic development of the new EU member States. These sources are chosen because they are also more accessible to small non-governmental organisations.



Vast differences in social and cultural experience throughout all of Europe reflect the differences in social organisation and relationships, and the differences in culture are expressed at many levels. Funding from the EU is set in a particular social, economic and cultural context. Some understanding of that context is important in order to understand the criteria for funding and the questions that have to be addressed in applying for funding. The guide seeks to give some insight into the way of thinking used by donors when responding to requests for funds.

2.3 Planning to suit your priorities

Agreeing an appropriate strategy for seeking funds can ensure that your organisation does not become funding-dominated. Within this Guide there are names, addresses and references to help you make some of the initial contacts. Where possible, national contacts have been given. The guide should be adapted to your circumstances and your needs. Most small non-governmental organisations develop immediate responses to changing needs. Sometimes there is little analysis; sometime there is a deep analysis of problems. Funding proposals usually demand a specific focus. Funding bodies usually demand a planned approach that is a clear response to specific needs that are covered by the criteria for funding.

Once you start on the process of seeking funding, it will be time-consuming; it will take months and possibly years to be successful. You will need to have a small group of at least two or three people who are committed to seeing it through, who are tenacious, who are prepared to write, record and fulfil criteria, who are prepared to work with bureaucracy and who are not easily discouraged by disappointments.

In order to develop a funding strategy, it is likely that you will need to cover the following areas:

- **the legal status of your organisation**
- **the purpose of your organisation**
- **the goals and objectives of your organisation**
- **the organisational profile and credibility**
- **operational and administrative concerns**
- **priorities for specific projects**

2.4 Legal status of the organisation

All the funding sources in this guide have funds that are available to non-governmental organisations that are also non-profit organisations. Establishing some sort of legal status that is recognised will depend on your local context. Most non-governmental organisations have to work hard to build up credibility and status. The law may be unsatisfactory or bureaucratic. The abuse of the term “Foundation” by some organisations that have used non-profit status to escape tax in some countries has also led to some degree of cynicism and mistrust.

One way of achieving legal status may be to build links with other non-governmental organisations, credible foundations or European Union Delegations within your country. In addition to obtaining advice, there is the opportunity to establish a profile and a level of credibility. There may be some reluctance to build such links, as the survival of some non-governmental organisations has depended on caution over who is trustworthy and a high level of competition for scarce resources. However, the



returns from developing such co-operation may be greater than anticipated. Organisations may be able to help each other establish credibility at a social level, which can be of mutual benefit. Working together can also help to influence the funding bodies.

2.5 Purpose of the organisation

The purpose of your non governmental organisation or voluntary group activity may seem obvious to you as it has probably evolved over time and is held together by a group of committed people. They know what attracted them to work together in the first place.

TIP!! When seeking external funds you need to be clear why your organisation exists, what it does and how it operates. It is preferable to be as explicit as possible about what you are trying to change, what situation you would like to improve and how you will know when it is improved.

The overall purpose should be expressed in one or two sentences and agreed by everyone. Once you have agreed the purpose of your organisation, it is a good idea to define a **'Mission statement'**. It is not a statement of values or beliefs but a simple statement of what is sometimes described as the organisation's 'mission'. For example the European Cultural Foundation exists "*To encourage European Cultural co-operation and to promote activities of a pan-European character*". This statement is followed by a brief statement of the activities it carries out in pursuit of this purpose for example one of the activities is "*developing new projects and programmes in priority areas*".

The process of discussion and clarification can help your organisation become clearer about its purpose and make it easier to plan specific projects. It is important to maintain your shared vision and the values that brought the group together in the first place. Your vision may be less tangible than your purpose; for example, people may be bound together by a general commitment to develop social programmes that enable children to develop to their full potential. Make a point of referring back to your shared vision and shared commitment and linking it to your specific plans and projects. Make sure that it does not get lost in the discussion of administration and operational detail.

In developing your strategy you will also need to agree the **Goals & Objectives** of your organisation. Goals represent concepts or ideal situations that are not necessarily measurable. Objectives are specific, tangible and measurable outcomes that should be achieved by the organisation within a specified period of time.

2.6 Organisational profile and credibility

Funding bodies put a lot of value on innovatory responses in the work of non-governmental organisations. They also like to see some direct output from their funds. If your organisation is seen as unproductive, or if its work could be done better by another body, it is unlikely to attract funds. The most attractive feature of small non-governmental organisations for charitable foundations and trusts is their potential for developing actions at a local level that address specific needs.

In addition to having status and credibility, you will also be expected to be able to justify why your organisation is the appropriate one to develop the proposed project. You need to identify your distinctive and special contribution and present it in a way that makes sense to funding bodies. If you are preparing a leaflet, sometimes it is useful to give an example of a specific individual or group that you have helped. It is also useful to back up your assessment of needs with facts and figures. You have to present your material in a succinct, clear way.



TIP!! Funding bodies receive many requests, so they are not likely to read long documents!

You must also demonstrate that your project does not duplicate any other existing initiative, and that it really does meet a specific need. You could support this with evidence of a survey to assess local needs, for example.

2.7 Volunteer and paid work

Community organisations depend on people who have commitment. In some cases, this means that they are usually heavily reliant on unpaid work, and in this case the introduction of paid work, resulting from a successful funding application, may change the dynamic in the organisation.

When some people are paid, this can drive away the people who have done unpaid work for the core organisation. The unpaid people are often key to the success of the project and to the continuation of the organisation. You need to be sure of their commitment and you need to look after it. It may be useful to decide on criteria for who gets paid, who does not, when and why some are paid and some are not. It is also helpful to agree who to seek advice from or what other steps you will take, when there is disagreement or jealousy about paid work.

2.8 Prioritising projects

Once you have established your organisation's overall purpose and its core operations, it should be easier to identify what specific projects you would like to set up and complete within a given timescale.

You need to decide which bits of work are most important and work out how these are identifiable as separate projects. It may be helpful to see these projects as units of work which come under the umbrella of the group or organisation seeking funding but which have a specific and short-term programme. These separate units of work should be the building blocks which help to carry out the work of the organisation or group but which leave an independent core group. Each unit of work or project will have defined objectives and a defined time for completion. When you have decided which projects you would like to seek funding for, you are then ready to develop it into a full proposal and make an application for funds.

It is important to practise summarising your request for funds in a way that conveys all the essential points in one or two paragraphs. This summary is often a requirement in a funding application, and is extremely useful to the "experts" who will assess the proposal as one of hundreds of applications. If you find it difficult to write a summary, this may mean that you are not clear enough about what you want to achieve.



2.9 ACTION POINTS

- **Do you have legal status as a non governmental organisation or not-for-profit organisation? Check whether your status is likely to be acceptable to funding bodies;**
- **Find out about other NGOs inside your country and establish links if appropriate;**
- **Find out as much as possible about any local contact points for Foundations or for European Union funding and build links;**
- **Have clear agreement about the overall purpose of your organisation;**
- **Share your vision and values regularly to help you stay motivated;**
- **Start work on your ideas specific projects or units of work.**

3. Funds from the European Union

3.1 Introduction

This section of the Guide focuses on how organisations in the European Union member and candidate states can make applications for EU funding. It gives some background on the criteria by which projects are assessed and how decisions are made. It proposes a selection of programmes, mainly most relevant to Jewish organisations that are developing initiatives in the field of culture, education, anti discrimination and social inclusion. It describes these briefly and gives some indications of how they operate. The guide concentrates on information that will help you to make decisions and to get started. It tries to avoid unnecessary detail.

The Guide should help you decide which programme or programmes may be appropriate to you. You should then contact the office of the European Union within your own country. If you decide to apply for one of the programmes described here, you should obtain up to date guidelines and application form as soon as possible. You can obtain these from the national office of the European Commission, from the appropriate European Commission Office in Brussels or from the managing agent responsible for the particular programme you have chosen. The Europa website http://europa.eu.int/grants/index_en.htm on funding possibilities is also a very useful source of information on all EU funding, and you will also be able to download your application form and programme guidelines directly from the site.

TIP!! The most important ingredients to success are whether it fits the criteria for funding, the clarity of what you want to achieve and the time you can devote to the application process.

It is also important to try to understand the thinking behind the specific programmes and calls for proposals, as that will help you understand what is meant by the questions on the application. Even if you apply yourself and prepare a good proposal, there are a number of other considerations that may be outside your control. For example if there are a large number of applications from one country or similar applications from different countries, your proposal will face greater competition.

3.2 Knowing the European Union

Many organisations have the mistaken impression that you need to have direct contact with the institutions of the European Union based in Brussels to be successful in gaining funds. For small non-governmental organisations this is not necessary. In fact most of the information you need is contained in published material and is often available within your own country.

TIP!! For those interested in understanding how the European Union functions, you could contact the nearest information point, the information office of the European Commission, read one of the many guides to the institutions of the European Union or explore the Europa website <http://europa.eu.int/>

There are also many European Programmes and extensive information on all of these. There is so much that it can deter small organisations and they can find it difficult to know where to start. This Guide aims to provide a starting point to enable non-governmental organisations in the new EU member states to



decide whether funds from the European Union will help them and whether they fulfil the criteria sufficiently to make an application.

3.3 The power of partnership

Partnership is one of the major principles of the EU funding policy in general and regional policy (Structural Funds) in particular. Funding provided by the EU aims to mobilise social capital in the given area as well as re-vitalise or to encourage community spirit. It is clear that without involving all prospective future project beneficiaries there is only little guarantee that the project will serve them well and that there will be a local ownership of the project. The EU does not want to spend taxpayers' money on projects that make very little or no impact and that do not address real needs and do not solve existing problems.

It is for this reason that the EU institutions, especially the European Commission, which provides the funding, want to make sure that a planning and consultation process in which a wide variety of local, regional and national actors is involved, precedes the actual implementation of the project. Public hearings, stakeholders meetings and local referenda can be part of such a planning and consultation process.

In recent years the European Commission encouraged partnerships stretching across various levels of society including civil society organisations such as local clubs and associations, businesses, self-government, trade unions, schools and training institutions.

Involving more partners in the project and sharing the responsibilities with them contributes to the creation of what some authors describe as “congenial social ecology” – an environment of trust and co-operation. European institutions believe that for an economic growth to take place, it is not enough to look at the economic criteria but also the non-economic criteria, i.e. social and cultural context. This is where partnership enters the scene.

Partnership is not only a policy and social phenomenon it is also a practical and logistical process, which requires a well-defined role for each of the partners, modes of communication (regular e-mail exchanges, common website, frequent meetings, dissemination conferences), specification of common aims and objectives and tools to achieve them.

In a nutshell, why invest in partnerships?

1. The European Commission has tried to develop a partnership approach over the years.

Records show the following stages of development.

- 1989 – 1993: Inclusion of regional and local authorities
- 1994 – 1999: Inclusion of the social partners
- 2000 – 2006: Inclusion of NGOs and other movements

2. Partnership has its advantages:

- To ensure the co-ordination and integration of policies
- For the mobilization of regional/local material and immaterial resources
- To better tailor policies to regional/local needs
- To ensure and promote democratic policy making and programme implementation



However, partnerships do not automatically promise success in implementation of projects or even in accessing funding from the European Commission.

TIP!! Success in partnerships requires:

- **strong community support**
- **recognised and legitimate roles for each actor**
- **that each partner should be results-oriented**
- **a degree of autonomy**
- **a clear, permanent and well functioning communication/networking system**
- **some degree of flexibility**

An additional bonus is that partnership/consortium building enhances learning on how to work together at a local, regional, national and international level.

In order to successfully get into productive partnerships, one must allocate enough time for the search, as careful selection is necessary to ensure a sharing of common goals and objectives – one prerequisite for success. As stated above, another is that there must be a clear agreement about the tasks and responsibilities of each partner. Failure to have this could lead to unnecessary conflict, confusion and inability to properly follow through to the completion of the project.

How to find partners

- Databases – Internet (**websites of the European Commission Directorates General**)
- Information days (Cultura 2000, Econtent, etc)
- National contact points
- Desk officers
- European associations and networks
- National/regional/local associations and networks
- Professional and/or informal contacts

Important factors in getting the right partners

- Geographical location?
- Type of organisation?
- Do they have the necessary resources?
- Do they have the necessary experience?
- Do they have the necessary skills?

There are of course some challenges posed by partnerships, one of which being the very low possibility of modifying the budget during its implementation, another being the tight control over the actual implementation itself.

Calls for proposals will make clear whether applying as a consortium, and working with partners, is a requirement. The calls will also give the rules of partnership, for example the minimum number of partners expected to participate, and the rules of eligibility. These guidelines should be followed closely, for when applying as a consortium or group of NGOs, failure of any member of the group/consortium to meet the eligibility rules will automatically result in rejection of the application.



3.4 Responses to applications for EU funding

In theory, applications for funding are decided on merit and there is no quota per country or per specific area within the criteria. However, you should be aware that the overall allocations will be balanced to some extent. For example if there are many similar types of project from one country, there will be much greater competition for funding. A weaker application that is highly innovative or from a country that has submitted very few applications may stand a better chance of success.

It is useful therefore to have some idea about which other projects are applying for funds. It is possible to support each other through networks in a way that encourages healthy competition to produce the best possible projects as opposed to time-wasting competition, which discourages co-operation and collaboration.

Deadlines for submission of applications are strictly laid down. Some programmes have recurring deadlines. Others have 'one off' deadlines. Specific dates for deadlines for applications are given on the application forms for each programme. It is worth drawing up a plan of the timing for preparing the application and for awaiting the response.

TIP! After submission, the decision as to whether the project will be funded can take as long as five months! Plan accordingly!

It may take up to two months to draw up the contract. The first portion (tranche or installment) of funding is likely to arrive a further two months after signing the contract. The next portion of funding will only be issued after the interim report.

Project duration can be from twelve months up to twenty-four months from the agreed starting date. It is important to check this before drawing up your project proposal.

3.5 “In kind” support

You must **carefully** read the conditions under which ‘in kind’ support could be allowed (if at all!) for your project. **If** it is allowed, a certain percentage of “in kind” support allows you to include costs for which no cash is exchanged. For example you may have premises free of rent – the cost of what the market rent would be would be seen as an “in kind” contribution. Another organisation may give you staff time free, this can be costed. You may have certain items of equipment donated. Items like this are costed at the market value. You can estimate what it would cost to pay for the support you receive “in kind”. This is to be included in the budget for the overall cost of the project, in which you estimate the value of the support you receive ‘in kind’ as income.

TIP! Conditions under which ‘in kind’ support is allowed varies from call to call, so you must check the conditions for each application you make!

3.6 Co-funding

TIP!! 100% funding from the Commission for a project is the exception rather than the rule.

The Commission contribution is generally between 40 and 50% of eligible costs, however, it can vary between 10 and 80%. For this reason it is important to ensure that you have the sufficient co-funding to cover the rest of the costs, either in your own budget or from external sources. You should check closely whether co-funding is a requirement, in which case do not even consider applying for Commission funding until you have sought and secured your co-funding. Without proof of co-funding an application for Commission funding will be rejected automatically. Each call for proposals should state the percentage of the eligible costs that the Commission will provide funding for, should your application be successful.

In the forward budget that has to be submitted as part of your application you must list the sources from which you will be obtaining the rest of your funding, along with the amount that each of these sources will be providing. The Commission also insists that you have written proof of this co-funding, which usually takes the form of a commitment letter in which the co-funder states his intention to provide you with the funds.

In the case of some applications, planned or estimated funds can be given rather than actual funding agreements with other funders. In these cases, plan carefully, and be careful not to exaggerate the amount of funding from other sources. If the funding in practice differs too much from the funding you planned, this could jeopardise your Commission funding.

3.7 Community Action Programmes

The term "Community programmes" refers to an integrated set of actions adopted by the European Community in order to promote co-operation between its Member States in different specific fields related to Community policies, over a period of several years. They have been conceived, in principle, exclusively, for Member States, on the basis of a specific allocation from the General Budget of the European Union. Some are also accessible for candidate states.

These programmes are managed by different Directorate Generals (departments) in the European Commission e.g.:

- Directorate General for Employment and Social Affairs – Discrimination, Gender Equality, Social Exclusion, Demography, Social Rights, Family policies, Disabilities
- Directorate Generals for Regional Policy – policies for local and regional development, and programmes such as Structural Funds, ISPA, and some of the Community Initiatives.
- Directorate General for Education and Culture – policies in the area of education and culture, and programmes such as Leonardo, Socrates, Media Plus, Culture.
- Directorate General for Research and Development – policies in the area of Research and Development, and programmes such as the 6th framework programme.
- Directorate General for Justice and Home Affairs – policies in the area of Justice and Home Affairs, and programmes such as Grotius, Daphne, StopII, Odysseus.
- Directorate General for Agriculture – Policies in the area of agriculture, in particular CAP, programmes such as Leader + and SAPARD.

Tip!!!: As you can see, it is difficult to find the right finding for your project. The local representation office of the European Commission in your country can be helpful in identifying the right programme. Please see the list in section 9 for addresses.

3.8 Structural Funds

There are three objectives of the Structural Funds:

- Objective 1: Helping regions whose development is lagging behind to catch up with the rest of the EU.
- Objective 2: Supporting economic and social conversion in areas facing structural difficulties.
- Objective 3: Modernising systems for training and promoting employment.

There are four Structural Funds:

- European Regional Fund (ERDF)
- European Social Fund (ESF)
- European Agricultural Guidance and Guarantee Fund (EAGGF)
- Financial Instrument for Fisheries Guidance (FIFG)

There are also four Community Initiative Programmes designed to try out new forms of development to deal with specific difficulties:

- **Interreg III** has the goal of stimulating cross-border, transnational and inter-regional cooperation;
- **Leader +** seeks to promote the socio-economic development of rural areas;
- **Equal** provides for the development of new practices to fight against discrimination and inequalities of every kind in access to the labour market;
- **Urban II** encourages economic and social regeneration of depressed cities and suburbs.

Most of the calls and budget lines following are funded either by the Community Action programmes or by Structural Funds. This may not always be obviously expressed, but the nature of the call and the requirements help to distinguish them.

3.9 A selection of funding opportunities from the European Union

2007, “European Year of Equal Opportunities for All”

The European Commission has designated 2007 as 'European Year of Equal Opportunities for All' as part of a concerted effort to promote equality and non-discrimination in the EU.

General objectives

The Year will aim to inform people of their rights to protection against discrimination under European and national law promoting equal opportunities for all in economic, social, political and cultural life.

The four core themes of the European Year proposed by the Commission are:

- Rights – raising awareness of the right to equality and non-discrimination
- Representation – stimulating a debate on ways to increase the participation of under-represented groups in society
- Recognition – celebrating and accommodating diversity
- Respect and tolerance – promoting a more cohesive society



Priority areas for action:

- Targeted training and capacity-building actions for specialised equality bodies, judges, lawyers, NGOs and the social partners
- Networking and exchanges of experience between relevant stakeholders
- Awareness-raising and dissemination of information concerning the provisions of European and national anti-discrimination law

Budget allocation: 13.6 million

In addition to the European Year, new initiatives announced by the Communication include:

- A feasibility study to look at possible new measures to complement existing EC anti-discrimination legislation.
- The creation of a high-level advisory group to look at the social and labour market integration of minorities, including Roma.

As of May 2006, no funding information is available yet. Information will become available through:
http://europa.eu.int/comm/employment_social/fundamental_rights/eyeo/ey_en.htm

Contact: Barbara Nolan, Head of the Anti-discrimination unit, DG Employment, Social Affairs & Equal opportunities, the European Commission

“Citizens for Europe”

The European Commission is transforming its “Town-Twinning” Programme into a new programme that focuses more on citizens, and less on (local) governments. While there is currently no call for proposals yet, the actions within the programme will be:

Action I: “Active citizens for Europe” involves citizens directly, either through activities linked to town-twinning or through other kinds of citizens’ projects.

Action II: “Active civil society for Europe” is targeted to Europe-wide civil society organisations, receiving either structural support on the basis of their work programme or support to trans-national projects.

Action III: “Together for Europe” supports high visibility events, studies and information tools, addressing the widest possible audience across frontiers and making Europe more tangible for its citizens.

Website:

http://europa.eu.int/comm/dgs/education_culture/activecitizenship/new_programme_en.htm

Contact:

European Commission
Directorate-General for Education and Culture
Town-twinning sector
VN-2 4/35
B-1049 Brussels
Jumelages@cec.eu.int / towntwinning@cec.eu.int



EQUAL Community Initiative

The EQUAL Initiative is implemented in the framework of the Structural Funds and, more specifically, through the European Social Fund. The main aim is to find new ways of tackling discrimination and inequality in the field of employment. EQUAL is part of the European Union's strategy for better jobs and for ensuring that no one is denied access to them. Activities envisioned include:

- Helping those who have difficulty in being integrated or reintegrated into the labour market
- Combating racism and xenophobia in the labour market
- Opening up the business creation process to all
- Strengthening the social economy
- Promoting lifelong learning and inclusive work practices
- Adapting firms and employees to structural economic change and the use of new technology
- Reconciling family and working life and reintegrating men and women into the labour market
- Reducing gender gaps and supporting desegregation
- The social and vocational integration of asylum seekers

Eligibility: Public administrations, non-governmental organisations, social partners and the business sector working together as Development Partners.

How to apply: Each Member State will choose the themes within which it wishes to explore and test new ideas in cooperation with other Member States. National calls for proposals will set out the themes under which potential Development Partnerships can apply for EQUAL funding. Each Development Partnership must have at least one partner from another country and should be involved in a network dealing with the same theme across Europe. The Development Partnerships and projects are selected by each Member State's managing authority.

Finding

Partners: There is a database set up to help in the locating of suitable partners. The EQUAL website gives access to the database.

Deadline: Contact your national contact points – details of which can be found on the website on general information link

Website: http://www.europa.eu.int/comm/employment_social/equal/index_en.html

Contact: European Commission
Community Initiatives (EMPL/B/4)
Directorate General for Employment and Social Affairs
Rue de la Loi/Wetstraat 200
B-1049 Brussels
Fax. +32 2 2969770



European Community Strategic Guidelines for cohesion, growth and jobs PROGRESS

For the 2007-2013 period, the Commission proposal for a reformed cohesion policy and **adopted a Communication on "Community Strategic Guidelines for Cohesion 2007-2013"**. Presented at the Informal Ministerial Meeting on Regional Policy and Territorial Cohesion in Luxembourg, the Guidelines received a broad support from the Member States. Through its three guidelines, the Commission's Communication defines priorities for future funding through the EU cohesion instruments such as ***making Europe a more attractive place to invest and work, improving knowledge and innovation for growth and promote more and better jobs.***

Activities will include:

Investing in areas of high growth potential.

Investing in the drivers of growth and employment.

Supporting the implementation of coherent strategies over the medium to longer term.

Developing synergies and complementarities with other Community policies.

Mobilizing additional resources

Improving governance.

Promoting an integrated approach to territorial cohesion.

COMMUNITY ACTION PROGRAMME TO COMBAT SOCIAL EXCLUSION

The current programme covers 2002-2006, but the objectives and all links will be relevant for the one that will soon be launched to extend the programme.

Current budget allocation: 75 million euro over 5 years (2002-2006)

Description:

In the context of the open method of coordination, the programme is meant to support cooperation which enables the Community and the Member States to enhance the effectiveness and efficiency of policies to combat social exclusion by:

1. improving the understanding of social exclusion and poverty with the help in particular of comparable indicators;
2. organising exchanges on policies which are implemented and promoting mutual learning in the context of national action plans
3. developing the capacity of actors to address social exclusion and poverty effectively, and to promote innovative approaches

Website: http://europa.eu.int/comm/employment_social/soc-prot/soc-incl/ex_prog_en.htm

Contacts: http://europa.eu.int/comm/employment_social/contact_en.html



ASSOCIATIONS AND FEDERATIONS OF EUROPEAN INTEREST

Associations and federations of European Interest

Budget allocation: 1.5 million euro

Description: This appropriation is intended to cover the cost of European activities and projects carried out by associations and federations of European citizens that are specifically concerned with furthering the cause of European integration and raising public awareness of the EU. It may not be used to cover the operating costs of beneficiary organisations. It should also support activities with reflection at European level on the ethical and spiritual values and foundations of European integration.

Eligibility: NGOs applying for funding under this budget line must be based in at least one of the Member States.

Deadline: Deadlines are indicated in calls for proposals, which are published in the Official Journal and on the education and culture website.

http://europa.eu.int/comm/dgs/education_culture/association/call_en.pdf

Funding area: European Union

Web site: http://europa.eu.int/comm/dgs/education_culture/

Contact: European Commission
Education and Culture Directorate General
Sector "Partnership with civil society"
VM-2 4/56
B-1049 Brussels
Email. eac-soc-civile@cec.eu.int
Tel. +32 2 299 93 02

SPECIAL FOCUS ON YOUTH: the Youth Community Action Programme

General objectives

To offer young people opportunities for mobility and active participation in the construction of the Europe of the third millennium, create an arena for cooperation in the development of youth policy, based on non-formal education, encourage the concept of lifelong learning and the development of skills and competencies which promote active citizenship. To facilitate the integration of young people in society, help them to acquire skills and knowledge, involvement in constructing Europe, encourage a spirit of initiative and enterprise and help to eliminate all forms of discrimination through the promotion of equality, promoting a better understanding of the diversity of our common European culture and shared heritage as well as of our common basic values.

Types of actions

- Action I Youth for Europe - supports short-term group exchanges of young people aged 15 to 25;

- Action 2 European Voluntary Service - supports voluntary service for individuals aged 18 to 25;
- Action 3 Youth Initiatives - assists initiatives which are led by young people themselves;
- Action 4 Joint actions - offers the opportunity to develop projects linked to other Community Programmes;
- Action 5 Support Measures - is a package of possibilities for support measures to develop new YOUTH projects and to improve their quality.

Beneficiary organisations

Groups of young people, non-profit-making non-governmental organisations or associations, public authorities and others experienced in the field of youth and non-formal education Participating countries: 25 Member States, EFTA-EEA countries (Iceland, Norway, Liechtenstein), candidate countries Bulgaria, Romania and Turkey.

Eligibility

The Programme is essentially aimed at young people from ages 15 to 25, although Action 2 (European Voluntary Service) is for those aged between 18 and 25. Applications for Action 3 (Youth initiatives) can be submitted by groups of young people or by young individuals during or after their period of voluntary service. Applications for Action 1 ((Youth for Europe - Youth exchanges), Action 2 (European Voluntary Service), Action 4 (Joint actions - with education and training) and Action 5 (Support measures) can be submitted by non-profit-making non-governmental organisations or associations and public authorities and others experienced in the field of youth and non-formal education.

Procedure to be followed

Depending on the Actions concerned, applications should be sent either to the Commission or to the National Agencies in each participating country. Contact the European Commission Representation Office in your country for further information. (See the list of Representation Offices in section 9 below.)

Examples of projects

Since 2000, the YOUTH Community Action Programme has enabled around 200 000 young people to take part in exchanges, provided support for more than 10 000 young European Volunteers, and funded 60 000 within Youth Initiatives and 70 000 in Supporting Measures.

Action 1 - Youth for Europe

Youth exchanges offer an opportunity for groups of young people (aged 15-25) from different countries to meet. They have a pedagogical value and a non-formal learning aim, in that the groups explore common themes and learn about each other's cultures.

Action 2 - European Voluntary Service (EVS)

Under this Action, young people aged between 18 and 25 are able to spend up to 12 months abroad as European volunteers helping in local projects in a wide range of fields: social, ecological and environmental, arts and culture, new technologies, leisure and sports, etc.

Action 3 - Youth Initiatives

Through this Action, young people aged between 15/18 and 25 can obtain support to carry out a project at local level. The intention is to give them a chance to develop as well as express their creativity and spirit of initiative. It also aims at providing former EVS volunteers with a concrete opportunity to build upon the expertise and skills acquired during their voluntary service.

Action 4 - Joint Actions

This Action brings together the SOCRATES (education), LEONARDO DA VINCI (vocational training) and YOUTH (non-formal education) programmes. It will provide support for initiatives that build on the complementary nature of these three programmes and others, such as Culture 2000.

Action 5 - Support Measures

These measures underpin and complement the other YOUTH programme Actions, so as to consolidate and enhance their benefits, to continue and develop innovative actions at Community level, and to boost the quality of youth projects, for instance through exchanges of good practices or training of project organisers.

Action 6 – Cooperation with third countries

This action aims at promoting universal peace, dialogue, tolerance and solidarity amongst young people. To build long-lasting and solid partnerships, the European union supports the exchange of youth work expertise and know-how between non-governmental and governmental structures in the European Union and third countries.

Further information on the youth programmes, and application deadlines, can be obtained from:

http://europa.eu.int/grants/dgs/education_culture/education_culture_en.htm and
http://europa.eu.int/comm/youth/program/index_en.html

Contact: For National Agencies go to:
www.europa.eu.int/comm/youth/program/contact.pdf
To contact the European Commission, speak to your local European Commission Representative Office (list below in section 9), or contact:

European Commission
Directorate-General for Education and Culture
Youth Unit
B-1049 Brussels
Tel. +32 2 299 11 11
Fax. +32 2 299 40 38

Support for International Non-Governmental Youth Organisations (INGYOs)

Budget allocation: 1.87 million euro

Description: This appropriation is intended to cover grants to international non-governmental organisations which work extensively with young people, particularly at all levels within their organisation, including its decision-making bodies.

Eligibility: International youth organisations working in the European context, that have their own legal status, and are non-governmental, non-profit making, and which are primarily intended to benefit young people. They must have member organisations active in at least 8 of the eligible countries mentioned below.

Funding area: The 25 Member States of the European Union, the EFTA/EEA countries, and the candidate countries of the European Union



How to apply: All applications must be made on the official application form and sent in duplicate. The application form can be downloaded from:

www.europa.eu.int/comm/youth/call/index_en.html

http://europa.eu.int/comm/youth/program/ingyo/2005/application_form_en.pdf

Level of Community Funding: 50% of the total annual budget

Web site www.europa.eu.int/comm/youth/program/ingyo_en.html

Contact: Mrs Gabriella Amoruso
DG Education and Culture Unit D.5 - Youth Policies and Programme
Rue de la Loi 200, (B7 3/26), B-1049 Brussels
Fax: + 32 2 299 4038, Tel: +32 2 29 69 695
Email: ingyo@cec.eu.int

Pilot projects for participation of young people

Budget allocation: 2.1m

Description: This is meant to support projects to develop young people's participation in civil life and activities to network these projects so that good practices can be exchanged.

Eligibility: Groups of young people, non-profit-making non-governmental organisations or associations, public authorities and others experienced in the field of youth and non-formal education can participate. But they must be from the countries participating in the programme (See funding area).

Funding area: EU Member States, EFTA/EEA countries and pre-accession countries. To a limited extent and under certain conditions, it is also open to partners from countries in other parts of the world, i.e. "third countries".

How to apply: In order to participate in most types of projects, it may be necessary that a partnership be established with one or more partners, depending on the rules prevailing for each Action and varying according to which country the partners comes from. Calls for proposals are published in the Official Journal of the European Union and in the education and culture website. Applications may be sent directly to the European Commission or through national branches to the relevant National Agency. For more information, use the addresses given below, or your local European Commission Representation Office, which you can find in section 9.

Website: http://europa.eu.int/comm/youth/program/index_en.html

Contact: For National Agencies go to:
www.europa.eu.int/comm/youth/program/contact.pdf
To contact the European Commission:
European Commission
Directorate-General for Education and Culture
Youth Unit
B-1049 Brussels
Tel. +32 2 299 11 11



Fax. +32 2 299 40 38

Framework programme in support of culture

Budget allocation: 32.9m

Description: This is intended to cover activities relating to:

- the promotion of cultural dialogue and knowledge of the culture and history of the peoples of Europe
- facilitate the mobility of artists, creators, other actors and professionals in the cultural field, with particular emphasis on young people, socially disadvantaged and cultural diversity
- developing new forms of cultural expression; sharing and exploiting, at European level, common cultural heritage of European importance
- disseminating knowledge and promoting best practice concerning the conservation and preservation of that heritage
- improving access to culture and encouraging as many European citizens as possible to participate in it
- encouraging intercultural dialogue and European and non-European cultural and citizenship exchanges, especially by supporting projects of associations and local agents promoting such cultural exchange
- stressing the role of culture in social and economic development; financing conservation and restoration operations in respect of shared cultural heritage sites of European importance.

Eligibility: Creative artists, cultural operators, private and public promoters, activities of the cultural networks, cultural institutions of the Member States and of the other participant States.

Funding area: The 25 Member States of the European Union, The EFTA/EEA countries, the candidate countries of the European Union

How to apply: Calls for proposal are published in the Official Journal and in the DG Education & Culture site. Application forms and guidelines can be downloaded from the website. For more information contact the address and email details given below and in section 9.

Website: www.europa.eu.int/comm/culture/eac/index_en.html

Contact: "Culture": Policy and Framework Programme"
Unit of the Directorate-General for Education and Culture
eac-culture@cec.eu.int
Tel. + 32 2 296 65 99

Socrates

Budget allocation: 327.9m

Description: The main aim of the SOCRATES programme is to strengthen the European dimension of education at all level, improve knowledge of European languages, promote cooperation and mobility throughout education, encourage innovation and promote equal opportunities in all sectors of education. The budget line is therefore to cover:

- support for the transnational mobility of persons in the field of education in Europe
- support for the use of information and communication technologies in the field of education
- support for the creation of transnational cooperation networks to facilitate the exchange of experience and good practices
- promotion of language skills and understanding of different cultures
- support for innovative pilot projects, based on transnational partnerships designed to encourage innovation and the quality of education
- ongoing improvements to Community reference data through the observation and analysis of national education policies, the observation and dissemination of good practices and innovations, and wide exchanges of information.

Eligibility: In most cases, individuals (students, teachers, etc.) may only take part in the programme through their home institution, though there are exceptions to this (e.g. Comenius Language Assistants). For a more thorough overview of who is eligible to participate in this programme, check the website:

www.europa.eu.int/comm/education/programmes/socrates/particip_en.html

Funding area: the 25 new and current Member States of the European Union, the EFTA countries: Iceland, Liechtenstein, Norway and the candidate countries

How to apply: In SOCRATES there are two basic types of Actions:

- the "centralised Actions" which are run by the Commission. Application forms for the centralised Actions can be obtained from the Socrates website given below.
- the "decentralised Actions" which are run by the National Agencies. Application forms for the decentralised Actions are available from your National Agency the address of which can be found at www.europa.eu.int/comm/education/programmes/socrates/nat-est_en.html

Contact: For further questions you may contact your local European Commission Representative Office (see section 9), or:

Education, Audiovisual and Culture Executive Agency

BOUR

1049 Brussels

BELGIUM

Rue Colonel Bourg 139

B-1140 Brussels

Tel: (32-2) 233 01 11 - Fax: (32-2) 233 01 50

Email. eacea-info@cec.eu.int

Measures combating and preventing discrimination

Budget allocation: 18.17m

Description: To support and supplement the efforts at Community level and in the Member States to promote measures to prevent and combat discrimination whether based on racial or ethnic origin, religion or belief, disability, age and sexual orientation. Part of this appropriation is intended to support core funding for NGOs and representative European

networks participating in combating and preventing discrimination in the Community and Member States and to foster civil dialogue in this area. Type of actions covered:

- studies and development of qualitative and quantitative indicators and benchmarks in accordance with national law and practices and evaluation of anti-discrimination legislation and practice
- analysis of factors related to discrimination
- transnational and cooperation of networking at European level between partners active in prevention of and fight against discrimination

Eligibility: Public and private bodies and institutions involved in the fight against discrimination may submit a proposal for Commission match funding, in particular:

- Member States
- Local and regional authorities and organisations
- Bodies for the promotion of equal treatment
- Social partners
- Non-governmental organisations
- Universities and research institutions
- National statistical offices
- The media

As far as the transnational actions are concerned, only actions which involve at least three Member States are eligible for Community support with priority given to actions involving organisations from at least four or five Member States. With regard to the core funding support, only non-profit organisations which contribute to the fight against discrimination on grounds of racial or ethnic origin, religion or belief, disability, age or sexual orientation and which are made up of representatives of potential victims of discrimination are entitled to submit applications.

Level of Community Funding:

As regards the support to transnational actions, the financial contribution will not exceed 85% of the total costs. Organisations are required to guarantee the remaining (minimum 15%) co-financing in cash. Contributions in kind are not accepted. As far as the support to core funding of European level non-governmental organisations is concerned, the financial contribution will not exceed 90% of the total costs. Contributions in kind are not accepted. Organisations are required to guarantee the remaining (minimum 10%) co-financing in cash.

How to apply: The calls for proposals will be published on the EUROPA web site, the DG employment and social affairs site and on the Official Journal. You can also look into the fundamental rights section of the site:

http://www.europa.eu.int/comm/employment_social/fundamental_rights/index_en.htm

Website: http://europa.eu.int/comm/dgs/employment_social//tender_en.htm

Contact: DG Employment and Social Affairs
Anti discrimination Unit DG EMPL.D.4.
rue Joseph II n°37 -J 37 2/12-
B-1049 Brussels
antidiscrimination@bxl.dg5.cec.be

Community measures to achieve equality between men and women



Budget allocation: 10.9m

Description: The objective is to support actions intended to promote equal opportunities, including legal aspects. Types of actions include:

- Training and disseminating good practice in the area of equality
- Improving understanding and knowledge of direct and indirect gender-based discrimination
- Supporting actions intended to measure and evaluate the effectiveness of ongoing policies and practices
- Supporting and developing skills of the key players

Eligibility: Local and regional authorities; bodies promoting gender equality; social partners; NGOs; universities and research institutions; National statistical offices; Media

Funding area: The European Union, candidate countries of the EU, EFTA/EEA countries

Contact: European Commission
Directorate General for Employment and Social Affairs
Unit for Equality for women and men
Head of Unit: Fay DEVONIC
Postal Address: Rue de la Loi 200, B-1049 Brussels
Office Address: Rue Joseph II 37, I-20
Tel.: +32(0) 2 295 6151
Fax: +32-(0)2-299 80 83
empl-info@cec.eu.int (for questions of a more general nature)
empl-antidiscrimination@cec.eu.int (for questions regarding anti-racism)

Women's organisations

Budget allocation: 0.35m

Description: This is to cover grants to women's organisations not covered by the European Women's lobby.

Eligibility: Specifically for women organisations not belonging to the European Women's Lobby, that focus on promoting the role of women in the society, promoting equal treatment for women, and involved in the fight against discrimination

Funding area: Member States of the European Union

Contact: European Commission
Directorate General for Employment and Social Affairs
Unit for Equality for women and men
Head of Unit : Fay DEVONIC
Postal Address: Rue de la Loi 200, B-1049 Brussels
Office Address: Rue Joseph II 37, I-20
Tel.: +32(0) 2 295 6151
Fax: +32-(0)2-299 80 83
empl-info@cec.eu.int (for questions of a more general nature)
empl-antidiscrimination@cec.eu.int (for questions regarding anti-racism)



Measures for combating violence against children, adolescents and women – Daphne II

Budget allocation: 7.8m

Description: This is for a second phase of the programme (DAPHNE II, 2004-2008) to replace the Daphne I, which ended in 2003. Like its predecessor, this budget line is intended for:

- Prevention of and protection of children, adolescents and women from all levels of violence
- Subsidies to NGOs or voluntary organisations working towards these aims esp. rights of children and women
- Victims of trafficking for sexual exploitation, sexual abuse, female genital mutilation, forced marriages
- Introduction of instruments to encourage reporting of violence of women and children
- Information campaigns aimed at combating child exploitation using the Media: radio, television, press, new technologies

Eligibility: Public or private institutions active in the field of prevention of and protection against violence against children, young people and women, particularly NGOs and voluntary organisations. Project partners should come from the Member States of the European Union.

Funding area: Member States of the European Union, candidate countries and the EFTA/EEA countries

How to apply: The new call for proposal for the Daphne II programme will be published on the website at the end of 2005. Guidelines and the application forms will then be available from the website or from the postal address below.

Website: http://www.europa.eu.int/comm/justice_home/funding/daphne/funding_daphne_en.htm

Contact: DG Justice and Home Affairs
Ms. Isabelle Touwaide
Rue de la Loi 200
B-1049 Brussels
Fax. +32 2 299 67 11
Email. isabelle.touwaide@cec.eu.int

Research and evaluation programme on respect for fundamental rights

Budget allocation: 1.5m

Description: This is especially for preparatory actions concerning research and evaluation into respect for fundamental rights. It is intended to cover expenditure on setting up a network of legal experts who are authorities on human rights and jurists from each of the Member States. This will involve an assessment of the implementation of each of the rights laid down notably in the Charter of Fundamental Rights of the European Union. It is also intended to fund the development of tools (databases, helplines, legal aid) in agreement with relevant



institutions in the Member States and NGOs operating in the field of fundamental rights, enabling all persons to gain access to the information they require.

Eligibility: Administrative and judicial authorities, legal experts who are authorities on human rights and jurists from each of the Member States. Also eligible are NGOs operating in the field of fundamental rights.

Funding area: The European Union

How to apply: Contact the Commission, DG Justice and Home Affairs

Contact: European Commission
Directorate-General Justice and Home Affairs
Directorate A
Rue de la Loi 200
B-1049 Brussels

Support for the victims of human rights' abuses

Budget allocation: 7m

Description: This appropriation is intended to cover:

- support for the establishment and maintenance of rehabilitation centres for torture victims and the families
- concrete help to victims of human rights abuse

Eligibility: Regional and international organisations, non-governmental organisations, national, regional and local authorities and official agencies, community-based organisations and public or private-sector institutes and operators who offer concrete help to victims of human rights' abuses and work on measures on torture prevention. To be eligible for funding, the applicants must have their headquarters in a Member State of the European Union or in a third country eligible for Community aid.

Funding area: Member States and candidate countries of the European Union and third countries eligible for Community aid

How to apply: The call for proposals is expected to be published shortly (around the middle of March) on the EuropeAID website – Website:

Website: http://www.europa.eu.int/comm/europeaid/projects/eidhr/index_en.htm

Contact: Rolf Timans
Head of unit
European Commission
RELEX.B.I Human rights and democratization
Rue de la Loi 200
B-1049 Brussels
Email. rolf.timans@cec.eu.int



**TIP!! Information on all grants
from the European Union
can be found at the following address:
http://europa.eu.int/grants/index_en.htm**

4. Funds from Foundations

4.1 What is a Foundation?

There are a number of different terms used to describe bodies that grant funds to non-profit and non-governmental organisations, which are useful for groups seeking funds to know about. Some foundations are based on family wealth and operate independently of the original source of the wealth. Many have a long history of funding projects and take an active interest in furthering the aims of those who founded them. These are more usually referred to as Trusts in the United Kingdom. Other foundations, sometimes known as corporate foundations or company sponsored foundations, exist as an arm of a business corporation and are under the direction of the Board of the Company. In addition to these, other foundations have been set up with support from governments, sometimes maintained with the support of National Lottery funds. There are others that have been set up with the aim of raising funds to fund their own specific programme of projects. The latter are unlikely to make grants to non-governmental organisations but may work in partnership.

4.2 Foundations and the new EU member states

Due to the Enlargement process in 2004, a number of foundations are reducing their commitment and presence in Central and Eastern Europe on the grounds that EU funds will now step in. However, EU funding alone does not always fill this need due to the different structures in place and the type of projects eligible for EU funding. At the same time, core-funding has become more difficult now than before the accession. These factors have resulted in a serious funding gap making the situation somewhat difficult for non-governmental organisations that still need foundation funding. Although this may seem a bit disheartening, it should be said that foundation funding is still possible!

Tip!!! Various Jewish foundations have increased their efforts in Central and Eastern Europe! You can find some of them below.

How then to go about obtaining foundation funding? A few tips...

4.3 Obtaining foundation funding in Europe

Applying to the right foundations – Only a limited number of foundations give funding to non governmental organisations working in Europe, so it is important to make sure that these foundations are the ones that you target, otherwise your time will be wasted. As a start, you could look at the websites of the few foundations outlined below to find out exactly what they fund and if your projects fall under their areas of interest. A foundation's particular funding interests in Europe can change from year to year. The best way to find out about a foundation's current interests is to look at the information on its website and its most recent annual report.

Making sure that your objectives fit those of the foundation– foundations will only give funding to organisations that are carrying out projects that tie in with their particular objectives. As there are so many non governmental organisations looking for funding in Europe, foundations can afford to be very selective. This means that your organisation must convincingly demonstrate that its application for funding fits with the foundation's objectives.

Consider your current funders - when seeking co-funding, you must also take into consideration your current funders and any ethical policy held by them or your own organisation. Avoid applying for funding



from certain sponsors whose ethical policy is different to your own which may compromise the position of your organisation and that of your current funders.

The Application Process – the majority of foundations state in their grant guidelines that those seeking funding for an international project should initially only send in a very brief proposal (usually no more than two or three pages long). If your initial proposal is successful you will then be asked to send in a more detailed formal proposal. Most foundations list on their website the specific information that should be included in this initial proposal. In general you should include a brief description of your organisation, (legal status, objectives, past achievements), description of the project for which you are requesting funding, a detailed budget listing income and expenditure and a list of any partner organisations. As with the EU funding process, some foundations do have deadlines by which a formal application must be submitted in order for a project to receive funding for that particular year. Others, however, will review proposals throughout the year.

The amount of funding requested – you should ensure that the amount that you are requesting for funding in your initial proposal is realistic. In their grant guidelines many foundations state the maximum amount of funding that they will give to a single project. You must also take into consideration the size of the foundation when putting in your request for funding. Smaller foundations will obviously have a smaller budget from which to allocate grants, and therefore the grants themselves will tend to be smaller. A look at past grants for similar projects is a good way of assessing how much funding your NGO can realistically ask for.

4.4 European Foundation Centre

The European Foundation Centre (EFC) is an independent international association that promotes and underpins the work of foundations and corporate funders active in and with Europe. Established in 1989 by seven of Europe's leading foundations, the EFC today serves a core membership of more than 200 members, associates and subscribers; 350 community philanthropy initiatives; as well as a further 50,000 organisations linked through a network of information and support centres in 42 countries worldwide.

TIP!! Further information on the European Foundation Centre can be found on the Centre's website: <http://www.efc.be>

Grantmakers East Group

Launched in 1992, the Grantmakers East Group (GEG) within the European Foundation Centre promotes the development of civil society in Central and Eastern Europe (CEE) and the Newly Independent States (NIS) by providing funders with a platform to increase the effectiveness of their grant making efforts and to encourage new donor activity in the Region.

For more information on the Grantmakers East Group, contact: GEG Secretariat, EFC Warsaw Office, Jaracza 3/39, 00-378 Warsaw, Poland, tel./fax: +48.22.8272227, E-mail: gegam@efc.be

4.5 Some foundations for consideration

Sponsor: American Express Philanthropic Program

Total Funding: In 2002, the American Express Philanthropic Program made grants totalling 32.2 million USD, 4 million USD of these contributions were made to the American Express World Trade Center Disaster Relief Fund.



Funding

Interests: The foundation's main aim is to work and improve the communities in which the company operates. It has three main programme areas:
Cultural Heritage – the aim of this programme is to protect the surroundings in which people live so that they can be enjoyed by future generations. Funding is also given to projects involving the promotion of national and regional arts and culture.
Economic Independence – the aim of this programme is to enable people to become economically self-sufficient, by providing them with education and training.
Community Service – projects only receive grants under this programme if they are recommended for funding by an employee of American Express. Emergency relief is usually funded under this programme.

Funding Area: A majority of its funding goes to projects in the USA. However, it does have a committee, which is responsible for projects in Europe. Any organisation applying for funding outside of the USA must be able to prove its non-profit making status.

Applications: Grant guidelines and instructions for submitting proposals can be found on the website.

Language: English

Website: <http://www.americanexpress.com/corp/philanthropy>

Contact: Connie Higginson, Vice-President, International Philanthropic Program, World Financial Center, New York, NY 10285-4803, USA

Foundation: **Bernard Van Leer Foundation**

Total Funding: 14.8 million Euro grant expenditure in 2002 funding about 150 projects in 36 countries.

Types of Funding:

Development projects with a long duration. Applications for these sorts of initiatives are usually initiated by the foundation itself. No grants for individuals or general organisational support. No study, research or travel grants are offered. Grants must be for projects concerned with children aged zero to eight years, and in countries eligible for grant making.

Funding

Interests: For the coming years, the foundation will focus on three issue areas: strengthening the care environment, successful transitions and social inclusion and respect for diversity.

Funding Area:

- **Africa:** Kenya, South Africa, Tanzania, Uganda, Zimbabwe
- **Asia/MENA:** India, Israel, Indonesia, Morocco, Thailand
- **Europe:** Poland, Turkey, Germany, Greece, Netherlands
- **Latin America:** Brazil, Colombia, Mexico, Peru
- **USA/Caribbean:** East Caribbean, United States



Applications: The Foundation rarely considers unsolicited proposals. However, organisations wishing to explore the possibility of Foundation funding are advised not to prepare a detailed proposal. Instead applicants are asked to submit an initial funding proposal, please send only a brief outline with basic information, including:

- information about the organisation;
- the project's objectives, strategies, beneficiaries, scope, location and duration;
- the overall budget and the amount required

The brief outline should be sent to:
the Bernard van Leer Foundation
P.O. Box 82334, 2508 EH The Hague, Netherlands
Fax: +31 70 350 2373
E-mail: proposal.administration@bvleerf.nl

Languages: Dutch, English and Spanish

Website: <http://www.bernardvanleer.org>

Contact: Bernard van Leer Foundation,
Peter Laugharn, Executive Director
Eisenhowerlaan 156, P.O.Box 82334, 2508 EH The Hague, Netherlands
Tel: +31 70 331 2200, Fax: +31 70 350 2373
Email: registry@bvleerf.nl

Foundation: Charles Stewart Mott Foundation

Funding interests: Inherent in all grantmaking is the desire to enhance the capacity of individuals, families or institutions at the local level and beyond. Grants from the Foundation are made in four different programs: Civil Society, Environment, Flint Area and Pathways Out of Poverty.
In addition to the four programmes, the Charles Stewart Mott Foundation also funds Exploratory and Special Projects (XSP). XSP grants support unusual or unique opportunities to address significant national and international problems.

Application: The application guidelines and procedures are available on the website <http://mott.org/programs/ap.asp>

Website: <http://mott.org/>

Contact: **London office:**
Charles Stewart Mott Foundation
Fifth Floor, Cambridge House
100 Cambridge Grove
Hammersmith
London W6 0LE United Kingdom
Phone: + 44-207-031-0220
Fax: + 44-207-031-0221



Foundation Compagnia di San Paolo

Total Funding: In 2002 awarded grants totalling 119 million Euro.

Funding

Interests: Compagnia di San Paolo's main activities and programmes are focused on the areas of scientific, economic and judicial research, education, art, cultural and environmental heritage, health and assistance to socially deprived categories.

Funding Area: Geographic *focus*: Italy and International.

Applications Information and application forms are available upon request or on the website. In addition a short explanation of the project is also required.

Languages Italian and English

Website <http://www.compagnia.torino.it/english/index.html>

Contact Dario Disegni, Head of Cultural Affairs
Compagnia di San Paolo
Corso Vittorio Emanuele II, 75, 10128 Turin, Italy
Tel: +39 011 559 6911, Fax: +39 011 559 6976
Email: info@compagnia.torino.it

Foundation: Dutch Jewish Humanitarian Fund

Funding interest: A joint initiative of the Dutch government and the Dutch-Jewish community, the Dutch-Jewish community aims to use this fund to express solidarity with other Jewish communities and people in need elsewhere in the world.

Projects it funds are dedicated to one or more of the following causes:

- a. Building and ensuring the continuity of Jewish communities, in fields including culture, knowledge transfer and enhancement of the non-material infrastructure.
- b. Facilitating Jewish education.
- c. Promoting mutual respect between people.
- d. Supporting civilian victims of war situations.

Total Grants: Over 22 million euros (2005).

Application: The Dutch Jewish Humanitarian Fund accepts unsolicited proposals. All application forms can be found on the website.

Website: <http://www.jhf.nl/>

Contact: Joods Humanitair Fonds (Dutch Jewish Humanitarian Fund)
Postbus 11646
2502 AP Den Haag - The Netherlands
phone: +31 (0)70 427 54 83
fax: +31 (0)70 427 54 89
e-mail: info@jhf.nl



Foundation: European Association for Jewish Culture

Founding Interests: The mission of the European Association for Jewish Culture will be pursued through grant-making programmes such as: media, visual arts and performing arts

Funding Area: Europe

Applications: the application forms are downloadable from the website
http://www.jewishcultureineurope.org/Application_Forms.htm

Contacts:

Lena Stanley-Clamp
Director London office
79 Wimpole street
London W1G 9RY - UK
London@jewishcultureineurope.org
+44 20 79 35 82 66

Danièle Neumann
Directeur Paris office
45 rue La Bruyère
75009 Paris France
paris@jewishcultureineurope.org
+33 1 53 32 08 55

Foundation: European Cultural Foundation

Total Grants: Total amount of Grants allocated in 2002 was 1,259,337 Euro. In 2003 1,206,000 Euro of the budget was allocated for grants.

Funding

Interests: The European Cultural Foundation is an independent, non-governmental organisation. It was founded to 'promote cultural and educational activities and research of a multinational nature and European character.'
It stands for an open, democratic Europe which respects the basic human rights and cultural diversity of its people. It is committed to the importance of the cultural dimension within the process of wider European integration. The European Cultural Foundation seeks to foster within Europe a sense of belonging for all its people. It promotes artistic and cultural activities in Europe and across its borders as a contribution to civil society.

Funding Area:A. Grants for organisations

The following priorities shape the Foundation's grants activities:

- Encouraging intercultural dialogue
- Stimulating participation through the arts
- Strengthening the cultural sector
- Backing the emerging European Public Space with the recently-launched **New European Deal** for journalistic exchange and cooperation signals.

The European Cultural Foundation also has a grants line for innovative pan-European activities.

B. Grants for individuals

Individuals can apply for grants under their new Mobility Scheme 'STEP beyond'.

Applications: All applications should be submitted online to the Grants Department at the European Cultural Foundation using the application forms available on the foundation's website.



Additional materials are welcome in the form of an annex to the online proposal sent by mail. Grants are non-renewable.

Languages: French and English
Website: <http://www.eurocult.org>

Contact: Vanessa Reed, Grants Officer
Esther Claassen, Grants Administrator
European Cultural Foundation,
Jan van Goyenkade 5, 1075 HN Amsterdam, Netherlands
Tel: +31 20 573 3868, Fax: +31 20 675 2231
Email: eurocult@eurocult.org

Foundation: Fondation Bernheim

Types of funding:

The Fondation Bernheim rewards selected projects by giving awards and prizes and by granting student grants and financial aid.

Funding interests:

The Fondation Bernheim highlights two distinct programmes: the European prize and the Peace Initiative.

The European prize rewards a significant contribution to European integration especially by promoting participative democracy.

The Peace Initiative enhances peace, and increases civic responsibility in young people.

Application:

The first approach with the Foundation can be made either by letter or by email message. The outline of the project is to be sent to the standard office,

to Mrs Micheline Mardulyn

Place de l'Albertine 2 - 1000 Bruxelles Belgique

Tél.+ 32-2-213.14.99

Fax + 32-2-213.14.95

E-mail fondationbernheim@online.be

Languages Dutch, French and English

Website <http://www.fondationbernheim.be>

Foundation Fondation de France

Total Grants The foundation's programme expenditure for 2003 was 58.5 million Euro. The total number of grants allocated was 5,900.

Funding Interests

The foundation has five main programme areas: national and international solidarity, health and medical research, culture and environment and charitable organisations. The focus areas of each of these programmes changes from year to year, but the foundation's guiding values remain the same: to combat isolation and exclusion, to



create a link between people and their society, and to respect and preserve people's dignity. The foundation gives funding to organisations by putting out calls for proposals. These can be found at the web address below.

Funding Area *Geographic focus:* France, Europe and developing countries. A majority of the projects are carried out by French organisations, and some of the calls for projects are limited to French organisations only. The programmes which are of particular interest to organisations not based in France are the International Solidarity programme. The foundation particularly supports organisations which are carrying out projects in developing countries and Central and Eastern Europe and/or who are working in areas where emergency help is needed due to the occurrence of a natural or man-made disaster.

Application: All applications must be written in French. A standard application form is available on the foundation's website.

Languages: French

Website: <http://www.fdf.org>

Contact: Francis Charhon, Chief Executive
Fondation de France
40 Avenue Hoche, 75008, Paris, France
Tel: +33 1 44 21 3100, Fax: +33 1 44 21 3101
Email: fondation@fdf.org

Foundation: Fondation pour la Mémoire de la Shoah

Funding interests :

The projects the foundation sponsors deal with issues of memory, both on the individual as on the collective levels. They relate to questions of dignity and humanity.

Sphere of application:

- History and research
- Education and transmission like about Holocaust teaching methods aimed at students
- Remembrance: the project may concern Memorial sites, Commemorations or Museums
- Solidarity such as Providing help to elderly and isolated former Jewish deportees and their children who are in need.
- Jewish culture: such as the history of the Jewish people, religious texts or Hebrew, Yiddish, and Ladino literature

Funding Area: International

Applications: The application forms can be downloaded on the website <http://www.fondationshoah.org>

Foundation: Ford Foundation

Total Grants: Grants expenditure in 2002 was 529,251,000 USD. In this same year, nearly 2,500 grants were allocated. 16% of these grantees received support for the first time.



Funding

Interests:

Funding is provided under the following programmes:

- The Aim of the **Asset Building and Community Development Programme** is to help those that are poor and disadvantaged to build social, financial, educational and environmental assets.
- **The Peace and Social Justice Programme** is intended to inform people about their rights and their responsibilities in a changing and interdependent world.
- **Knowledge, Creativity and Freedom contains an educative and a cultural programmes** is to show how media, arts, and culture can act as forces for positive social change, promote democratic values and human achievement. Besides, it supports education research and reform in university systems as well as graduate fellowships and research in the social sciences and humanities.

The Ford Foundation has stated four aims, which are to strengthen democratic values, reduce poverty and injustice, promote international co-operation, and advance human achievement. In general, the foundation favours programmes that promote the interests of minority groups and women.

Funding Area: Although a majority of the projects funded by the foundation are based in the US, the foundation also gives substantial funding to projects carried out by European NGOs in Africa, the Middle East, Asia, Latin America, Russia, and Central and Eastern Europe.

Applications: Initial proposals should be in the form of a brief letter. If the foundation is interested in your proposal you will then be asked to submit a formal proposal (there is no formal application form). Applicants from countries outside the US should submit their applications to the nearest overseas foundation office. (For information on their overseas offices check their website and/or use the contacts below)

Languages: English

Website: <http://www.fordfound.org>

Contact: Barron M. Tenny, Secretary Ford Foundation
320 East 43rd Street, New York, NY 10017-USA
Tel: +1 212 573 5000, Fax: +1 212 351 3677
E-mail: office-secretary@fordfound.org

Foundation: France Libertés- Fondation Danielle Miterrand

Funding interest

The Foundation promotes active and responsible citizenship through human rights, peace, democracy and social development.

The founding is provided in programmes that involve: conflict resolution, education, solidarity-based economics and Human rights.

The foundation supports projects in the fight against social exclusion and racism.

Funding Area: worldwide



Types of supports: Education/ training programmes and grants

Applications: The described project has to be sent to the foundation, to
France Libertés Fondation Danielle Mitterrand
Service actions et projets
22 rue de Milan 75009 Paris
Email: projet-action@france-libertes.fr

Website: www.France-libertes.fr

Contact: contact@France-libertes.fr
0033 1 53 25 10 40

Foundation: Fundación BBVA

Total Grants: Total expenditure in 2001 amounted to 10,193,165 Euros.

Funding

Interests: The foundation devotes a special interest to promoting scientific research in the areas of social sciences, biomedicine and the environment, with priority given to the main challenges and opportunities taking shape in the new century.

Funding Area: Priority areas include: the knowledge of society & innovation; globalisation; European construction & EU policies; the Latin America Observatory; population, the family & social integration; changing social values & education in the new millennium; biomedicine & the healthcare system; the environment, urban space & quality of life, the world of artistic creation.

Applications: The projects of the foundation originate within the foundation aided by a network of Spanish and international collaborators.

Languages: Spanish and English

Website: <http://www.fbbva.es>

Contact: Sergio Missana
Palacio del Marqués de Salamanca,
10 Paseo de Recoletos, 28001 Madrid, Spain
Tel: +34 91 374 5400, Fax: +34 91 374 8930
Email: gtd@fbbva.es

Foundation: Hanadiv Charitable Foundation

Funding Interests: Hanadiv Charitable Foundation is a UK registered charity which provides grants to further academic Jewish studies, Jewish heritage and culture, civil society and community-building throughout Europe.

Funding Area: Academic Jewish Studies in Europe
Social Research on European Jewry
Jewish Heritage and Culture



Civil Society
Community-Building

Applications: The Foundation invites unsolicited and solicited applications for grants. Unsolicited grant applications can be made in all of the above areas. At present the Foundation has three solicited grant programmes:

- ***Academic Jewish Studies in Europe Grant Programme***
- ***Grant Programme in European Jewish Archives and Archives with Jewish Collections***
- ***European Jewish Museum Grant Programme***

Unsolicited applications for grants can be submitted twice a year, in September and May. Solicited applications for grant programmes will be considered once a year in May.

Organisations and academic institutions that run activities in Europe (including Russia, Ukraine and Belarus) which would be regarded as charities under UK charity law are eligible to apply for grants. No grants are made for institutional overheads.

Languages: Applications must be submitted in English.

Website: N/A

Contact: Hanadiv Charitable Foundation
14 St. James's Place
London SW1A 1NP - UK
Tel: +44 (0)20 7493 8111 ext. 2291
Fax: +44 (0) 20 7495 3530
Email: grants@hanadiv.org.uk

Foundation: Harold Hyam Wingate Foundation

Total funding: 525,356 £ in 2004

Funding Interests:

Private grant-giving institution that offers grants to charitable organisations and to individuals.

Projects will cover programmes on Jewish life and learning, performing arts and music, education and social exclusion, Third world development and medical aspects.

Funding Area: Europe, especially United Kingdom; Israel and International

Applications: Send a detailed project proposal.

Contacts: Karen Marshall, Administrator
Harold Hyam Wingate Foundation
2nd Floor 20-22 Stukeley Street
London WC2B 5LR
<http://www.wingate.org.uk/>



Foundation **Heinrich Böll Foundation**

Total Funding: Annual Expenditure in 2004 was approximately 38 million Euro.

Funding

Interests

Founded on the principle that “Meddling is the only way to stay relevant” (Heinrich Böll) this is a federally organised foundation with sixteen federal foundations across Germany. As a foundation of the German Green Party, its values and funding interests reflect those of the party. The foundation funds work in the following areas: promotion of women and gender equality, ecology and sustainability, development of democracy and human rights, media and public debate, culture and development.

Funding Area *Geographic focus:* international. Although the main focus of the foundation’s work is within Germany, the foundation does also fund work in Africa, Asia, the Caribbean, Central and South America, Central, South East, and Eastern Europe, the Middle East and North Africa, Western Europe and the US.

Applications NGOs wishing to seek funding from the foundation should initially send a brief description of the project to the relevant regional office.

Website <http://www.boell.de>

Contact

- Head Office
Heinrich Böll Foundation, Hackesche Höfe
Rosenthaler Str. 40/41, 10178 Berlin, Germany
Tel: +49 30 285 340, Fax: +49 30 285 34 109
E-mail: info@boell.de
Europe and North America:
Sascha Müller-Kraenner
Eastern Europe and CIS:
Thomas Handrich
European Union/Belgium:
Claude Weinber
Heinrich Böll Foundation
15 Rue d’Arlon, B-1050, Brussels, Belgium
Tel: +32 2 743 4100, Fax: +32 2 743 4109
E-mail: Brussels@Boell.De

Foundation **Joseph Rowntree Foundation**

Funding interests: The foundation mainly funds projects dealing with the work against the causes of poverty and injustice and to promote peace and democracy in the areas of religion, society and politics. It is particularly interested in funding organisations or individuals who are working on:

- Social Policy: alluding to ethnic minorities
- Race Equality
- Racial Harassment
- Families



Funding Area: worldwide

Applications: The registration form can be downloaded from their website <http://www.jrf.org.uk> or by initial letter.

Contact: Richard Best, Director
Joseph Rowntree Foundation
The Homestead, 40 Water End
York, YO30 6 WQ United Kingdom
Tel. + 44 01.904.62.9241
Email: info@jrf.org.uk

Foundation: Robert Bosch Foundation

Total Grants: Total programme expenditure in 2004 was 49.1 million Euros, of which 35.3 million euros went to projects,

Funding

Interests: The foundation's mission is to alleviate suffering of all kinds and promote the moral, physical and intellectual development of the people. Topics concentrated on are: science in today's society, research conducted at foundation institutes; health care and humanitarian aid; international understanding with Central and Eastern Europe; and young people, education and civic society.

Funding Area: *Geographic focus:* Germany, France, US, and Central and Eastern Europe.

Applications: The foundation mainly creates and operates its own programmes. It supports programmes of limited duration only. No institutional grants are awarded, nor grants for balancing budget deficits.

Languages: German, English and French

Website: <http://www.bosch-stiftung.de>

Contact: Stephanie Rieder, Public Relations Officer
Robert Bosch Stiftung GMBH
Heidehofstrasse 31, 70184 Stuttgart
Germany
Tel: +49 711 460 840, Fax: +49 711 460 841 094
E-mail: info@bosch-stiftung.de

Foundation: World Monuments Fund (WMF)

Funding

Interests: Founded in 1965, the express purpose of this fund is to rescue and preserve works of art, cultural sites and monuments worldwide. It seeks to do this in two ways:

- By restricted funding – this is for projects that match the criteria laid out in its funding programmes (outlined in the site)



- By challenge funding – WMF will select some projects that do not necessarily match the laid out criteria, but are somewhat challenging and are compatible with its overall mission

One of the grant programmes is the **Jewish Heritage Grant Programme**. This was formed in 1988 in response to the widespread neglect of the rich architectural heritage of Jewish communities.

Funding Area: Worldwide

Applications: Forms (Request for Assistance forms – RFA) can be downloaded from their website or requested for from wmf@wmf.org

Website: <http://www.wmf.org>

Contact: Check the website for contact details of the different countries. The World Monument Fund Europe is located in France:

World Monument Fund Europe
34, Avenue de New York
75016 Paris, France
Tel. +33 1 47 20 71 99
Fax. +33 1 47 20 71 27
Bertrand du Vignaud, President
Andrea Baldioli, European Programme Manager
Gaetano Palumbo, Director of Archaeological Conservation
Annik Rozwadowska, Administrative Coordinator

For more information on foundations, please contact the European Foundation Centre (EFC) from which some of this information was derived.

The contacts:

European Foundation Centre (EFC)

51 rue de la Concorde,
B-1050, Belgium
Tel: +32 2 512 8938,
Fax: +32 2 512 3265
efc@efc.be
<http://www.efc.be>

Warsaw office

European Foundation Centre
Jaracza 3/39
00-378 Warsaw, Poland,
Tel.: +48.22.827.2227
Fax: +48.22.827.2227
eric@efc.be

Extremely helpful information, ranging from the practicalities of project proposals basics, through a prospective funder checklist, to a list of national and regional associations or resource centres responsible for developing and maintaining dossiers or directories which hold foundation and corporate funding information can be found on the Funders Online Website:

<http://www.fundersonline.org>

5. Before you make your application: First Steps

5.1 Information and background

Find out as much as possible about the source of funds first. As a general rule it is usually better to find out as much as possible as locally as possible. There may be a library or other source of information material. The Information Point of the European Union in your country, an office of one of the Foundations or a networking centre for the European Foundation Centre, should be able to tell you what advice, support and information they can offer. (**See information in Section 9**).

The information in this Guide is only a beginning. If you are going to apply for European Union funding, you need to allow time to make the appropriate contacts and obtain details on how to make an application. The best way to prepare the ground for an application to a Foundation is by making sure that your organisation or group has a positive profile - ideally through personal contact with key people. You need to be clear about what your organisation has to offer and how you will use the funds.

TIP!! Give time to adequate research!

If you follow general guidance on how to apply for funds, fundraising efforts are more likely to be successful. The following tips for success have been drawn from common points made by funding bodies and support bodies.

5.2 Meeting criteria

It is a waste of time and effort to write letters or to make applications for funds without first finding out whether the body you are applying to is appropriate and whether your project is relevant to their programme.

TIP!! Make sure you understand the criteria and are clear about how you match those criteria. A golden rule for funding applications: ‘If you do not qualify, do not apply!’

If a checklist of conditions that you have to fulfil exists, make sure that it is clear in your application that you fulfil all the criteria. If there is no checklist of things you need to cover or include - it may be useful to create one.

5.3 Building up contacts

The more you know about how the application will be received, the more chance you have of assessing success. If you do not know anyone in the funding body, try to find out if someone else does. Use your contacts for advice and support in preparing the application and let them know when you are making an application. If you have attended any international conferences or hosted international visitors, do you have the conference list or the card of someone you met that might be able to help you? Use these networks to raise your profile but when it comes to making the application itself, make it through the normal channels, with a copy to anyone who may find it useful.



Make sure you identify the appropriate person for each stage of the application. In some instances, it may be the person with responsibility for giving information, in others the most senior person. Make sure that you know the name of whoever you speak to. Respect for the knowledge of staff who provide administrative and information back up can help you build some rewarding contacts, who are often more accessible than the most senior staff.

5.4 Finding a partner organisation

If you decide to apply for European Union funding, it is never too soon to take steps to find a partner organisation in another country. Choose an organisation that you are interested in finding out more about, even if your application is unsuccessful.

TIP!! The personal approach is best!

If you have contacts that you have met at conferences or seminars, write to them and ask for their help. If they cannot be a partner organisation, they may know someone who can. Always pursue a number of possibilities in case you are disappointed in the response. Keep a record of any letters you send and any responses. You need to allow some time to this. There is no point preparing a very good application for the European Union deadline without having done some work on finding a partner.

It is important that you choose a partner who will support you for the duration of the project. If you already have contact with an organisation with similar interests, approach them as soon as possible with your idea for the project. If not, begin your search right away. Success in a project partnership will depend heavily on the level of trust and rapport you manage to develop, so it is worth devoting some time to the human relations. It can also be fun, stimulating, rewarding and will certainly give all sides opportunities to learn a lot.

There is a great deal of diversity in non governmental organisations and their structures in the states of the European Union so it may well be better to concentrate on the sort of project you want to have as a partner rather than a specific country. However, your choice may also be narrowed down because you have competence in a particular language that you may wish to use to your advantage. European networks such as the ones listed in **Section 9** will have a directory of members and networks in most member states of the European Union. Their contacts may be able to help you find a partner organisation in their own country. They may themselves be looking for a transnational partner. There are directories of non-governmental organisations in most of the European Union member states.

Identify someone in your group who is good at making contacts and support her or him in following up all possible leads that you have in the group. It may help to have some background on how non-governmental organisations in the European Union are organised.

Funding does depend on the ability of organisations “to demonstrate relevant experience and capability” (European Union Guidance). If you are not yet confident about your ability to manage European Union funding, it may be a good idea to start with a micro project with a neighbouring country and use that experience to build up your credibility and experience. You can set up such a project through the co-ordinating unit for European Union funding - usually within your own country.



5.5 Language and culture

Non-governmental organisations in the existing EU countries may have had the opportunity to travel freely but they are often much less likely to speak another language as fluently as people in the new countries of the European Union. You will probably have to make efforts to communicate in one of the most commonly used languages in the EU, e.g. English or French. Insist that others are patient with you and speak clearly. Find people in your organisation and in the partner organisation that are willing to make efforts to communicate even if they do not speak the same language.

Whenever possible, make an attempt to write letters where you can in any of the languages of the European Union. For your early enquiries do not worry too much about the standard of your grammar etc. Do try to make it simple and clear. However you may have contacts among emigrants from your country to existing European Union member states, would they be willing to help you? Have you other contacts that will help?

5.6 Making an approach

Having established likely sources of funds from your contacts, and gathered up information, your next step is to write a letter, the purpose of which is to stimulate an interested and positive response. Your background work and degree of contact will determine whether this letter is one which accompanies a more detailed project proposal or whether it is the first stage of a more formal enquiry. If you have already established contact and have received a promising response with a suggestion that you submit a proposal, it may be possible to send the proposal with the letter.

Whichever option is right for you at this stage, the accompanying letter should be a summary of your request - usually no more than two pages. This should give background and make clear why your organisation is appropriate for financial support by this particular funder. You should enclose a leaflet or other short description of the organisation. If the letter accompanies a specific project proposal, a summary of the project for which your organisation is seeking funds (with the cost) should be included. If the letter is a more open letter of enquiry, it should still indicate the projects for which you plan to seek support, with likely costs. You need to make sure that your initial enquiry has gone to the appropriate person.

The detailed proposal should be on the application form and follow guidelines where these are supplied by the funding body. This proposal should also have a covering letter.

TIP!! Always check if there is a specific deadline for funding applications.

When sending your detailed proposal, a copy of the annual report and final accounts for the previous year should be included and any other material specifically requested by the funder. If you do not have an annual report, write a summary of your activities for the previous year. You should ensure that the legal status of your organisation is presented clearly.

When making an application for European Union funds, the application form has a checklist outlining all the material that should be included. Make sure you check the list while working on the application so that something on it does not hold you up from meeting the deadline.

5.7 Follow-up with the funders

Getting funds should be seen as a first step in establishing a longer-term partnership. It is important to write a thank you letter acknowledging support immediately. Someone should be nominated as the main contact to increase the possibility of longer-term relationships with funding bodies. This applies to the European Union, to foundations and to any other funding body. Remember they are also human even if the only contact has been a name on a paper. They are more likely to believe that the funds are being spent well if you keep them informed. There are also specific procedures for reporting back to the European Union, which are a condition of accepting funds. Foundations will also require you to keep them informed on the outcomes of the projects that they have funded.

5.8 Action Points

- **Gather as much information as possible on funding sources and their requirements;**
- **Work out whether you meet the criteria;**
- **Work out whether and how you can meet other requirements;**
- **If you do not have Headed Paper for your letters, can you get some printed?**
- **Write summary letter;**
- **Follow up your own enquiries if there is no reply;**
- **Nurture any positive responses by keeping in contact;**
- **Prepare you presentation material on your organisation;**
- **Get letters of support;**
- **Prepare details for project proposals;**
- **Prepare or update annual report and other material.**
- **Share the contacts that you have - Start an international index of contacts with notes about who they are;**
- **Pool information on international networks, organisations and individual contacts;**
- **Identify the skills and knowledge in the group e.g. what languages do you speak, understand or read;**



- **Write short letters to any contacts, organisations or individuals who may be willing to help you find a contact;**
- **Keep a record of replies;**
- **Stay in touch with contacts until you find a partner;**
- **Appoint someone to communicate regularly with partner organisation.**

6. Guidelines for a Funding Proposal

6.1 Following the guidelines

An application for European Union funds must always be made in accordance with the guidelines for making an application. Where an application is made for funds from a Foundation or other source of private funds, you should also follow their application form or guidelines carefully if they have them. In either case, be sure to read and re read the guidelines several times before proceeding with your application! Where there is no application form or guidelines, a proposal should be drawn up using the guidelines in this section. These guidelines should be adapted to your knowledge of what is required by the funding body. Try to be aware of their style of presentation as it may give you some idea how they will interpret your style of presentation.

When you have worked on your application, try to find someone in your organisation, or in a partner organisation, who has already been successful to advise you before you submit it.

6.2 Introduction to the proposal

A brief background to the body seeking funds, and the specific needs to be addressed by the proposal for funding, should be included in the introduction to the proposal. The introduction should summarise the whole proposal briefly and succinctly. In some application forms the length of the initial description is limited, so you need to be able to describe your proposed action in clear and succinct terms.

6.3 Presenting your organisation

Make sure that you present the unique nature of the service you provide and if appropriate your links with other networks. If you are a small organisation and do not have any leaflet, it may be useful to include a leaflet of another organisation that you are part of or connected with, such as the European Jewish Information Centre, or the European Council of Jewish Communities, for example, with a short description of your links with that body. Let the organisation know that you are using your connection with them. (That way, they are prepared if the funder contacts them and asks for information about you!)



You need to say what needs your organisation or group meets, what services it provides and how many people it reaches. You need to be clear about the specific objectives that you are trying to achieve in the proposed project. You also need to be clear what steps you are going to take to achieve the objectives and how you will know when they are achieved. Funding bodies are more interested in tangible results than pressure-group activities where it is hard to identify whether it has changed the conditions for the target group concerned.

If you are a member of a wider network or have support from other bodies locally, nationally or internationally, say so. It is also a good idea to have proof of this in writing. For example if you have the support of the local authority you could ask them to write a letter for you. Some organisations have been known to say they have the support of a local authority based on the support of one official. Later the authority has denied knowledge of their existence!

6.4 Purpose or overall aim

The term “Aim”, “Purpose” or “Mission” is usually used to give a broad indication of the purpose of your existence. Sometimes the word aim is used in the same sense as objective but it is helpful to make a distinction. In making an application it is important to be clear about the difference between the aim or purpose of your organisation or group and the specific objectives of the project for which you are seeking funds. The Aim or Purpose usually relates to the organisation applying for funds and is usually similar throughout the life of the organisation. A sentence describing the overall aim or purpose of the organisation seeking funds should provide the framework for the project and its objectives. The project is usually short term and the objectives outline what will be achieved in the time allotted. Make sure you are clear how the terms aims, purpose or objectives apply to you.

6.5 Objectives

The objectives usually relate to the specific project for which funding is sought and are more focused on clear achievements. They should make clear what would change as a result of the proposal. Each objective should be specific so that the person reading the proposal can visualise how you will achieve it. It should be measurable so that you will know when you have achieved it. It should be timed. It should be possible to achieve in the time allotted for completion.

6.6 Annual report and financial accounts

The organisation that is making the application will be expected to have some evidence of its work to date. This is usually in the form of an annual report and a statement of its financial accounts for the previous year. It is important to produce a statement of income and expenditure even if there are not large amounts of money involved. The Annual Report can also highlight where there was support “in kind” or partnership actions that involved very little expenditure.

6.7 Activities work plan

To achieve the objectives of your project, you will have to carry out certain activities. The activities and tasks that the funding will support need to be described. These should relate directly to the objectives and should make a contribution to the change that will result from reaching the objective.

TIP!! It should be possible to identify a clear progression through from the organisation's overall purpose to the specific objectives of the project, to the activities or tasks it will carry out and the results that will be obtained.

Relating your activity plan to each one of your objectives is a good way to structure your project, and may also be required by some funders. This will also be a good way to structure your budget. A clear action plan from the start is also a good basis for structuring your project activity and budget reports to your funder.

6.8 Budget

The amount of funding requested should be specific and clearly related to the proposal to be funded. The budget should be divided up into headings for each area of expenditure. Use the headings and guidelines provided in application forms for European Union funds. Many programmes now provide you with an electronic budget form in Excel, which you must use. Try to be as exact as possible.

Budget for what you will really need, and what you will be able to spend in the time for completion, and follow the guidelines provided very closely. For example, the Commission provides very specific guidelines as regards the calculation of the cost of staff (on the basis of real costs), travel and subsistence (according to the county where a particular event will take place).

Make it clear what the total income for the project will be from all sources of funding, including the European Union funding and match funding from other sources. If a project is to be co financed by your partners, you will be requested to supply signed commitments from each of those partners for the specific amount indicated in your budget.

Tip!!! These budgeting guidelines may come in handy when preparing a proposal for other foundations that have less detailed application procedures!

6.9 Evaluation

Most funding bodies will demand some form of evaluation. Even if they do not, they are likely to give you priority if you have given consideration to how you will evaluate whether you have fulfilled your objectives. If you have clear objectives, with a defined time for completion and a plan for activities, which will lead you to achieve these objectives, it is easier to evaluate your progress.

The evaluation is concerned with measuring whether you met the goals that you set out to achieve, and if not why not. Devising measurements of achievement for work in developing communities is notoriously difficult. However, evaluation can produce high levels of satisfaction if you decide to set up some means of getting feedback on your levels of success. It is much easier to monitor numbers and quantities and many community groups do that very informally. If you are aiming to increase levels of participation, it will be useful to find a simple means of keeping a record of numbers of people. The quality of their experience can also be indicated from their own evaluation. That can be done orally and recorded by someone or in a specially prepared format.

To provide an overall evaluation, you will need to give some consideration to what measures of success you will use. There are a number of terms used to indicate measurement of results. You need to choose what terms suit you and be clear how you use them. The use of the term 'outcome' or 'output' indicates what the tangible changes will be when the objective has been achieved.



Monitoring and evaluation give you the opportunity to assess and modify your progress and plans. If you do need to make a change, you must communicate it to your funding body before implementing it. They are more likely to agree if your process of monitoring and evaluation is clear.

Clear arrangements for monitoring and evaluating progress on objectives will increase confidence in your ability to manage the project successfully. It can be useful to ask some external persons or body to carry out the evaluation but if so, you must be really clear that their own ideas and views are not dominant. If you do ask for someone external to do it, it should be someone who knows how to evaluate the process you have used and who will provide useful criticism. It can be useful to set up some training for everyone as the best evaluation is one by which all participants in the project can identify their contribution to its successes and shortcomings.

6.10 The future

Funding is most often short term. There should be some indication of what the impact of funding will be and what plans exist for when funding ends. Funding bodies often ask for evidence of viability and sustainability. A local community group may not use the jargon word “sustainability” but probably knows a lot about the reality of it. How have you survived without funding, what resources, volunteers etc. kept you going in the past? Will they still be there after the funding finishes? Will your organisation be stronger? How? Will you be better able to identify other sources of funding? Where? How? Will some of the people who benefit from the project be better equipped to survive after the project is finished? Will they be able to assist others? Concern about sustainability is concern about how we develop means of survival for more of us for more of the time. Dependence on funding that can be withdrawn easily can jeopardise rather than strengthen your sustainability. It is worth giving it some consideration for the sake of the group more than as a means of fulfilling funding criteria.

6.11 Additional information

Additional information to support your proposal can be included as an appendix. As well as your recent annual report(s) this can also include examples of other relevant work that you have successfully carried out, or needs assessment reports that confirm that the project that you propose to carry out is relevant and necessary. All this material should reinforce your application.

6.12 Action Points

- **Identify your strengths, your past successes and make sure you present them to funding bodies;**
- **Agree how you measure and evaluate success in a way that you are comfortable with and can record easily;**
- **Discuss your plans for the future and how the project will help or hinder those;**
- **Appoint someone and somewhere to keep all the copies of information;**



- **Appoint one, two or three people in the group to design proposals which will help further your work - using guidelines;**
- **Check whether you have material on the following: Background, Aim or Purpose, Objectives of Project, Methods/Activities/Tasks, Evaluation, Budget.**

7. Project Management

7.1 Kick off meeting

In order to start off on a good basis, nearly all projects will include in their programmes a first 'kick off meeting' where all the partners meet to agree key steps in their project. This may be the first time that the partners meet face to face, so it is important to give time for them to become acquainted with each other. It may also be important to reiterate logistical and management issues, even if they have been included in the project application.

The agenda for such a meeting could cover:

- **Introduction to all the partners**
This should include information on their local and national contexts (challenges and policies) where relevant. It should also provide the opportunity for those present to outline how their organisation will contribute to the objectives of the project.
- **Reminder of the objectives of the project**
Even after a successful application had been drafted and co signed by its partners, it may be necessary to re-state its objectives, so that these remain clear for all concerned.
- **Detailed working programme**
With all your partners present you will need to re examine all the detailed programme to check that the plans in the original proposal still apply. Should you wish to alter the agreed programme, remember that you will need to inform your funder (and maybe in the case of a EU funded programme, formally request an amendment).
- **Clear explanation of the budget**
Go through the entire budget in detail with your partners, clarifying what is meant by every element in the budget. You also will need to be clear on how and when you will transfer funding to the partners.
- **Guidelines for budget reporting: format and deadlines**
Budget reports are generally requested, by the Commission, on a six monthly basis, in order to draw down funds. You must ascertain from the start that detailed budget information, such as salary slips and timesheets, may be required.
- **Guidelines for activity reporting: format and deadlines**
You will also need to give guidelines for reporting on activities at local level. If you agree a framework for this reporting from the start this will make it easier in the long term for all concerned. It is most important that all commit themselves to keep to the reporting deadlines, whether for financial or activity reporting. Project activity reports should directly relate to the action points in your activity plan. See below for further details concerning reporting procedures, especially in relation to EU funded projects.
- **Respective roles of lead partners, and other partners**
It is important from the start to reiterate the responsibilities of the different partners in the project, and in particular, how decisions will be taken over the project period. It is important to agree in advance how any problems will be solved, should disagreements arise.

- A draft timetable of the project meetings, workshops
Agreeing diary dates in a transnational group is always complex, given the wide range of national holidays etc., so advance diary planning during the first meeting will avoid any clashes as much as possible!!
- Language issues
Working in partnership with NGOs from other countries can generate challenges regarding culture and language. In planning your meetings and other encounters, even if there is no funding for interpretation, give the partners time to exchange; they may be very competent in the language of the project, but bear in mind that it may take longer for them to express themselves. On the other hand it is better wherever possible to avoid participants relying on other partners to provide informal interpretation, since this can take away from the dynamic of the group. If necessary, allocate time outside of the formal meetings to explain any issues that are not clear due to language difficulties.
- Project evaluation
Normally a project evaluation process will have been part of your application for funding. During the kick off meeting it is important that all partners understand the process, and that an external evaluator (if applicable) presents the way in which the evaluation will be carried out, during and after the project.

7.2 Financial/administrative management

Financial management will normally be the responsibility of the lead partner. All details regarding the costs that partners can claim from the project, and when, must be made clear from the start, preferably in a document prepared for each partner, outlining eligible costs, claiming procedures and co funding arrangements, in accordance with the budget agreed with the funder.

Should the project entail costs in different currencies, the basis of the exchange rate to be used (usually based on the date of the invoice) should be clarified with the partners.

Establishing from the very start clear rules on the booking of flights and other travel arrangements (e.g. using APEX flight tickets) will avoid subsequent disagreement when making travel claims.

7.3 Reporting procedures: internal/external

A number of deadlines for project reporting will be clearly laid down by the funders, whether the European Commission or a private Foundation. In the case of European Union funding, reporting can be requested every six months, which allows the lead partner to draw down funding agreed in the contract.

The final payment of the balance due will always be subject to a complete set of accounts of the project, so it is always good to bear this in mind in establishing an accounting system for the project, linking it to progress with the planned activities.

The form of the activity report will vary according to the programme, but in general the following elements at least will be requested:

- I. General data concerning the project
 - Project reference code (e.g. Vs/2006/1234)
 - Project title



- Priority area addressed
 - Lead organisation
 - Project leader
 - Transnational partner organisations
 - Local partner organisations
2. Background to the problem addressed
 3. Goal and objectives of the project
 4. Methodology and strategy
 5. Achievements/outcomes
 6. Products developed and available

A financial report for the European Union should indicate actual expenditure under the same headings as in the initial budget agreed by the European Commission. In general, over a certain amount (usually 10%), limited variations from the original budget headings are allowed, but these **must** be agreed in advance with the Commission.

TIP!! In the case of European funding, the total amount claimed from the Commission can never exceed the amount agreed in the contract for the project!

7.4 Communication: internal/external

The success of your project will depend on maintaining good communications: within the group, in the way that decisions are taken, and results are spread around. It will also be important to consider from the start how you plan to get 'external' coverage of the project: at local, national and European levels.

At local level, you may have received support from a local public authority; in this case, make sure that they are kept informed on what you are doing. Invite them to any events (site visits, seminars etc) that you organise in the project, to help them feel associated, not only from a financial point of view.

You may have received funding or other support from a member state: remember that if they have invested in you, they are interested in feedback on how the project is going, and in get acknowledgement on European level for the support that they have provided.

At European level, there will be occasions during your project, when you can directly involve the Commission (or Foundation) officer dealing with your project, by inviting them to seminars and workshops, for example to provide the European context of the project.

8. Glossary of commonly used terms and acronyms

This glossary is partially taken from the European Commission website

AGIS	AGIS is a framework programme to help police, the judiciary and professionals from the EU member states and candidate countries co-operate in criminal matters and in the fight against crime
ARGO	ARGO is a new action programme for administrative cooperation at European Union level in the fields of asylum, visas, immigration and external borders, replacing in part the Odysseus programme.
CAP	The European Common Agricultural Policy (CAP) aims to provide farmers with a reasonable standard of living and consumers with quality food at fair prices.
Capacity-building	Capacity building is about increasing the abilities and resources of individuals, organisations and communities to manage change.
DAPHNE	EU programme to combat violence against children, young people and women
Dissemination	Structured ways to raise awareness of other players, in the outcomes and lessons learnt.
DG	Directorate General within the European Commission
Empowerment	Process of mobilising resources and developing skills with a view to partake actively in one's own future.
EAGGF	The European Agricultural Guidance and Guarantee Fund, one of the four Structural Funds, finances the European Union's Common Agricultural Policy (see under CAP).
EEA	The European Economic Area (EEA) unites the EU Member States and the three EEA EFTA States (Iceland, Liechtenstein, and Norway) into an Internal Market governed by the same basic rules.
EFC	The European Foundation Centre (EFC) is an independent international association that promotes and underpins the work of foundations and corporate funders active in and with Europe.



EFTA	The European Free Trade Association (EFTA) is an international organisation promoting free trade and economic integration.
EQUAL	EQUAL is a European Union funding programme supporting new ways of tackling discrimination and inequality experienced by those in work and those looking for a job.
ERDF	The European Regional Development Fund (ERDF) is one of the four Structural Funds, to promote economic and social cohesion by correcting the main regional imbalances and participating in the development and conversion of regions.
ESF	The European Social Fund (ESF) is one of the four structural Funds. It is the financial instrument of the European Union to invest in human resources. It transfers substantial sums to the Member States through several programmes to support the creation of more and better jobs.
EUMC	The primary task of the European Monitoring Centre on Racism and Xenophobia (EUMC) is to provide the Community and its Member States with objective, reliable and comparable information and data on racism, xenophobia, islamophobia and anti-Semitism at the European level in order to help the EU and its Member States to establish measures or formulate courses actions against racism and xenophobia.
European Employment Strategy—EES	Common European response to employment problems that spurs member States to co-ordinate their policies relating to the four pillars: employability, entrepreneurship, adaptability and equal opportunities between women and men. This strategy involves the annual adoption of guidelines and the preparation of National employment Action Plans (NAP Employment) for each Member State.
EVS	European Voluntary Service (EVS) is the European Union programme that promotes the mobility of young people through youth exchanges
FP6	The Sixth Framework Programme is the European Union's main source of funding for research in Europe.
GEG	The Grantmakers East Group (GEG) is an informal coalition of donors active in Central and Eastern Europe (CEE) and the Newly Independent States (NIS).
Gender mainstreaming	Systematic approach to address the conditions, priorities and needs of men and women in all policies and practice in order to promote activities based on equality between women and men.
Good practice	A good practice takes place when a project promoter or a decision-maker finds effective solutions to a problem. It deals with a solution that has been demonstrated to be the best solution for that problem.
Horizontal	Transferring lessons learnt to similar organisations. The transfer can



mainstreaming	be specific (e.g. a particular tool) or broad (e.g. contributing to a change of practice).
Innovation	Transnational projects can be a laboratory to explore and test innovative approaches regarding employment, training policies and aims, methods and systems of implementation. Innovation is relative (what is innovative in a specific context or territory might not be in another). Investing in innovation will be particularly justified when it is possible to replicate and impact on the existing systems.
ISPA	The Instrument for Structural Policies for Pre-Accession (ISPA) is one of the three financial instruments (with PHARE and SAPARD) to assist the candidate countries in the preparation for accession, supporting infrastructure projects in the field of environment and transport.
LEONARDO	The Leonardo da Vinci Community vocational training action programme.
Mainstreaming	A process that enables activities to impact on policy and practice. This process includes identifying lessons, clarifying the innovative element and approach that produced the results, their dissemination, validation and transfer. Mainstreaming can be horizontal or vertical.
MEDIA PLUS	Media Plus aims at strengthening the competitiveness of the European audiovisual industry with a series of support measures.
NIS	Newly Independent States (NIS): former states of the USSR.
NGO	Non Governmental Organisation
PHARE	The Phare programme is one of the three pre-accession instruments financed by the European Communities to assist the applicant countries of central Europe in their preparations for joining the European Union, helping them through a period of massive economic restructuring and political change.
SAPARD	The Special Accession Programme for Agriculture and Rural Development (SAPARD) aims to help candidate countries deal with the problems of the structural adjustment in their agricultural sectors and rural areas, as well as in the implementation of the acquis communautaire concerning the CAP (Common Agricultural Policy) and related legislation.
Social economy	The term 'social economy' stands mainly for organisations (co-operatives, associations, foundations etc) that are oriented toward principles of the market economy while pursuing social aims (combat exclusion etc.).
Social inclusion	Process launched at the Lisbon European Council in 2000 to strengthen the fight against poverty and exclusion. Through this each

Member State sets out its *National Action Plan* defining priorities and objectives to enhance social inclusion (NAP inclusion).

SOCRATES

The European Community Action Programme in the field of Education.

Subsidiarity

The subsidiarity principle is intended to ensure that decisions are taken as closely as possible to the citizen and that constant checks are made as to whether action at Community level is justified in the light of the possibilities available at national, regional or local level.

Sustainability

Sustainable development has been described as development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

TACIS

The Tacis Programme provides grant-financed technical assistance to 12 countries of Eastern Europe and Central Asia (Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Russia, Tajikistan, Turkmenistan, Ukraine and Uzbekistan), and mainly aims at enhancing the transition process in these countries.

Transnational co-operation

Transnational co-operation relates to sharing of good practice between Member States and key partners such as the social partners and the European Commission.

Vertical mainstreaming

Transfer of lessons learnt and integration of all or part of results into policy and practice at the institutional, political, regulatory or administrative level.

WINGS

Worldwide Initiative for Grant Maker Support (WINGS) promotes and underpins the work of foundations and corporate funders active in and with Europe.

WMF

The World Monuments Fund (WMF) is a New York-based non-profit organisation dedicated to preserving and protecting endangered works of historic art and architecture around the world.

9. Useful contacts

9.1. European Union Contacts

9.1.a European Commission Representations in the new EU member states

Czech Republic

Evropský dům
Jungmannova 24 - 110 00 Praha I
Postal Address:
P.O.Box 811, 111 21 Praha I
Tel.: (420) 224 312 835
Fax: (420) 224 312 850, 224 320 810
E-mail: comm-rep-cz@cec.eu.int

Estonia

Kohtu 10
10130 Tallinn
Tel: (372) 626 4400
Fax: (372) 626 4439
E-post: PRESS-REP-ESTONIA@cec.eu.int

Latvia

Aspazijas bulvāris 28
Rīga, Latvija, LV-1050
Tel.: 7085400
Fax: 7085448
E-mail: press-rep-latvia-info@cec.eu.int
or stepina.inese@cec.eu.int
<http://www.eiropainfo.lv>

Lithuania

Naugarduko 10
Vilnius LT-01141
Tel. +370 5 2313191
Fax +370 5 2313192
E-mail: press-rep-lithuania@cec.eu.int

Hungary

House of the European Union
H-1052 Budapest, Deák Ferenc u. 15.
TEL: +36-1-209-9700, 209-9710
FAX: +36-1-466-4221
E-mail: press-rep-hungary@cec.eu.int

Poland

Centrum Jasna
ul. Jasna 14/16a
00-041 WARSZAWA
tel.: (+48 22) 556 89 89

fax.: (+48 22) 556 89 98
e-mail: comm-rep-poland@cec.eu.int

Slovenia

Breg 14
1000 Ljubljana
Tel.: 01/252-8800
Fax: 01/425-2085
E-mail: comm-rep-lju@cec.eu.int

Slovakia

Palisády 29
811 06 Bratislava
Slovakia
Telephone: +421/2/54 43 17 18
Fax: +421/2/54 43 29 80
Email: press-rep-slovakia@cec.eu.int



9.1.b European Commission Delegations in the EU candidate states

Bosnia and Herzegovina

Dubrovacka 6
71000 Sarajevo
Bosnia and Herzegovina
Tel: +387 33 254 700
Fax: +387 33 666 037
E-mail: delegation-bih@cec.eu.int

Bulgaria

9, Moskovska St., 1000 Sofia
Tel: (+359 2) 933-52-52
Fax: (+359 2) 933-52-33
delegation-bulgaria@cec.eu.int

Croatia

Masarykova 1
10000 Zagreb
Tel: 00 385 (0) 1 4896 500
Fax: 00 385 (0) 1 4896 555
delegation-croatia@cec.eu.int

Macedonia (Former Yugoslav Rep)

Marsal Tito 12, 1000 Skopje
Tel: (+389 2) 3122 032
Fax: (+389 2) 3126 213
Delegation-FYRMacedonia@cec.eu.int

Romania

88, Calea Victoriei,
010085 Bucharest
Phone/fax: +40 21 315 34 70
contact@infoeuropa.ro

Serbia and Montenegro

KRUNSKA 73
11 000 Belgrade
Telephone: +381 11 30 83 200
Fax: +381 11 30 83 201
delegation-scg@cec.eu.int

Turkey

Uður Mumcu Cad. No:88 Gaziosmanpaşa
Ankara
Tel: (312) 459 87 00
Fax: (312) 446 67 37
delegation-turkey@cec.eu.int

9.1.c European Union documentation centres in the new EU member states

http://europa.eu.int/comm/relays/edc_en.htm

9.2 United Nations institutions

World Bank Information Centre, Ave de Iena 66, 75116 Paris, France
Tel: +33 1 4069 3026 - Fax: +33 1 4069 3068

NGO-UNICEF Co-ordinating Committee on activities for children in eastern and Central Europe, UN Non-governmental liaison service Palais de Nations, CH 1211 Geneva 10 or 12, Switzerland. Tel: +41 22 907 4788 - Fax: +41 22 907 0057

UNICEF NGOS and Child Rights Section, Tel: +41 22 798 5850
Fax: +41 22 791 0822

UNICEF, Varsanyi Iren u. 26-34, 1027 Budapest, Hungary



UNICEF, Panska 41, 811 01 Bratislava, Slovak Republic

UNHCR, PO Box 2500, 1211 Geneva 2, Switzerland.
Tel: +41 22 739 8111 - Fax: +41 22 731.9546

WHO (World Health Organisation) Regional Office for Europe, 8 Scherfigsvej, DK 2100 Copenhagen
Tel: +45 3129 0111 - Fax: +45 3118 1120 - E-mail: DKA 110

9.3 Council of Europe

Origins and membership

The Council of Europe is the continent's oldest political organisation, founded in 1949. It groups together 45 countries, including 21 countries from Central and Eastern Europe. The Council was set up to defend human rights, parliamentary democracy and the rule of law, develop continent-wide agreements to standardise member countries' social and legal practices, and promote awareness of a European identity based on shared values and cutting across different cultures.

Since 1989, its main job has become acting as a political anchor and human rights watchdog for Europe's post-communist democracies, assisting the countries of central and eastern Europe in carrying out and consolidating political, legal and constitutional reform in parallel with economic reform, and providing know-how in areas such as human rights, local democracy, education, culture and the environment.

Website: <http://www.coe.int>

Council of Europe: Palais de l'Europe, F67006, Strasbourg Cedex, France, tel: +33 88 41 2000 - Fax: +33 8841 2781

Council of Europe, NGOs Section PO BOX 431 R6 67006 Strasbourg Cedex France, tel: +33 8841 2000 - Fax: +33 8841 2795

Council of Europe: Programmes in Central and Eastern Europe: Division IV (Legal Affairs) F67075, Strasbourg, France

Council of Europe: Directorate-General for Education, Culture and Heritage, Youth and Sport

9.4 European NGOs and networks

AGE, the European Older People's Platform, Rue Froissart 111, B-1040 Brussels, tel +32-2-280 14 70, fax +32 2 280 15 22, Director Anne-Sophie parent, anne-sophie@age-platform.be



CEJI, European Jewish Information Centre, 319 Avenue Brugmann, B-1180 Brussels, Belgium. Tel: +32-2-344.34.44, Fax: +32-2-344.67.35, Policy Officer Gidon van Emden, gidon.vanemden@ceji.org

CER, Conference of European Rabbis, 87 Hodford Rd, London NW11 8NH, England, Tel: +44-20-8455-9960, Fax: +44-20-8455-4968, Executive Director, Rabbi Aba Dunner, abadunner@cer-online.org

EAPN, the European Anti Poverty Network, Rue du Congrès 37-41 Bte 2, B 1000 Brussels, Tel +32 2 2304455, Fax 0032 2 2309733, team@eapn.skynet.be, www.eapn.org

ECAS, the European Citizens' Action Service, 53 Rue de la Concorde, B 1050 Brussels, Tel +32 2 5480490, Fax +32 2 5480499, admin@ecas.org, www.ecas.org

ECJC, European Council of Jewish Communities, 74-80 Camden Street, The Forum, NW1 0EG London, UK, tel 00442073800007, fax +442076911780, Acting Director Mario Izcovich, info@ecjc.org

EDF, the European Disability Forum, Rue du Commerce 39-41, B-1000 Brussels 32 2 282 46 00 F 32 2 282 46 09 europeanyear-policy@edf-feph.org

ENAR, the European Network Against Racism, 43 rue de la Charité, B-1210 Brussels Tel. +32 2 229 35 70, Fax +32 2 229 35 75, Director Pascale Charhon, info@enar-eu.org, www.enar-eu.org

EUJS, the European Union of Jewish Students, 3 avenue Antoine Depage, B-1000 Brussels, Belgium. Tel: +32-2-647-7279, Fax: +32-2-648-2431, President Olga Israel, info@eujs.org, www.eujs.org

EWL, the European Women's Lobby, 18 Rue Hydraulique B-1210 Bruxelles, Tel +32 2 217 90 20, Fax +32 2 219 84 51, Secretary General Mary McPhail, ewl@womenlobby.org, www.womenlobby.org

ILGA, the European Gay and Lesbian Association, Avenue de Tervuren 94, B-040 Brussels, Tel: +32-2-732-5488, Fax: +32-2-732-5164, ailsa@ilga-europe.org

9.5 Guides to Fundraising and Networking

ECAS FUNDING GUIDE,- EU Funding Made Easy, ECAS, rue de la Concorde 53, B-1050 Brussels, Fax: 00 32 2 548 04 99 E-mail: publication@ecas.org

European Foundation Centre Directory: "Advice to Grantseekers", <http://www.efc.be/ftp/public/Library/ForGrantseekers/AdviceToGrantseekersAugust2005.pdf> or <http://www.efc.be/projects/knowledge/ForGrantseekers.htm>

Networking in Europe: A Guide to European Voluntary Organisations: Brian Harvey: Community Projects Foundation and the National Council for Voluntary Organisations 1995, Available from: Directory of Social Change Publications, 24 Stephenson Way, London NW1 2DP Tel:+44 171 209 51 51



Fax: +44 171 209 5049

European Foundation Centre: Funding Vocational Training and Employment for People with Disabilities in Europe, 2002, ISBN 2-930107-15-4, 231pp, € 45

European Foundation Centre: Funding Minorities and Multiculturalism in Europe: Funders' Activities against Racism and for Equality in Diversity, 2001, ISBN 2-930107-13-8, 287pp., € 45

European Foundation Centre: Youth Funding in Europe, 2000, ISBN 2-930107-11-1, 272pp., € 45

European Foundation Centre: Mediterranean Funding, 1999, ISBN 2-930107-08-1, 167pp., € 30

European Foundation Centre: Education Funding in Europe, Volume 1 A Directory of Foundation and Corporate Support in Education, 1998, ISBN 2-930107-04-9, 380pp., € 20, **Volume 2** A Pilot Study on Innovating Education and Learning - the Role of Foundations and Corporate Funders, 1998, ISBN 2-930107-06-5, 183pp., € 15 (Both volumes for € 30)