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**Diploma Thesis**  
**Designing a grant project for a non-profit organisation**

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Here insert the Diploma Thesis Assignment!

## **Declaration**

I declare that I have worked on my diploma thesis titled “Designing a grant project for a non-profit organisation” by myself and I have used only the sources at the end of the thesis.

In Prague

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Eva Šegátová

## **Acknowledgment**

This Diploma Thesis owes much to the effort of others. I would like to thank Mr. Richard Selby, Bohuslava Boučková, Marie Boháčová and Libuše Princová, for their advice and support during my work on this Thesis.

Special thanks belong to my family for their support and care throughout my study.

**Navrhnutí grantového projektu pro neziskovou  
organizaci**

**Designing a grant project for a non-profit  
Organisation**

## **Souhrn**

Tato diplomová práce má za cíl navrhnout grantový projekt pro neziskovou organizaci a vytvořit pomocný materiál pro ostatní žadatele o grant, kteří pracují ve třetím sektoru. Primární cíl práce je podpořen existencí dvou dalších vedlejších cílů. První vedlejší cíl zdůrazňuje důležitost literární a dokumentové studie před samotným napsáním grantového projektu. Druhý poukazuje na finanční závislost neziskové organizace na fundraisingu. Pro naplnění všech cílů byly zvoleny následující metodologické pomůcky: literární a dokumentový výzkum a následné obsahové analýzy, semi-strukturovaný rozhovor a kvalitativní výzkum pro nalezení nejvhodnějšího sponzora. Práce je rozdělena do dvou hlavních částí. Teoretická část poskytuje vyčerpávající literární rešerši potřebnou pro vypracování praktické části, která obsahuje samotný návrh grantového projektu. Praktická část je doplněna pozorováními a doporučeními z období, kdy byl projekt navrhován.

## **Klíčové slová**

Babyka, grant, grantový program, grantový projekt, finanční zdroje, fundraising, nezisková organizace, občanské sdružení, Unie katolických žen, sponzor.

## **Summary**

This Diploma Thesis aims to design a grant project for a non-profit organisation and so prepare helpful guidelines for other grant applicants active in the third sector. The main goal is supported by an existence of two other secondary goals. The first one highlights the importance of literature and document study before designing the project itself. The second one points out the importance of financial dependence of a non-profit organisation on fundraising. The following methodological tools were chosen to meet all of the objectives: literature and document search and the consequential content analysis, semi-structured interview, qualitative research for finding the most suitable donor. The work is divided into two main parts. The theoretical one is providing the complex literature overview, necessary for development of the empirical part. The empirical part contains the grant project designing, enriched with observations and recommendations from the period, when the project was elaborated.

## **Key words**

Babyka, Civic Organisation, donor, grant, grant programme, grant project, financial sources, fundraising, non-profit organisation, Union of Catholic Women.



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# 1 Introduction

In the time of changes, the governmental sector cannot be the only one that solves each accrued problem in political, economic and especially in social sphere, where the help, regarding health and humanitarian care, the creation, development and presentation of spiritual and cultural values, the protection of human rights and fundamental freedoms, the education and training of physical culture, the science and services supporting regional development and employment, is always required.

For these purposes the third sector, characterized also as a civil or voluntary sector, has been developing. This sphere, existing and performing at the interface of the state, market and family, has been formed for more than two centuries, in the Czech Republic. Through that time many types of organizations, associations, foundations, and funds. were legalized as new forms of subjects, operating in the third sector.

Even though they are different in the essence, their contribution to the society is really big, because all of them have the same goal: spreading democracy and individual liberty, promotion of respectability, fairness and safety, and coming up with innovations.

However, as their activities are accomplished for the wide public, moreover without profit, financial resources provided by various state or private institutions, at the national or international level has become the absolute necessity; without them the third sector can not survive at all.

So the one side of the coin shows the importance of fundraising, needful for the sector existence, but on other side high striving appears, when fighting for money.

One of the most common methods, how to get a sponsor, not only in the Czech Republic, is going through the process of public tender, announced by a certain governmental or private entity.

Anyway, to become a final winner and obtain financial support for realization of an elaborated project presents a long way full of duties and obligations. Therefore this Diploma Thesis is developed to clarify and help with all ambiguities appearing during the grant process, finding the ways how to handle them at all points, eventually advise the dealing with the possible failure.

The work can be considered as a practical guide, used for writing a grant project, in general. It reveals the answers to essential questions: What is important to realize before starting, how to treat the initial idea, how and where to search for a suitable donor, which properties the grant proposal should unconditionally have, so on.

The theoretical part is structured to provide basic information about the third sector and sources of its financing in the Czech Republic. It contains also the subchapter presenting the selected non-profit organisation, called the Union of Catholic Women.

The subsequent empirical part is devoted to the process of designing the grant project named Babyka – Journal of the Union of Catholic Women. This internal bulletin was chosen, among the other activities, to participate in the public tender announced by the Czech Ministry of Culture for the year 2010.

The final fifth chapter of this Thesis closes the work with acquired observations and recommendations from the period when the grant project was planned, designed, submitted and evaluated.

## 2 Objectives of Thesis and methodology

### 2.1 Objectives

The main goal of this Thesis is more or less contained in the Thesis title itself. However, it was farther adjusted with the purpose that it can be utilized as helpful study material for grant applicants in general. Finally it was defined as follows: **To elaborate a successful grant project for a non-profit organisation and so prepare helpful guidelines for other grant applicants active in the third sector.**

The comprehensive demonstration of each main objective can be reached easier by the specification of supporting secondary goals, which highlight all substantive activities, hided behind the goal's expression.

For elaborating the grant project is important: paying special attention mainly to the content of the grant proposal, providing essential information for the eventual donor; and why is striving for funding so meaningful in realization of non-profit institutions.

Those statements were formulated to these bearing goals:

- 1. Secondary goal: To execute the literature search in the area of the grant writing, completed by practical knowledge from a person involved.**
- 2. Secondary goal: To point out the financial dependence of a non-profit organisation on fundraising.**

## 2.2 Hypothesis

Besides the goals, the hypothesis was specified, to confirm or to deny the acceptable assumptions resulting from this work:

- 1. The most important premise for a successful grant project is the detailed design of all belonging properties.**
- 2. Even the perfect formulation of a grant proposal does not guarantee its success regarding award of the grant.**
- 3. Getting grants is an essential requirement for running non-profit activities.**

## 2.3 Methodology

As it was already mentioned the proposition of the grant project is the subject of this Thesis. To design the correct one, the **literature and document search**, and the consequential **content analysis** in the area of third sector and grant writing, is a necessity.

To achieve the complex theoretical background for practical part, the **semi-structured interview**, with basic questions prepared, was realized. The presumption is that only with the practical experiences of person interested in this case, the literature and document saturation can be assured.

The chosen **qualitative research** helped to clarify and select all possibilities of a right donor. The Grant calendar and the website [Neziskovky.cz](http://Neziskovky.cz) became the best solution for the research field.



## **3 Literature overview**

### **3.1 The non-profit sector**

The non-profit sector has become a major economic and social force. Parallel to the increase of economic importance is the greater recognition non-profit organisations enjoy at local, national and international level.

At the local level they have become part of community building and empowerment strategies. Numerous examples from around the world show how policy-makers and rural and urban planners use non-profit and community organisations for local development and regeneration.

At the national level they are increasingly involved in welfare, health care, education reform and public-private partnership.

At the international level, we observe the rise of international non-governmental organisations and an expanded role in the international system of governance.

Even though they have been recognized as a distinct group or sector only in recent decades, non-profit organisations have long been an integral part of the social, economic and political development in many countries.<sup>1</sup>

#### **3.1.1 Field of the non-profit sector**

For better understanding of the field, where the non-profit organisations act in their full responsibility, it is fundamental to determine the space intra its national economy. There, they can develop and achieve their missions in relation to the civil society, stabilize and cultivate it. Naturally, the literature reveals a lot of

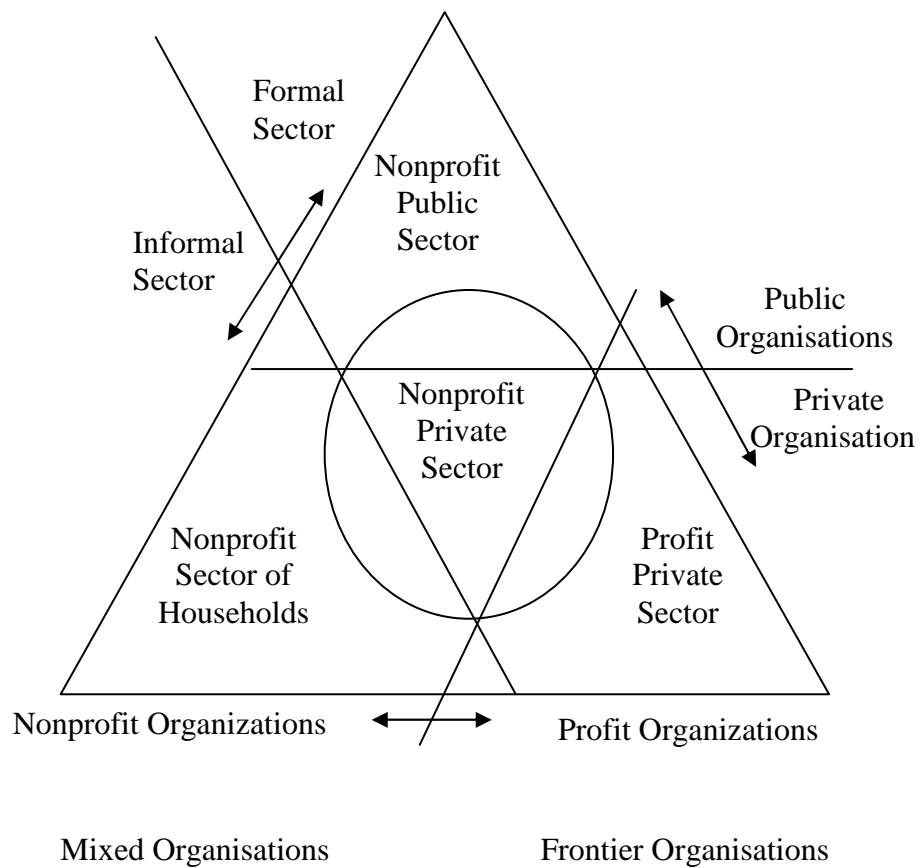
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<sup>1</sup> Anheier., H.K. *Nonprofit organizations. Theory, management, policy*, p. 10-11

sources with different criteria for division of national economy to the particular sectors.

The following one is according to a Swedish economist Victor A. Pestoff. For a comprehensive explanation he used a triangle area, where he firstly limited zones of fundamental aspects, such as public vs. private organisations, formal vs. informal sector and non-profit vs. profit organizations. Consequently, four sectors of national economies are situated inside of triangle. From the size and the position of particular sectors their basic characteristics such as share on GDP, overall employment, etc. are distinct.

**Figure 3.1** The division of the national economy



Source: PESTOFF, V.A. *Reforming social services in Central Eastern Europe - An eleven nation overview*, p.23

**The profit private sector** is a part of national economy financed by resources, coming from the sale of land, which is either produced or distributed for a market price. The main goal of this sector and the organisations involved in is the yield.

**The non-profit public sector** (called also the NGO sector) is a part of a non-profit sector financed from public finance, managed and controlled by public administration and its decisions are based on public choice. The aim is to provide public service.

**The sector of households** has a very important role in the national economy, from the monetary flow and market access point of view. This sector considerably promotes the formulation of a civil community, especially its quality, which is backward determining for quality of those organisations.

**The non-profit private/non-governmental sector (called also the third sector)**, as the only one overlaps all other spheres mentioned above. Therefore it can be financed from a private financial source (the prevailing source), as well as supported by public finance. It can be established as either formal profitable institution or a less common non-profit informal institution and the goal is not getting any profit, vice versa direct utility.

The final stage, needed for complete the illustration about national economy zoning, is supplemented by fields in which organizations' activities and missions are overlapping. There are namely **frontier and mixed organisations**.

As an example of a mixed organisation it is possible present a private secondary school that is adequate for a public sector, however it has a private character and to some extent it is financed from the public finance. The special example of a

frontier institution is the government enterprise, established to run a business with some of public institutions and manage state property.<sup>2</sup>

### 3.1.2 Characteristics of the non-profit organisations

The comprehensive and internationally avowed characteristics of the private /instate/ non-profit organisations both authors, Salamon and Anheier brought in their analysis that follow these matters from the different points of view. They define the private non-profit sector as a complex of institutions that exist inside of the state structure, though they serve public interests in contrast to the instate's utilities.

As determining, they consider five basic features according to which private non-profit organizations are:

1. **Organized** to some extent, with a certain institutional structure and organized reality regardless of formal or legal registration.
2. **Private**, institutionally and administratively separated from the state administration. However they can have state support or can be led by the government officers.
3. **Non-profit** in the sense of undivided profits, which means a profit from community activities is not divided among its members but utilized for further aims and missions of the organization.
4. **Self-governing** with own methods and structures that enables its self-control overview. In other words, organisations of this type do not need any state or another foreign institutional monitoring; they manage themselves without outside help.
5. **Voluntary** characterized by voluntary attendance on their activities, such as unpaid work for organisation, presented gifts or honorary concern.<sup>3</sup>

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<sup>2</sup> REKTOŘÍK, J. a kol. *Organizace neziskového sektoru*, p. 13-17

<sup>3</sup> Salamon, L.M., Anheier, H.K. *Defining the Nonprofit Sector*. p. 33-34

### **3.1.3 Typology of the non-profit organisations**

For the classification of the non-profit organisations it is necessary to select an appropriate criterion. A suitable choice helps to know the structure of their elements and connections:

#### **1. According to the founder**

- Organisations established by the state administration or self-government;
- Organisations established by a corporate or physical entity;
- Organisations which originated as statutory organizations by operating of law.

#### **2. According to the global character of mission**

- Beneficial organisations, providing service to the public;
- Public utility organisations, formatted to help citizens and so helping to satisfy their needs.

#### **3. According to the legal organizational form**

- Organisations established following the commercial code;
- Organisations established following other valid acts concerning non-profit organisations.

#### **4. According to the financing**

- Organisations totally financed from public budgets;
- Organisations partially financed from public budgets;
- Organisations financed from own sources (sale own products);
- Organisations financed from other sources (gifts, collections, sponsors, grants, etc.).

### **3.1.4 The non-profit sector and the state**

The cooperation between the non-profit sector and the state in other words means continuous explanations of mutual commitments, relations and functions occurring in society. There is no doubt that all those are important because their quality underlies the existence of the non-profit organisations.

In principle, there are determined three types of connections between the non-profit organisations and the state:

#### **1. Financial relations**

- Direct financial support from the state to the non-profit sector, provided through public budgets;
- Indirect financial support based mainly on tax allowance and drawbacks. Tax allowance arises either from certain income exemptions or from a resigning part of income tax related to the gifts from physical/corporate entities, so on. On the other side, drawbacks exempt some chosen sorts of goods from tax paying.

#### **2. Legislative activities**

Not only the state creates legislative environment that adjust formation and operative rules for the non-profit sector, but also the non-profit organisations can initiate renewal or revision of existing legislative norms.

#### **3. Providing of social services**

The state can authorize or delegate to non-profit sector some of social services provided to a certain group of people or a region.

### **3.1.5 Financing of the non-profit organisations**

The basic principle of financing in the non-profit sector is the **multi-sourcing**, where non-profit organisations utilize more sources of income. There are several reasons to do so:

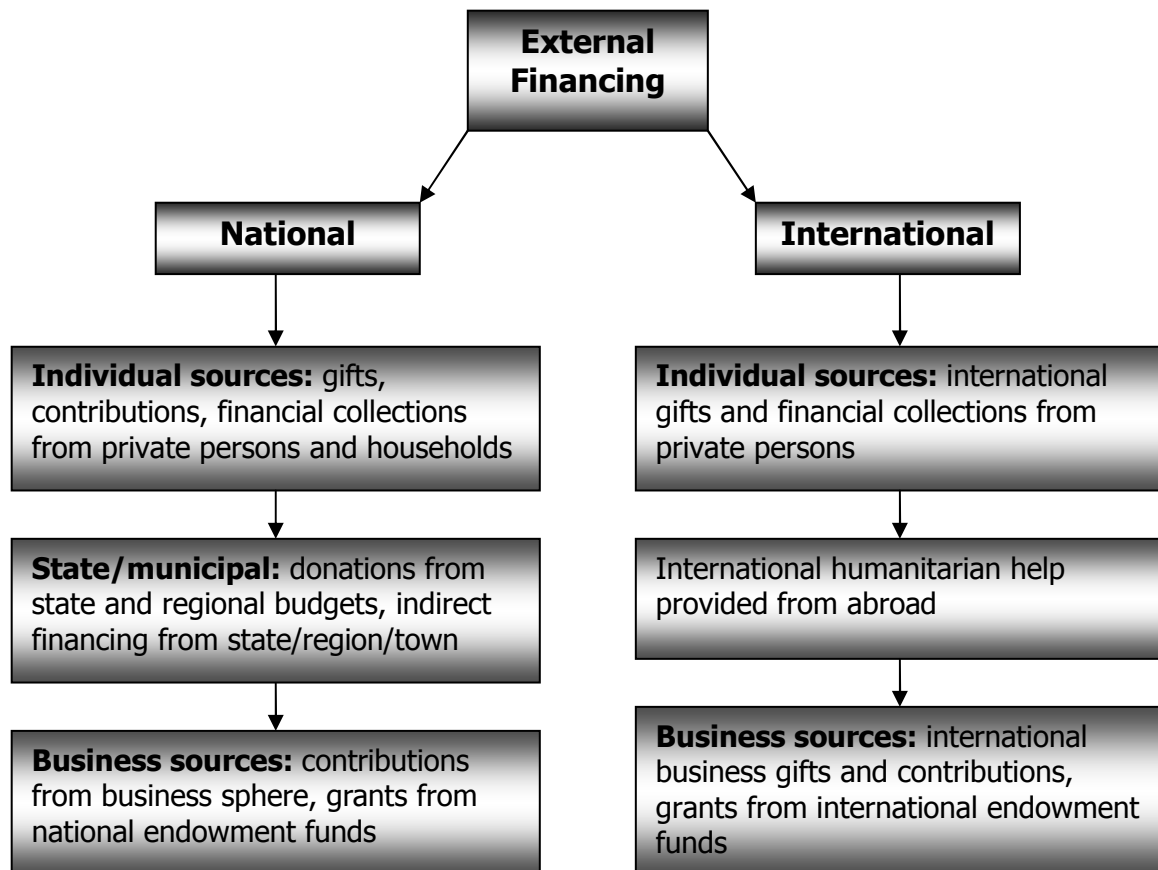
- To assure its own independence from only one financial flow;
- To avoid negative impacts in case that one financial source fails unexpectedly;
- Any of donors is not willing to cover 100% of projects' expenditures.

According to the origin of a financial source there are two main types:

#### **3.1.5.1 External financing**

External financing arises from the external environment of the organisation. It can be provided by various kinds of institutions, more-accurately specified in Figure 3.2.

**Figure 3.2** The Division of external financing of the non-profit organization



Source: Majdúchová, H. *Neziskové organizácie*, p. 127

### 3.1.5.2 Internal financing

Internal financing, in other words organisation self-financing, can be secured by:

- **Member fees**

The most commonly used in civic organisations. The payment is compensated by a variety of return services; for example by distribution of some bulletin<sup>4</sup>, providing discounts when buying organisation products, etc.

<sup>4</sup> This is the case of Babyka, internal magazine of the Union of Catholic Women. The bulletin is sent to its members as a kind of return service for an annual member fee 300 CZK.



- **Payments for services**

The non-profit organisation can utilize the qualification of its members and offer various professional and consultant services for instance to public or business sector.

- **Sale of organisation own products**

The organisation can manufacture various products, which are sold, moreover with profit. It can be for example literature, tools for handicapped people, ecological toys, t-shirts, etc.

- **Managing of property assets**

1. Renting or providing service in return, for example non-used real estate, premises, equipment, etc.
2. Renting of the own name, logo, providing guaranties, patents, licenses from own software, etc.
3. Doing business with own portfolio of commercial papers on stock market, by looking for the optimal portfolio of interests from organisation savings, etc.

- **Being a business partner of other business entities**

A non-profit organisation can for example establish A Limited company and so become an owner of a business subject; or it can separate a part of its interests and employers from the original organisation and establish a new business entity, where contract cooperation will be running.

### **3.1.6 Fundraising**

Fundraising is characterized as the attentively planned and organized, strategically oriented process of non-profit organisations, with the aim to identify, attract and gain external sources to satisfy certain organisation needs.

It concerns complex of various methods and progresses. It embraces more items:

- Fundraising project
- Methods of fundraising
- Personality of fundraiser

### **3.1.6.1 Fundraising project**

Qualitatively elaborated fundraising project is the base of successful fundraising. It should always be the original work of organisation employers/volunteers because there do not exist any general format with instruction how to design the fundraising project.

### **3.1.6.2 Methods of fundraising**

The literature offers various methods or progresses, which secure income to the non-profit organisations. Different authors present different terminology and criteria for its determination.

According to the study literature<sup>5</sup>, following is the list of used methods:

#### **1. Personal meeting**

This method is considered as the most effective one. In open interview, fundraiser explains project mission and function, its goals and purpose. During the time being, there is a space for questions, reactions, explanation of arisen doubts and problems.

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<sup>5</sup> Ledvinová, J.: *Miniškola fundraisingu*. Archa.; Polačková, Z.: *Fundraisingové aktivity, jak získat finanční prostředky od místní komunity*.; Kozáková, S. a kol.: studijní texty pro distanční studium. Fundraising Brno, Masarykova univerzita v Brne.

Nevertheless, this method needs more time for fundraiser perfect preparation. The meeting is also necessary to organize in appropriate time and at appropriate place.

In general, it is considered as a very demanding method. It requires experiences and practical management of successful negotiation.

## **2. Collections**

If the collection is carefully planned and well organized, it is considered as a relatively successful method. Its aim is the obtaining of voluntary contributions, from in an advance undetermined range of people, but for in an advance determined purpose.

It is possible to perform this method in many ways. Proved is for example a form of so called "public money box" or collecting money in streets.

## **3. Campaigns**

Campaigns can be *informative* (for instance about law changes), *propagandistic* (drugs control, smoking control), or *active* (for signing of certain petition).

Also fundraising campaigns try to build their identity (by symbols, famous faces, slogans, etc.), to obtain supporters for their goals (for example to collect sufficient amount of money), to utilize accurate timing of introduction or conclusion (for example when handing declaration of taxes in with 2% assignment from the tax).<sup>6</sup>

The effectiveness of fundraising campaign increases when it is *concrete, understanding, trustful and relevant*.<sup>7</sup>

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<sup>6</sup> Majdúchová, H., *Neziskové organizácie*, p. 125-137.

<sup>7</sup> Obsah tém fundraising a písanie projektov. [Online]. [http://www.ngoemmanual.org/7\\_sl.pdf](http://www.ngoemmanual.org/7_sl.pdf). [Quoted 2010-08-23]

The non-profit organizations can use various forms of campaign: *post* (the letter which can be personal, emotional or vice versa formal, however in each case it informs about campaign goals), *telephone* (contacting a potential donor through phone, it requires sensitive handling with the voice and prepared speech in details).

#### **4. Shared marketing**

Basically, it is a financial gift in a form of certain percentage share from sale. A donor organisation offers products or services to its members or the wide public, and so increases range of customers.

#### **5. Actions performance**

Sport, social and cultural actions can be organized as beneficial or endowed (participated, after reaching certain level – sport, educational and so on, obtains financial reward from his/her funds, which presents on charitable purpose).

#### **6. Advertising**

This method can be used as an independent or as a supporting method for others. Advertising is often chosen in crisis situations, such as natural calamity, earthquake or explosions.

#### **7. Membership**

It is based on the long-term relationship between the member and organisation. Acquiring of permanent and regularly paying members is very effective method. Member fees mean regular financial source, for an organisation. It enables members' involvement to the activities of an organisation and creates feeling of fellowship.

#### **8. Fundraising testament**

Even though this method is not so usual, there is a possibility of leaving a part of the property to some non-profit organisation or donation. The notaries or advisors

have important tasks while using this method. People search them in case of writing down the testament.

## **9. Sale**

It is one of the most common ways, by which organizations acquire finance. Following activities belong to this category:

- **Second hand** – sale of used clothes, electric appliances, furniture, etc.
- **Sale through catalogue** – organization creates the catalogue for offering the products with its own logo
- **Sale of their own products**
- **Auction sale**, etc.

### **3.1.6.3 Personality of fundraiser**

For the successful acquiring and realization of fundraising project, a fundraiser is needed. This person coordinates all activities contacts and communicates with eventual donors.

The fundraiser should have several important knowledge and skills:

- **Be eager for the thing**

It is probably the most important feature which fundraiser should have. If he/she does not believe, or is in doubt about the success, he/she can hardly perceive the donor about providing the grant. Vice versa, if there is an ardour and an enthusiasm, other team members are motivated to overachieve the results, and the donor is convinced about doing the right thing.

- **Be convincing**

Especially on fundraiser depends to which extend he/she is able to convince the donor to support exactly his/her organisation. Important is to know how to interestingly talk about the project, give catching arguments, write letters which

capture the interest and motivate potential donor to meet and discuss about the project.

- **To know how to ask**

Not each of us knows how to ask for money. This image evokes unpleasant feelings. The fundraiser has to know how to do that.

- **To say the true**

The fundraiser can not lie. It is always more correct to answer the true on unfavourable questions (even with the awareness that project will be harmed) like to cheat the donor.

- **The ability to contact new people**

There are expectations that fundraiser builds the network of contacts and relations, knows how to turn to those right people.

- **To have the formulated convincing argument**

The fundraiser should elaborate the short and clear message about the project, which gives the answers on various questions:

- Why is your activity more important than activities of others organizations?
- Why do you need my money for this activity and why I should provide it?
- Why do not you come in another time?
- How many people have you helped to?

These kinds of questions can cause fundraiser's failure, if he/she does not know the answers. The donor should get correctly formulated argument, providing the solution, not create other troubles.<sup>8</sup>

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<sup>8</sup> Majdúchová, H. *Neziskové organizácie*, p. 125-137.

## **3.2 The Non-profit sector in the Czech Republic**

### **3.2.1 Basic evolutionary stages from the history**

The history of the Czech non-profit sector is rich on periods when the sector flourished, and periods when civic activities were restricted or banned. Its evolution dates to the middle ages and culminated in the period of the first Czechoslovak Republic (1918-1939). Apart from associations focused on national interests, non-profits concentrated on the three traditional fields: health, education and social services. So, the character of the sector was very similar to modern non-profit sectors of western countries.

The following regimes shifted the main focus of the Czech non-profit sector towards culture, sport and recreation. This pattern is common for Eastern and Central European countries but represents an anomaly in the world-wide context.

The first shift started under the German occupation in 1939 when many non-profits were banned and others were reorganized in order to serve state purposes. After World War II, non-profits renewed their activities. Many organizations however, became influenced by political parties and the further evolution of the non-profit sector was blocked by Communist regime (1948). The activities of churches were restricted to worship and education. The possessions of churches as well as of associations were confiscated. Associations were unified into the "voluntary organization" called National Front that was a roof institution for unions, political and voluntary organizations. The membership in the National Front was considered to be the expression of the loyalty to the state.

The state patronized the provision of education, health and social care. These services were provided by budgetary and subsidiary organizations that created the so-called state non-profit re-activated. The "normalization period" (after the military invasion of Warsaw pact countries) returned the non-profit sector to the

conditions before 1980s. Environmental and some educational and scientific activities were tolerated by the communist regime. Other civic organization worked informally and their activities culminated in the 1989 revolution.

In the Czech Republic the non-profit sector started to re-emerge after the fall of the Communist regime in 1989. Although the Czech non-profit sector was quickly growing, it lags behind non-profit sectors in developed countries as regards size and economic and social importance. Its short history is not the only reason for it. Governments in 1990s kept control over traditional non-profit fields, health and education. The majority of non-profit entities in the Czech Republic are thus active in the culture, sport and recreation domain. Government, especially in the early 1990s, did not consider the non-profit sector to be necessary. This translated in an unwillingness to solve the problems of the sector and the slow evolution of a legal and regulatory framework for non-profit entities.<sup>9</sup>

### **3.2.2 Basic types of the non-profit non-governmental organisations**

#### **3.2.2.1 The civic organizations**

**Definition:** Association of physical and corporate entities, which come into existence in order to realize mutual interest. The typical sign is of members' base.

**Legal regulations:** Act N<sup>o</sup> 83/1990 Collection of laws, about citizens clustering.

**Organisational bodies:** Fully according to the organisation regulations. The highest body is usually the general meeting. Among its sessions the board manages organisation performance, generally headed by director.

**Activities:** The organisation purpose can not be clustering in order to make profit, eventually business is only supporting/supplementary activity. If activities

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<sup>9</sup> Brhlíková, P. *The non-profit sector in the Czech Republic*, p. 7 – 9



fulfil the conditions of Trades licensing act then there is a necessity to obtain trade license for individual work.

### **3.2.2.2 The municipally-beneficial associations**

**Definition:** Subject providing municipally-beneficial services to all under the same conditions. The profit can not be divided between founders or employers; it is used for farther financing of organisation activities.

**Legal regulations:** Act N° 248/1995 Collection of laws, about municipally-beneficial organizations.

**Organisational bodies:** The board of directors, supervisory board and director.

**Activities:** Can be realized supplementary business activity, by which organisation property is utilized more effectively; if quality, range and availability of municipally-beneficial services are not endangered. Even principal activity can be performed with a profit, if it is municipally-beneficial. The organization can not participate on a business of other entities.

### **3.2.2.3 The foundations**

**Definition:** The property association, established in order to achieve municipally-beneficial goal, such as: development of spiritual values, protection of human rights or other human values, protection of environment, cultural monuments and traditions, development of science, education and sport activities. Contributions are provided from profit of foundation property and from another foundation property.

**Legal regulations:** Act N° 227/1997 Collection of laws, about foundations and endowment funds.

**Organisational bodies:** The board of directors, supervisory board or controller, eventually director.

**Activities:** Business activities are excluded, excepting specific cases: real estate rental, lottery accomplishment, arrangement of cultural, social, sport and educational actions and limited share from business of joint-stock company, according to the law.

#### **3.2.2.4 The endowment funds**

**Definition:** The property association, established in order to achieve municipally-beneficial goal, such as: development of spiritual values, protection of human rights or other human values, protection of environment, cultural monuments and traditions, development of science, education and sport activities. The endowment fund does not institute endowment property and for achieving settled purpose it can use all its property.

**Legal regulations:** Act N<sup>o</sup> 227/1997 Collection of laws, about foundations and endowment funds.

**Organisational bodies:** The board of directors, supervisory board or controller, eventually director.

**Activities:** Business activities are excluded, excepting specific cases: real estate rental, lottery accomplishment, arrangement of cultural, social, sport and educational actions.<sup>10</sup>

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<sup>10</sup> Přehled základních typů nestátních neziskových organizací v ČR. [Online]. [http://neziskovky.cz/\\_dataPublic/attachments/baf51c60beabc8c02a62736620568fea/prehled\\_nno.pdf](http://neziskovky.cz/_dataPublic/attachments/baf51c60beabc8c02a62736620568fea/prehled_nno.pdf). [Quoted 2010-11-01]

### **3.2.3 SWOT analysis of the financial sources of the non-profit organisations**

Following SWOT analysis was elaborated by working group from the Board of the government for the Czech non-profit organisations, and subsequently was added by opinions of professional public, in 2008.

#### **3.2.3.1 Strengths**

- Long-term commitment between the public administration and the non-profit organisations (regarding of public services);
- The multi-source financing has already been spreading among non-profit organisations;
- Subsidies from Ministries;
- The existence of tax allowances for donors;
- Some of the projects managed by the state together with the public administration were accomplished by the non-profit organisations;
- The possibility to utilize the electronic banking;
- DSM (Document Management System);
- The non-profit organisations already have experiences with the fundraising and assuring finances.

#### **3.2.3.2 Weaknesses**

- The obsolete system of subsidies in particular resorts - there does not exist the integrated system of state subsidies, very low transparency. The financing from public sector is gustily and short-running, unclear definition of multi-annual financing;
- Finance from the state budget are replaced by resources from European funds;

- Delayed advance payments;
- Non-transparency of EU sources;
- The interests are not accepted as an expenditure;
- The differences in methods and criteria;
- The sustainability is not planned;
- Unclear attitude of administrative towards the profit of non-profit organisations;
- Law awareness of some non-profit organisations about public tenders;
- There are not sources for spreading of good practices – the finance from EU are not used for innovations and development rather are used on the accomplishment of actual activities;
- The technical support is not utilized by the receivers;
- Non-conceptual decentralization of sources - the centre - the regions
- Excessive administration of operational programmes;
- Non-existence of the sanctions for mistakes of responsible people and their public presentations;
- The absence of free finance for non-profit organisations;
- Unpleasant conditions for refinancing of the projects from own resources (too high payments);
- Difficulties with acquiring the loans for the non-profit organisations;
- The conflict of interests – in operational programmes, there are institutions, which divide the money and utilize it at the same time;
- Complicated accounting for multi-source financing of the non-profit organisations;
- Low donors motivation – there are not settled tax allowances for donors, the prohibition of donors promotion in medias.

### **3.2.3.3 Opportunities**

- The facilitation of organizations doing business;
- Taxes assignments of 2 % for non-profit organisations;

- The partnership for big projects;
- Cancelling of audits;
- PPP (Public private partnership);
- The development of corporations financing as the one from the organizations financial sources;
- Using the examples from abroad;
- Rising economy;
- Rising individual wealth;
- Rising willingness of people to sponsor the non-profit organizations;
- Social economy.

#### **3.2.3.4 Threats**

- The weakening of financial resources from public budgets;
- There is missing the general conception of development in particular regions;
- The collision – the region is the subject as well as implementer;
- The ignorance of the non-profit organisations from the side of banks;
- The assignation cuts down or replaces the subsidies from public budges;
- Lobby for exemptions;
- The financial weakening from the side of Ministries;
- Prevailing majority of finances from EU is absorbed by the public administration;
- High expectations from projects directed on social business;
- Non-existence of financing after 2013. <sup>11</sup>

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<sup>11</sup> SWOT analysis of the actual state of the non-profit sector in the Czech Republic. [Online]. [http://zlk.neziskovka.cz/dokumenty/002/final\\_swot\\_analyza.pdf](http://zlk.neziskovka.cz/dokumenty/002/final_swot_analyza.pdf). [Quoted 2010-10-25]

### 3.2.4 The non-profit non-governmental organisations and revenue law

The tax allowances of the non-profit organisations are usually linked with certain definition of public convenience and necessity, in countries of European Union. That results to the limitation of subjects for the tax allowances, which is derived and reflected in particular acts.

The *tax assignment*, decision of taxpayer about donation of 1-2 % from taxes paid to the non-profit organisations, can be seen as another financial source of those subjects.

Comparing to the government grants, which are collected and redistributed by station on the basis of parliament approval; tax assignment is seen as the decision of individual citizens.

Tax allowances of financial providers are governed by following regulations, in the Czech Republic:

- **Physical entities:** Law of income tax; § 15 par 5
- **Corporate entities:** Law of income tax; § 20 par 8

Municipally-beneficial associations are exempted from the gift tax. Each gained financial gift can be fully utilized as organization assets.<sup>12</sup>

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<sup>12</sup> Neziskový sektor. [Online]. <http://www.czech.cz/cz/66483-neziskovy-sektor>. [Quoted 2010-08-12]

## **3.2.5 The non-profit governance**

### **3.2.5.1 Board of the government for the Czech non-profit organisations**

Board of the Government for the Czech non-profit organisations is fundamental institutionalized form of the communication between the non-profit organizations and the Czech government. It has been established by the government of the Czech Republic as its permanent consultative, initiative and coordinative organ. It is basically only one organ in civic service, which concerns the non-profit sector in the general coherence.

At minimum 50% of all Board members is consisted from representatives of the Czech non-profit organisations, who are specialists in concrete Board activities and simultaneously represent Czech non-profit sector, its opinions and statements. Other members are representatives of particular ministries and administrative authorities, which have influence on positions and procurement of non-profit organisations; representatives of territorial administration and experts on issues of the non-profit sector.

On the basis of its own status Board executes many tasks; however the final results, dealing with the best possible solutions for organisations performance in the Czech environment, are collected, negotiated and presented to the Czech government.

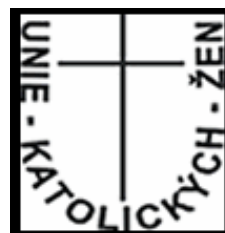
The board has several own committees, listed as follows:

- 1. The EU committee**, which monitors position of the non-profit sector within the European legislative frame, manages European financial resources eventually utilized for the organisations accomplishments; as well as supervises the overall process of including the non-profit organisations to the EU financing.

- 2. The committee for regions**, which initiates and regulates the cooperation among particular ministries, administrative authorities, territorial administration and the non-profit sector, overviews the process of providing donations from the public budget to the non-profit sector and publishes information about those activities especially for concerned.
- 3. The legislation and financing committee** initiates and elaborates rules of law incorporating activities of the non-profit organisations and their emplacement in the Czech Republic; collaborates with the central bodies of civic service, autonomous organs, non-profit organisations and other institutions that are involved in presented issues. Important<sup>t</sup> is also its contact<sup>t</sup> with the community of specialists and EU organs which have certain rights to applied in case of non-profit organisations.<sup>13</sup>

### 3.3 The Union of Catholic women (UCW)

UCW is the non-profit organisation registered as a civic organisation according to the act N° 83/1990 Collection of laws in its valid version.



#### 3.3.1 Mission, scope of activities and its goals

The Mission of the Union is to provide help to Catholic women; being able to take responsibility for their families, spiritual community and for the whole actual community in a spirit gospel.

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<sup>13</sup> Výroční správa o činnosti Rady vlády pro nestátní neziskové organizace v roce 2009. [Online]. [http://www.vlada.cz/assets/ppov/rnno/dokumenty/vyrocní\\_zprava\\_2009.pdf](http://www.vlada.cz/assets/ppov/rnno/dokumenty/vyrocní_zprava_2009.pdf). [Quoted 2010-08-12]



## **Union's members**

- participate on lives of their parish communities;
- support the clergy in its effort to raise morality and social justice, to unify Christians, to establish family and defend human rights from his conception;
- take part in charitable actions and organize help needful in their surroundings;
- cooperate with national and international organizations, with focus on Christian/charitable activities.

Union exists with the aim to achieve the long-term lasting change regarding of public mentality, attitudes towards spiritual values and needs of human life by employing the legal instruments (primarily to point on own community, education and others).

### **3.3.2 The organization structure**

**1. The concilium of the UCW** is the chief organ, holding session once a year, regularly in spring. It has following authorities:

- It votes members to the Board of the UCW;
- accepts changes in regulations;
- approve organisation budget;
- defines organisation focus of activities;
- determines organization dissolution.

**2. Board of the UCW** is the executive body of the organization, voted on three-years. It manages all administration duties. It is created from a chairperson, two vice-chairmen, secretary, cashier and three other members. In case of need members are completed by the co-optation.

Organization has 5 independent offices:



Praha

**1. Prague** – Union's centre in present

- 250 members



**2. České Budejovice:**

- Established in 1999
- 32 members



Boskovice

**3. Boskovice:**

- Established in 18.8.2003
- 42 members



OSTRAVA

**4. Ostrava**

- Established 13.3.2004
- 20 members



BRNO

**5. Brno**

- Established 7.12.2004
- 10 members<sup>14</sup>

### **3.3.3 The ecumenical, national and international cooperation**

The Union of Catholic Women cooperates with others women organisations at national, religious and international level. Moreover it successfully cooperates with national women's Catholic organisations in Germany, Poland, Netherlands, Great Britain, Latvia and Slovakia.

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<sup>14</sup> Stanovy UKŽ. [Online].<http://ukz.katolik.cz/stanovy.htm>. [Quoted 2010-08-20]

- **International cooperation:**

WUCWO (World Union of Catholic Women's Organisation), European Women Lobby, European Alliance of Catholic Women called ANDANTE.

- **Ecumenical cooperation:**

Ecumenical Council of Churches, European Contact Group, Ecumenical Academy of the Czech Republic, Czech Christian Academy.

- **National cooperation:**

National Family Centre, Society for Family Support, Association for Equal opportunities, Live Family, Czech Union of Women, Centre for Gender Studies, APERO – Community for Healthy Parent Ship, and so on.<sup>15</sup>

### **3.3.4 Activities**

#### **3.3.4.1 Spiritual formation**

The UCW, either as a whole or particular units, organizes regular one-day spiritual formation, for its members and other interested people. It is especially in a period of the Advent and fasting.

The Union has established the tradition of mutual pilgrimages to the various places in the Czech Republic, since 2003. It has arranged ecumenical divine service, since 2004. Last but not least is also the publishing and distribution of the diverse important texts with spiritual content.<sup>16</sup>

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<sup>15</sup> Spolupráce. [Online]. <http://ukz.katolik.cz/spoluprace.htm>. [Quoted 2010-08-20]

<sup>16</sup> Činnost. [Online]. <http://ukz.katolik.cz/cinnost.htm>. [Quoted 2010-08-20]

### **3.3.4.2 Educational activities**

- **Computer courses for women**

This project was accomplished in January of 2005, under the auspices of the Czech Ministry of Agriculture and with support of the Czech University of Life Sciences.

The aim was to enable women from middle and older generation, as well as mother with small children, to learn basic handling with a computer (MS Word, Excel, and Internet).

The lecturers were the members of the UCW: Mrs. Ing. Bohuslava Boučková CSc. and JuDr. Marie Boháčová.<sup>17</sup>

### **3.3.4.3 Charitable activities**

From 1997 to 2006, the Union participated in the organization of humanitarian collection (clothes and shoes) and other forms of help for the association "Live Family" in Bučač (West of Ukraine).

With help of the UCW, the "Live Family" was able to built humanitarian dining room, especially for the old people with deficient income and orphans or children from not complete families.

Collected clothes and shoes were distributed according to the necessity to the old people, multi-members families and to the children in children's houses, as well.<sup>18</sup>

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<sup>17</sup> Vzdělávání. [Online]. <http://ukz.katolik.cz/vzdelavani.htm>. [Quoted 2010-08-20]

<sup>18</sup> Charita. [Online]. <http://ukz.katolik.cz/charita.htm>. [Quoted 2010-08-20]

## 3.3.5 Projects

### 3.3.5.1 Finished projects

- **Agrotournet** 

The AgroTourNet project was supported by the European Commission through the Leonardo Da Vinci programme.

The project aimed to prepare an inventory of best practices in agro-tourism and merge it with available academic and vocational knowledge and practices in sustainable tourism. It produced e-learning tools and methodologies to support vocational training in agro-tourism targeted at agricultural workers, agro tourism service providers, VET trainers and other professionals working in organisations involved in capacity building in the agro-tourism market of the agricultural sector of the participating countries.

- **Elderly care vocational training system**



The ECV project was supported by the European Commission through the Leonardo Da Vinci programme, too.

The aim of the project was to promote academically and socially acceptable skills for elderly care taking workers through self training electronic methods and means.

The demand for qualified workers providing care and therapy in elderly care Homes and private households all over Europe is expanding as a result of the ageing of the population and is augmented by the increasing trend of individuals to seek professional care in the place of the diminishing availability of the traditional child to parents assistance which was implicitly provided within the family.

- **Seniors for seniors**



This project was accomplished within the frame of the programme Grundtvig, part of European educational programme SOCRATES.

The main idea of this project is the effort to involve older people, especially women, to the voluntary work concerning lenitive care about seniors through informal education. It is organized by civil organizations, local communities and centres for social services.

Moreover, the project was elaborated to stimulate special participation and improve the life quality of those older people, who care about individual seniors. Another aim is to share information and experiences about good practises among partners.

- **European Contact Group**

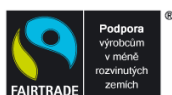


The Union participated in ecumenical project, granted by European Union "Theology.Factory.net", in cooperation with the international organization European Contact Group and its Czech office EKS (Evropská kontaktní skupina).

The project started in 2003 and finished in July 2004.

The aim was to organize seminars on the topic Christian spirituality and active social help in cooperation with Latvia, Germany, Italy and the Czech Republic.

- **Fair Trade**



The Union is also involved in projects concerning the Fair Trade, under the collaboration with the Ecumenical academy of the Czech Republic.

Projects incorporate sale of the FT products during the organization's actions and participation on activities performed by the Association for Fair Trade.

### 3.3.5.2 Running projects

- **Project Social afternoons of the third age (not only for seniors)**

The Union has already been organizing this complex of travel presentations, with the slide projection, for 7 years, each third Wednesday in a month. Each presentation is enriched by the final conversation and concert of serious music.

The main lecturer is the geographer and experienced traveller Mr. RNDr. Ondřej Bartušek.

The cycle of presentations is granted by municipal part Prague 1. For the year 2010, the Union got 60 000 CZK.

- **Project called The development of ex-prisoners' integration into the labour market (within the Project of partnership Grundtvig)**

This project is accomplished within the frame of Grundtvig programme as a part of Lifelong learning programme, aiming through informal learning and cooperation: prepare an international methodology for European countries providing know-how and information to help convicts and persons released from places of imprisonment to integrate into the labour market.

The project lasts from 1.8.2010 to 31.7.2012. Within that time the National agency provides financial contribution 14800 EUR for at least 12 international mobilities.<sup>19</sup>

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<sup>19</sup> Projekty. [Online]. <http://ukz.katolik.cz/projekty.htm#agro>. [Quoted 2010-08-20]

### 3.3.6 Financial sources

As other civic organizations, even the UCW can not exist with only one financial source. Therefore it looks for the ways how to spread its chances and be funded from different entities.

Thanks to its long-term existence it has built many national and international relations<sup>20</sup>, which not only strengthen its overall position towards especially Christian public and other institutions with similar focus of activities, but also help to find new financial partners.

#### 3.3.6.1 External financial sources

External financing is based on two principal ways of funding. Firstly the UCW is active in writing the projects and getting grants from public entities. So the *fundraising at national level* is the main organization's financial provider. At present there are two projects, which the Union is working on.

Second, the most common form of external financing are *financial gifts*, donated mainly by its members and its foreign co-partners.

#### 3.3.6.2 Internal financial sources

The Union has approximately 550 members around the Czech Republic. They pay annual **member fee of** 300 CZK (100 member fee + 200 for Babyka), which is only one internal financial source, spent mainly on operational expenses.

As an example of the organisation financial management, there is an accounting report in the supplement [See Appendice 1].

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<sup>20</sup> See subchapter 3.3.3 The ecumenical, national and international cooperation.



## 4 The grant project

### 4.1 Essential terminology related to the grant project

As it is very important to understand basic terminology regarding grant writing process, the following terms will help to clarify particular stages of a grant development process and help to move forward.

**Grant Project** incorporates all stages of accomplished activities within the frame of a particular grant scheme including a grant proposal. A grant project is a directed process performed by final users (final receivers). Each concrete activity is realized by final users and financed from certain grant sources.<sup>21</sup>

The information that is submitted to a potential funder is in the form of **grant proposal** or **application**. These terms are interchangeable in relation to the grant process. Grant proposals usually consist of a common set of components that detail *who, what, where, when, how* and *why* of a project. It also includes a budget for supporting the work to be done and a description of the measurement (evaluation) of success. A grant proposal describes the intended project in detail and states why the project should be funded.

**Grant awards** are often referred to as the funds that are given to support winning projects. The actual grant award specifies the amount of the grant being given and the period for using grant funds. It usually comes with a list of other specific criteria relating to the use of the funds provided.<sup>22</sup>

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<sup>21</sup> Operační program rozvoj lidských zdrojů. [Online]. <http://www.oprlz-jmk.cz/page.php?action=podkategorie&id=14>. [Quoted 2009-10-17]

<sup>22</sup> GAJDA, R. - TULIKANGAS, R. *Getting the Grant. How Educators Can Write Winning Proposals and Manage Successful Projects*, p.2 – 3

**A grant writer** is someone who is able to draft elegant, clear, concise sentences that can convey passion equally with detailed information. A good grant writer learns enough about the subject to write intelligently so as to make the subject comprehensive to others who have no background in the subject. The grant writer also takes on passions and enthusiasm from the people who will run the project or program so as to be able to get whoever reads the proposal equally excited about the project. A grant writer must also be a diplomat who helps people running the programs get their ideas into shapes.

**Grant Writing** is the skill or practice of asking for money in the form of a grant from a *foundation, corporation or government agency* by crafting a well-considered document (the proposal) that outlines how the money will be used, what will be accomplished with the money received and who will undertake the task described in the proposal.

The word "**grant**" has historically been used in a wide variety of contexts, but in every instance *an exchange* takes place. Not only does someone give away something of value, but the giver expects that the recipient of grant will do something in return.<sup>23</sup>

More precisely, by words of Ellen Karsh, a **grant** is money that allows you to do certain very specific things that usually meet very specific guidelines that are set out in painstaking detail and to which you must respond very clearly in your grant proposal. Grants are not a way to get free money. It is a lot of hard work and it takes commitment.<sup>24</sup>

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<sup>23</sup> THOMPSON, W. *The Complete Idiot's Guide to Grant Writing*, p.3 – 13.

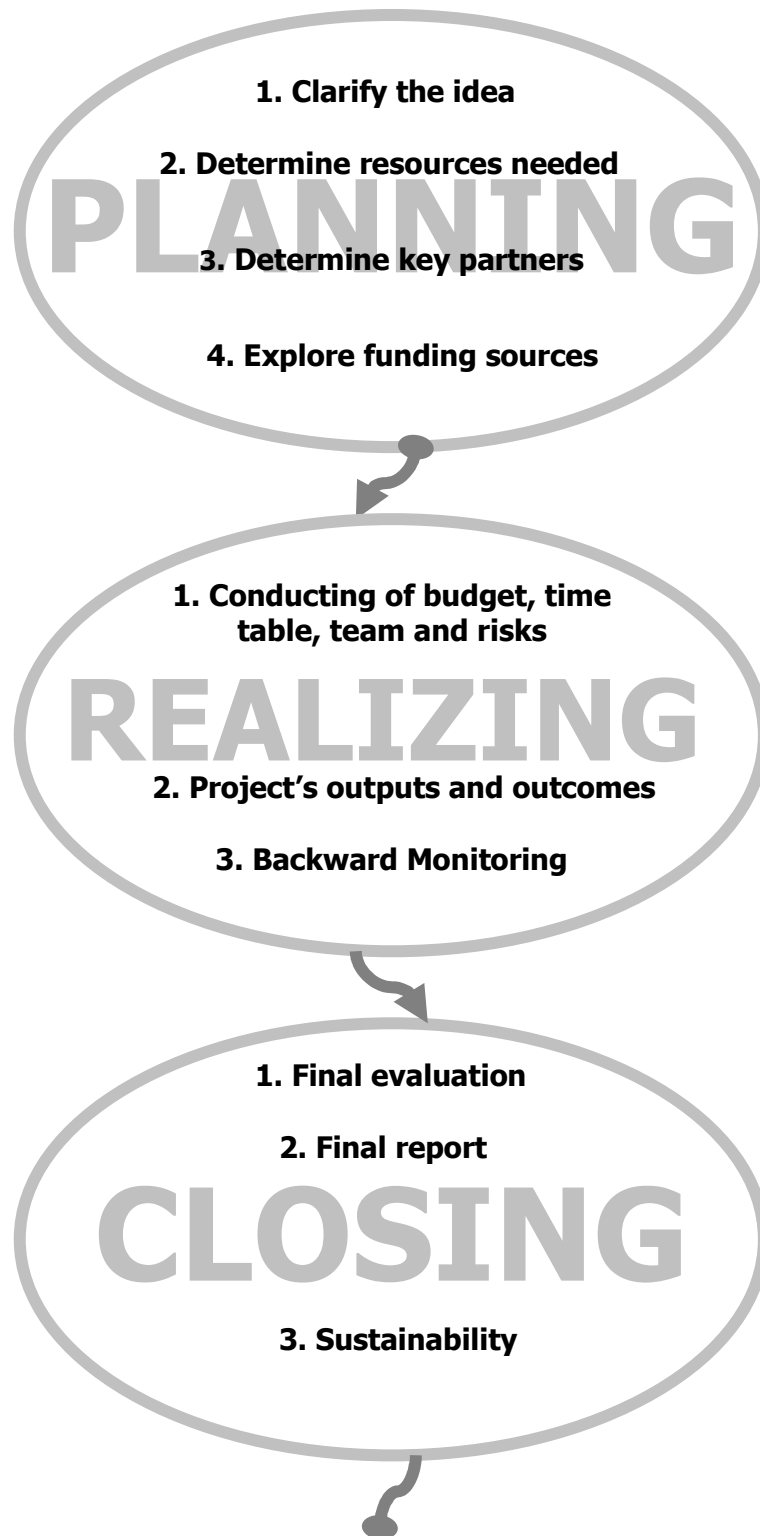
<sup>24</sup> How to write a grant. [Online].

<http://www.libsci.sc.edu/BOB/class/clis724/SpecialLibrariesHandbook/HowtoWriteaGrant.pdf>.

[Quoted 2009-10-17]

## 4.2 Project life-cycle

**Figure 4.1** Project life-cycle



Source: Příprava projektů a psaní žádostí o grant, včetně SF EU. [Online].  
[http://soubory.nidm.cz/file/KPZ/KA7-ISM/skoleni\\_pro\\_managery\\_a\\_zrizovatele/2010\\_06\\_15a16/priprava-projektu-a-psani-zadosti-o-grant-vcetne-sf-eu-.doc](http://soubory.nidm.cz/file/KPZ/KA7-ISM/skoleni_pro_managery_a_zrizovatele/2010_06_15a16/priprava-projektu-a-psani-zadosti-o-grant-vcetne-sf-eu-.doc). [Quoted 2010-07-10]

## 4.3 Basic information about the grant project

### 4.3.1 Initial idea

“The idea should be at the beginning of each successful and qualitative project; not the fact that somebody is offering the money.”

Hruska, J.



In the case of the UCW, there has been such an idea, concerning its internal journal “**Babyka**”<sup>25</sup>, published since 1993.

Looking back to the past, in the first phase of its existence it consisted of several pages only and was entitled as an information bulletin [See Appendice 2].

Later on the editorial team started to work on some changes regarding Babyka’s appearance, which was demonstrated in 1995 when it was for a first time issued as a journal [See Appendice 3]. Since then no more significant corrections have been made.

The main creators of Babyka’s mission are three stable members of the editorial team: The chief editor Bc. Veronika Pavlů, DiS and two more editors Ing. Bohuslava Boučková, CSc. and PhDr. Markéta Koronthályová. However, its contents is sometimes enriched by occasional contributions from other writers.

Regarding its subject, it is designed to provide information predominantly in the scope of gender education at home and worldwide, woman’s tasks associated with

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<sup>25</sup> The title Babyka is abbreviation from “Baby katolické” [Catholic women].

a family and society and Union's activities in all its offices around the Czech Republic, and other topics. See below the following list of particular sections:

1. **Preliminary**, comments on the main topic of each issue;
2. **Union's activities**, listed from span of two previous months;
3. **Time for reflections**, author's mood presented in short stories taking into consideration the main topic;
4. **Ecumenica**, information about the activities of ecumenical organizations and associations in cooperation with UCW;
5. **Important women from the Old Testament**, chosen according to their importance for the present;
6. **From memories**, author's flashbacks to the past time associated with the journal;
7. **Portraits**, providing an interview with important women of the Czech society;
8. **You wrote to us**, devoted to the readers' contributions and comments;
9. **From the pocket to the apron**, providing thematically selected, seasonal cook-recipe ideas;
10. **While having a cup of coffee**, significant portion of humour, reflected in short feuilletons;
11. **Announcements**, information about actual actions taking place in particular UCW's offices, parishes and other women and Christian organizations.

As already mentioned, the journal has been without any type of corrections for a long time due to the lack of the money. As its own sale has not been able to cover rising expenses, the financial support had to be secured most of the time. Subscribers' fees, some financial gifts (for instance donation from the Union of Catholic women in Germany) and other sources were used.

For several times members of the organization have also tried to apply for a grant from the following funds and institutions, but in each case their application was refused:

- **Programs supporting interest activities in 2004** – culture, sport and leisure time, provided by Prague 6 Municipal district authority;
- **Community fund Philip Morris Czech Republic in 2004**, providing funding to the projects with cultural attributes;
- **Open society fund Praha**, aiming to support magazines with cultural character in 2000

No investment or grant to the Babyka's overall "relook" means stagnation or even minimization of reader's group to such a level that causes the journal's end. This statement can come true in the future, that is why the UCW has decided to apply for another grant helping Babyka to get a new "appearance".

#### **4.3.2 The donor**

The next step, after having a good reason to ask for a grant, the donor should be chosen. The most common places where to search for fundraisers are listed as follows:

1. Information centre for non-profit organizations: [www.neziskovsky.cz](http://www.neziskovsky.cz)
2. Grant Calendar issued and regularly edited by the association [Neziskovsky.cz](http://Neziskovsky.cz)
3. Grants from the European Union: [www.strukturalni-fondy.cz](http://www.strukturalni-fondy.cz)
4. Regional websites, websites of ministries and foundations
5. Many big firms also provide grants, such as O<sub>2</sub>, Siemens, Czech Telecom, etc.

Instructions for applicants are a part of an each announced grant program. It serves as an orientation tool while deciding about the right donator. It usually contains:

- The name and address of the donator;
- identification calls for a grant program;
- program specification;
- program timetable;
- list of rightful applicants;
- range of target groups;
- time period within which grant can be utilized;
- application process;
- evaluation process, etc.<sup>26</sup>

According to the specific requirements related to the project features, the grant program for a year 2010, announced by the **Ministry of Culture of the Czech Republic**, appeared as the best possible option for the project Babyka. It was advertised like an open tender at the website of the Ministry in late summer 2009 for all those civic organizations whose:

- Submitted proposals' subjects were classified only as *religious or religious-cultural activities*;
- are registered according to the act N<sup>o</sup> 83/1990 Collection of laws, about citizen's clustering;
- perform their activities in religious and religious-cultural field in the Czech Republic.

Subjects of particular grant proposals could be either *one-shot activity* (for example: concert, exposition, edition of non-periodical publication) or *running*

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<sup>26</sup> Náměty a doporučení k psaní žádosti o grant. [Online]. Available on: [http://www.kraj-jihocesky.cz/file.php?par%5Bid\\_r%5D=34607&par%5Bview%5D=0](http://www.kraj-jihocesky.cz/file.php?par%5Bid_r%5D=34607&par%5Bview%5D=0). [Quoted 2009-10-17].

*activity* (for example edition of magazines, cycle of presentations), which increases the know-how and interest about religious sphere limited to the work of registered churches and religious communities. Only actions with non-profit character were accepted.

The deadline for handing grant proposal in was 30<sup>th</sup> of November 2009, accepting applications sent in that day.

### **4.3.3 Application properties**

Specific conditions for registration differ with every other fundraiser. Depends on them how they set up overall application process and which information is necessary to succeed. Nevertheless, in generally to take a part in such kind of competition means collecting and filling in several documents concerning the designed project including the budget and basic information about organization.

The tender from Ministry of Culture of the Czech Republic, where the UCW applied for, had following specifications:

- Completely filled form "*Application of a non-state non-profit organisation for the state donation in the year 2010*" (Transl. Žádost nestátní neziskové organizace o státní dotaci v roce 2010, see Appendice 4);
- project proposal containing the concrete and controllable intention
- suggested budget with the detailed analysis of expenses and revenues according to the particular items
- organization's valid articles registered by Home Office <sup>27</sup>

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<sup>27</sup> Konkurz Ministerstva kultury na podporu rozvoje náboženských a nábožensko-kulturních aktivit občanských sdružení v roce 2010. [Online]. <http://www.mkcr.cz/cz/cirkve-a-nabozenske-spolecnosti/granty-a-dotace/konkurz-na-podporu-rozvoje-nabozenskych-a-nabozensko-kulturnich-aktivit-obcanskych-sdruzeni-5417/>. [Quoted 2009-10-13]



## 4.4 The Grant proposal

### 4.4.1 Writing a winning grant proposal

Detailed uniform style, possibly applied in every grant program does not exist, so far. However, there is a general framework of questions in Figure 4.2, which are essential to answer when writing a grant proposal, in general. They lead to the brevity, clarity, advisability and logic, which are primer assumptions of success.

**Figure 4.2** Important attributes for grant writing



*Source:* Náměty a doporučení k psaní žádosti o grant. [Online]. [http://www.kraj-jihocesky.cz/file.php?par%5Bid\\_r%5D=34607&par%5Bview%5D=0](http://www.kraj-jihocesky.cz/file.php?par%5Bid_r%5D=34607&par%5Bview%5D=0). [Quoted 2010-07-10]

## **1. Which kind of the problem is a grant project trying to solve? WHY to actually realize it?**

Starting point of an each project is to formulate the problem/need, which impulses a donor to finance chosen proposal. Formulation of certain problem or need answers the question how it has come to the existence, who feels its realization the most and why applicants tries to solve exactly that. For giving right reasons various analyses, statistic data, practical experiences obtained from straight forward work with target group of people and so on are used.

Formulation of the problem/need gives an evident notice about the differences among already existing and wishful state. The problem or need should be defined with well-balanced limits to demonstrate how the intention of the project can be resolved by fundraising.

Practical experiences have shown that there does not exist such kind of a journal, oriented on Christian/Catholic women so far, which would offer similar or even the same values as *Babyka* does.

This is seen as the most significant reason (need) for enhancing *Babyka's* edition. Union's editorial team has been constantly looking for the ways how to fill up this existing gap by journal's improvements and so assure its farther existence.

## **2. WHAT is the goal of a grant project?**

Each applicant must determine expected results of the project and answer on the second question, which in other words says what kind of shortcomings and needs are followed to be satisfied. It means to settle concrete and clear aims that are going to be achieved in certain time period. Basic condition in this case is that goals are in direct relation to the formulated problem or need.<sup>28</sup>

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<sup>28</sup> *Náměty a doporučení k psaní žádosti o grant.* [Online]. [http://www.kraj-jihocesky.cz/file.php?par%5Bid\\_r%5D=34607&par%5Bview%5D=0](http://www.kraj-jihocesky.cz/file.php?par%5Bid_r%5D=34607&par%5Bview%5D=0). [Quoted 2009-10-17]

Within the frame of one project, it is fundamental to determine one principal goal and several (1-3) specific goals. Their proper composition should go hand in hand with abbreviation SMART:

**S** – Specific

**M** – Measurable

**A** – Assignable

**R** – Realistic

**T**- Time-bound <sup>29</sup>

Naturally, presented project is also seconded by such kind of pillars:

**Principal aim:** to increase the number of Babyka's readers around the Czech and Moravian parishes. In other words, increase its sale at such a level that cost will be covered by its sale realization.

**Specific aim 1:** Journal modification regarding of its design and content.

**Specific aim 2:** Enlargement of editorial staff about two more people.

### **3. WHO belongs to the target group?**

Proper determination of relevant target group is necessary for successful project realization and achieving project goals.

Special emphasis is assigned on clarifying why is project linked exactly with that group of people, how target group was chosen (for instance according to the age, social status, special interest groups, etc.) and range of the people possibly involved in the project.

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<sup>29</sup> Příprava projektů a psaní žádostí o grant, včetně SF EU. [Online].

<http://soubory.nidm.cz/file/KPZ/KA7->

ISM/skoleni\_pro\_managery\_a\_zrizovatele/2010\_06\_15a16/priprava-projektu-a-psani-zadosti-o-grant-vcetne-sf-eu-.doc. [Quoted 2010-07-10]

The journal Babyka is issued mainly for the members of Union; Christian women most of the time with age over 50.

By providing a "new look" to Babyka, with the help of the grant from the Ministry of Culture, the Union would like to attract new readers out of organization's border, however, the criteria for journal's target group stay the same, Christian people with the age over 50. Regarding the gender, although the editorial team is also pleased from men-readers, it will be further oriented on the feminine population as a major part of readers.

#### **4. HOW, WHEN and WHERE to achieve settled goals?**

The process solving the main problem/need and its time table – HOW, WHEN, WHERE means to work out a list of performed activities, methods, rules as well as number of people involved (their names, functions, their competencies in the project) and explanation why eventually those have been used to achieve settled goals.

When elaborating the list mentioned above, everything must correspond with the instructions for applicants to increase applicant's chance for grant award.

Initial idea, how to increase Babyka's sale around the Czech parishes, was to sponsor two first issues in the year 2010. But to increase the chance of being at least partially funded, members from the Union took the decision about asking grant only for one first edition (january-february 2010), taking to the consideration the high of donations provided to the winning grant projects in last year (maximum grant was 20 000 CZK).

Second relevant reason, why to decide so, was lack of own financial sources, needed to arch over the uncovered budget part, assigned for the first variant of the proposal.

Babyka is issued in an approximate amount of 230 copies according to the number of annual subscribers and other readers.

With financial support from Ministry, Union wants to increase the production of first redesigned issue on 5500 copies, in 2010. Afterwards in 550 packages, Babyka will be sent to the parishes around the Czech Republic (539) and other particular organizations. Package will contain 10 issues of the journal plus 1 poster presenting journal's new format.

Talking about methods supporting principal and specific aims, editorial team will follow these modifications:

- Journal's subject will be widen and profiled into wider range of sections (See 4.4.3 Project proposal);
- Graphic corrections: partial switch from the style of black-white printing to the colourful one;
- Design: modification of the journal size from the actual A5 to A4.

Editorial team will go through change, as well. Present one involves an editor, working part time and two volunteers of editorial board. After the extension the team will be enriched about two more persons: graphic designer and translator. Employment relationship of chief editor will be changed to the full one.

## **5. WHO participates on a project?**

Project partnership can have financial or non-financial character. At first, whole cooperation should be based on sharing acquired praxis and experiences. At second, partner has assigned adequate financial facilities.

To issue the journal Babyka, financial type of partnership is necessary. Macek & Kusala has been publishing journal for a long time and the Union also counts with its cooperation to the future.

The same case it is also with publishing IN that assure distribution services from Macek & Kusala to the particular destinations. Detailed outline, regarding of financial reward for offered services is worked out in next point.

## **6. HOW MUCH does it cost?**

A detailed specification of demanded financial support is one of the most important parts of the project. However a suitable budget is created only after revision and scheduling of all steps mentioned above. Clear goals, timetable, methods, people involved, and so on make the planning of the project expenses much easier.

It embraces all arisen expenditures, including the money spent on arrangement, administration, wages, control, evaluation, etc.

In these days almost each donator requires applicant's own financial input to the project at a certain minimum level of 30% of total expenses. It can be own financial resources, other grants or member's fees.

For accomplishment of the presented project, the Union will need 73 420 CZK. In this amount are included the operating and personal costs and advertisement of the journal.

The Ministry of Culture should donate approximately 44% of the overall budget expenses. In numbers it is 32 150 CZK. Other expenses, approximately 36% (26 270 CZK), will be covered by the Union itself. This money will come from member's fees and other organization sources. The remaining 20 %, numerically 15 000 CZK, will be collected from ads published in Babyka and by foreign financial providers (the Union of Catholic women in Germany). For the detailed budget analysis see the subchapter 4.4.4 Budget of the project.

## **7. WHAT are the project outcomes/positive assets?**

The overall evaluation is not so meaningful for applicants and they usually do not pay such attention to that. However, it is a very significant point for donors because well designed methods enhance the project credibility.

First of all it is necessary to define which outcomes/assets are wishful for the project. Those should be in line with formulated goals. Afterward, the criteria for evaluation and control of the project process should be developed and followed.<sup>30</sup>

At the beginning of all, there was an idea. The idea was to accomplish Babyka's redesign to a more attractive version for both, an existing and new readers. But before that idea, the initial impulses had to occur, helping to realize the accrued need.

Those impulses have subsequently become essential topics creating Babyka's subjects. Finally, putting interest in exactly those matters the editorial team has developed a sort of contributions seen as the project's outcomes/positive assets:

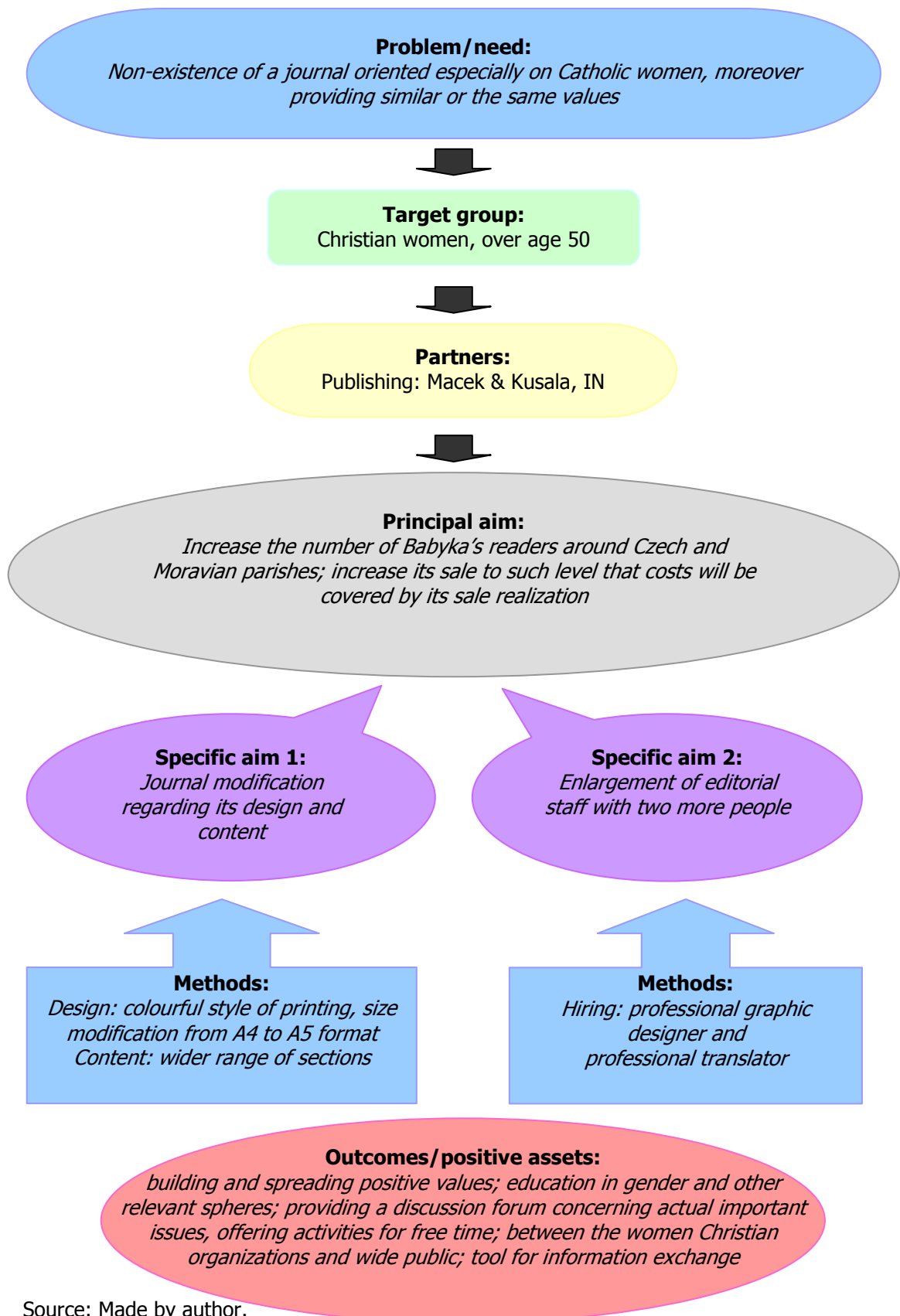
- Creating and spreading positive values, fundamental for harmonic human coexistence in general;
- education not only in gender but also in other relevant spheres;
- providing discussion forum concerning actual important issues, as well as offering leisure time activities;
- significant tool for information exchange between the women from Christian/Catholic organizations and the wide public.

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<sup>30</sup> Náměty a doporučení k psaní žádosti o grant. [Online]. [http://www.kraj-jihocesky.cz/file.php?par%5Bid\\_r%5D=34607&par%5Bview%5D=0](http://www.kraj-jihocesky.cz/file.php?par%5Bid_r%5D=34607&par%5Bview%5D=0). [Quoted 2009-10-17]

## 4.5 The Project scheme

Figure 4.3 The Project scheme



Source: Made by author.



## 4.6 The project proposal Babyka

The original version of the project proposal was designed by the author, in the Czech language. Following is its English translation.



### ***Babyka – Journal of UCW***

*Babyka is a journal issued every two months by a civic organization called the Union of Catholic Women (UCW). As one of the organization's key activities, this internal bulletin has been produced and distributed for many years.*

*As a response to a social need, it fills up the existing gap in the wide spectrum of journals, where such a journal targeted especially at Catholic women does not exist at the moment. It becomes a significant "holder" of the following values, seen also as the main project assets:*

- *to help creating and spreading the positive values, which are fundamental for harmonic human coexistence in general;*
- *education not only in gender but also in other relevant spheres;*
- *to provide a discussion forum concerning important and actual issues, as well as offering activities for free time;*
- *simultaneously by suggested changes it should become a significant tool for information exchange between the women from Christian/Catholic organizations and the wide public.*

*To secure Babyka's edition in the future, we settled the main goal: It is necessary to increase the number and widen the range of its subscribes, in the future. By spreading the journal amongst the wider public we would like to make it self-financing after a period of time. To do so, covering the initial costs is required.*

*The principal aim is promoted by two others, specific ones, which indicate necessary actions/methods, eventually sponsored from your grant. The changes regard the editorial team as well as the journal's design and format.*

*Babyka's subject will be profiled into wider range of sections, which will further develop topics following the sections' main ideas.*

*Suggested structure of the journal:*

- 1. Preliminary**, commenting on the main topic of the particular issue.*
- 2. Christian poetry.** Each issue will contain poetry selected according to the actual topic, from well or little-known authors of Christian poetry.*
- 3. News from home and worldwide activities of Christian and women organizations** – UCW, Worldwide organization arching many Catholic women organizations WUVWO, European associations of women Catholic organizations Andante, Worldwide association of Catholic intelligence and students Pax Romana, etc.*
- 4. Words from well-known people**, concerning the topic of particular issues will be presented.*
- 5. Ecumenica**, information about the activities of ecumenical organizations and associations in cooperation with UCW (Ecumenical Council of Churches, Ecumenical Academy Prague, European Association of Ecumenical Academies OIKOSNET, European Contacting Group, European Meeting with the Bible and Art ESBU, etc.)*
- 6. Personalities and stories from the Old and the New Testament**, showing their relevance for the present. This section will alternatively vary with the section **Saint Woman of the Month**.*
- 7. Currently about women**, section bringing the information related to the activities developed in the sphere of equal rights at the European and worldwide level (with the accent on the third world countries). The content of this section will be predominantly translated from foreign sources.*

**8. Monthly theme**, containing discussion and comments concerning current affairs from the social and political spheres. The section will be designed by chosen experts from UCW, eventually other asked professionals.

**9. From the memories of our mothers and grandmothers.** True stories based on life experiences of our readers which would emphasize the society's transformation process and its changing values through the time.

**10. Letter box**, devoted to the readers' contributions and comments.

**11. Portraits**, providing an interview with important women in the Czech society.

**12. From the pocket to the apron**, section dedicated mainly to the group of readers who are gourmands. Every time they can find there thematically selected, seasonal cookery recipes.

**13. While having a cup of coffee.** Significant portion of humour, provided in short feuilletons, is always the "sweetener" in each issue.

**14. Advertising**, space reserved for thematically suitable ads; whether for a payment or giving help to other Christian organizations.

**15. Babyka announces ...** information about actual actions taking place in particular UCW's branches, parishes and others women and Christian organizations.

Next changes will relate to the:

- *Graphic corrections: there is a necessity to switch from the style of black and white printing to the colourful one, at least partially. This change will require hiring a professional graphic designer.*
- *Design: modification of the journal size from the present A5 to A4.*

*Considering journal's improvements, printing and distribution process of each issue to the particular Czech and Moravian parishes will be enhanced as well.*

*The editorial team, involving an editor working on part time and two volunteers of the editorial board, will be enriched with two more persons: the already mentioned graphic designer and a translator with the capability to correct the text as well. The employment relation of the editor will be widened to full time.*

*At last, with all our planned effort, it is crucial to "capture" as much new subscribers as possible. They will further become Babyka's "distribution channels".*

*We do not doubt that with your help Babyka can "mature", be self-financed in a longer period.*

## 4.7 Budget of the project

### Methods for budget composition:

- 1. Analogy** – budget estimation on the basis of previous projects. It is the less exact technique; it is used in the preparatory part of the project.
- 2. Parametrical estimation** – statistical expression in relation to other projects.
- 3. According to the components** – finding out the price of each component, subsequently multiply by the concerned amounts.
- 4. Estimation from the bottom to up** – according to the defined activities and time consumption of the most profound tasks. Unit expression at the lowest level. Number of units multiplied by the price per unit.<sup>31</sup>

While preparing the budget for the presented project, the first and the third methods were used at the same time. Combination of those provided the following outcome, presented in Figure 4.4.

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<sup>31</sup> Příprava projektů a psaní žádostí o grant, včetně SF EU. [Online].  
[http://soubory.nidm.cz/file/KPZ/KA7-ISM/skoleni\\_pro\\_managery\\_a\\_zrizovatele/2010\\_06\\_15a16/priprava-projektu-a-psani-zadosti-o-grant-vcetne-sf-eu-.doc](http://soubory.nidm.cz/file/KPZ/KA7-ISM/skoleni_pro_managery_a_zrizovatele/2010_06_15a16/priprava-projektu-a-psani-zadosti-o-grant-vcetne-sf-eu-.doc). [Quoted 2010-07-10]

**Figure 4.4** Project costs

<b>Project cista</b>	<b>Overall costs (in CZK)</b>	<b>Costs financed by Ministry</b>
<b>Total operation costs</b>	<b>49 470</b>	<b>19 200</b>
Out of that: rent for the office	2 000	1 500
office supply	500	200
Postage	7 260	2 000
Others: distribution cista	880	500
Publishing costs	38 830	15 000
<b>Total personal costs:</b>	<b>19 550</b>	<b>12 750</b>
Chief editress	5 750	5 750
Graphic designer	6 900	3 500
Professional translator (responsible also for text corrections)	5 750	3 000
Person writing special stories	1 150	500
<b>Total propagation</b>	<b>4 400</b>	<b>200</b>
Out of that: posters	4 400	200
<b>TOTAL COSTS</b>	<b>73 420</b>	<b>32 150</b>

**Additional text:**

**Postage:**

539 parishes + 11 other recipients = 550 recipients => 550 packages  
 1 package (10 journals + 1 poster) x 13.20 CZK/package = **7 260 CZK**

**Distribution costs:**

550 packages x 1.60/package = **880 CZK**

**Publishing costs:**

5 500 issues x 7.06 CZK/issue = **38 830 CZK**

**Total personal costs: 19 550 CZK**

Chief editor: 5 000 x 1.15 = **5750 CZK**

Graphic designer: 6 000 x 1.15 = **6 900 CZK**

Professional translator: 5000 x 1.15 = **5 750 CZK**

Person writing special stories: 1 000 x 1.15 = **1 150 CZK**

**Propagation:**

Posters: 550 pieces x 8 CZK = **4 400 CZK**

**Figure 4.5** Project revenues

<b>Project revenues</b>	
<b>Revenues</b>	<b>10 000</b>
paid advertisement	10 000
<b>Other financial sources</b>	<b>63 420</b>
Out of that: applicant's deposit	26 270
Donation from Ministry of culture	32 150
foreign sources	5000
<b>TOTAL REVENUES</b>	<b>73 420</b>

<b>The difference between costs and revenues</b>	<b>0</b>
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## 4.8 Evaluation commission

Applications for the financial support from the Ministry of Culture are reported to the selected commission, from the department of churches in order to be approved or refused.

The grant commission is composed of seven professional evaluators proposed by:

- Czech Bishops' conference proposes three members of the grant commission;

- Ecumenical Council of churches proposes three members of the grant commission as well;
- Federation of Jewish communities confers 2 last members.

Consequently, the director from the department of churches appoints them formally. Particular evaluators can be various specialized professionals; however they should be interested in culture. Two of them are replaced by new members each year.

The commission has the right to set up own evaluation system for received grant proposals. Practically, copies of all applications are sent to the members at least two weeks before the session. So they have time for a detailed study and can come up with own visions and suggestions on which projects should be supported or refused.

During the session they discuss each proposal and they have room for reasoning on their statements. At the end they vote: more than a half of them decides about assigning/not assigning the donation. In case of assigning they discuss the high of grant.

If some of the members are personally involved in a project, about which commission is voting at that moment, the member is out of voting.

In case of success, applicants receive the "Decision on providing a non-profit donation from the state budget of the Czech Republic for a certain year" [See Appendice 5]; containing conditions for grant administration, as well [See Appendice 6]. This Decision must be signed at first, and then the financial help can be paid out.

## **4.9 Evaluation of the project proposal Babyka**

In this phase the organization's effort ended up, because the designed grant proposal was refused although it was elaborated on the basis of all essential properties taken from the studied literature and materials.

The following text is the original statement from the semi-structured interview realized with the person responsible for the applied grant program at the Ministry of Culture, Mrs. Ing. Libuše Princová. It gives rational reasons why the proposal was refused even though it fulfilled all defined criteria for funding:

"The fact that the project Babyka - Journal of UCW was not chosen among the funded ones does not relate to the proposal quality at all. Formally, it was up to standards.

The main reason why it was refused, is especially a very low budget from the department of churches for cultural activities of civic organizations, which was for the year 2010 even considerably lowered comparing to previous years.

The commission received 67 applications, however only 15 were chosen. Among those only 164 000 CZK were divided. Other unsuccessful proposals were refused. However many of them, likewise as yours, were really interesting and would deserve funding too.

Because of the low budget, the commission settled very strict criteria according to which proposals were evaluated. For instance high importance was given to the range of social impact of the project, asked amount of the grant (too "expensive" projects did not have the chance to succeed) and also it preferred real "cultural activity" (such as exhibitions, festivals, etc.) to publishing a journal or book.

That is why proposal Babyka was refused."



By this statement Mrs. Ing. Libuše Princová only proved the second specified hypothesis, which says:

**“Even the perfect formulation of a grant proposal does not guarantee its success regarding award of the grant.”**

## 5 Observations and Recommendations

### 5.1 Observations and recommendations for writing a grant proposal

Findings stated in this subchapter are basically composed of three different sources:

1. The first one is the acquired information from study materials and brochures, advising on how to design a successful grant project, choose the right fundraiser and others concerning these issues.
2. The second one derives topics and observations obtained from the preparation of a grant project itself.
3. The third, very practical and professional source of information is a semi-structured interview [See Appendice 7] realized with Mrs. Ing. Libuše Princová, a representative of the chosen grant program from the Czech Ministry of Culture. She was always prepared to provide help on the basis of her own experience in an area of grant writing.

For a better orientation the text is divided into particular sections, consisting of individual project phases. In general, it can be further utilized as a useful study material for elaboration of a grant proposal.

#### 5.1.1 Project planning

The first and at the same time the most meaningful recommendation concerns the **project team**, represented as the "soul" of the project. Choosing and providing training to the right people, with suitable capabilities such as administrative ability, creativity, flexibility, communication skills, political savvy, integrity, moreover with

a responsible approach to fulfil assigned tasks is like halfway to success. Therefore it should not be neglected.

Notable conditions for a smooth team performance are: **being organized** in each case and **being aware** about particular tasks.

**Following the internal guidelines** can only simplify cooperation which is, among other things, important while searching for information.

**The project idea** is a start up engine of the whole process. Its analysis and subsequent detailed planning is therefore crucial for finding the right solutions. Project designers should not forget about that and let arisen enthusiasm to drive a potentially successful project. Just because there is money available, it does not mean that the project must be designed to obtain it.

One of the key questions at the beginning is also the **project duration**, influencing all other items and activities. Generally, during a longer time period results are reflected more obviously and so bring more positive assets to the society and to the grant applicants. Therefore, concentration on the projects with long lasting effects is mostly more advantageous than on those with short term ones.

### **5.1.2 Grant program**

It is very important to find out the **grant program that is similar to the project intention as much as possible**, because every time donors have a chance to choose from a wider spectrum of proposals than they can finance. To simplify the overall selection process, they use following as a criterion for the right decision: they predominantly prefer those projects that are closer to the initial program priorities.

A detailed study of **instructions for applicants** also helps to better orientation, while searching the right grant program for a certain project. It provides all important aspects to select a suitable financial provider: Basic information about the donor and the program, specifications of target groups, supported activities, incidental arrangements, specifications of applicants for financial support, amount of grant, and so on.

### **5.1.3 Proposal writing**

When thinking about the **title** as a signboard, a special attention should be paid to **its brevity** as well as its **accuracy**; go hand in hand with project's subject and specified goals. A big advantage is to come up with an **easily retaining title**, which states what topic is treated in the project.

Possibly, a non-participant can be the best evaluator who can say whether the title is inspiring enough to imagine the project itself.

It must be assured that grant proposal embraces all imposed properties. These should be correctly interlinked. That is why the **project scheme should be designed beforehand**. This clear overview make sure that some important attribute is not missing and helps to reveal possible non-cohesion among individual activities, goals and outcomes of the project.

Talking about particular **project properties**, each of them should be **clearly formulated**, because it represents the initial mission of the project.

**Specific goals** are developed to give a sort of advantage, because they appear as a supporting tool for more complex expression of a project's main goal and a better understanding of arisen project need.

The saying: look before you leap is in this case interpreted by the recommendation: **read through and edit for several times**, to assure that the technical side of the project is worked-out correctly, according to the specified donor's rules.

Finally, when the proposal is composed, applicant should again check whether it contains answers on all seven key questions: **What? Why? How? Who? With whom? For whom? How much?**

Before sending the application, the **last review by other non-involved people** is recommended. Their feedback is very important for the overall project level specification. If they do not immediately see its value and misunderstand its mission, there is a necessity for rewriting it.

#### **5.1.4 Budget of the project**

While setting up a budget, the assistance of **other people is always needed**. More participants mean: new ideas regarding cost saving and superior control over accounting.

Higher attention is attributed to the **financial conditions**, stated by the donor. Especially, accepted and non-accepted expenditures can help to omit grossing up applicant's own costs.

**Being specific** provides clearer overview of individual items.

#### **5.1.5 Project administration**

There should be **one team representative**, who:

- Handles all administrative duties;

- is in a contact with an eventual donor;
- bears in mind a calendar of important dates;
- manages grant application form and other needed documents.

This is the only the way how to follow and meet each deadline on time.

## 5.2 Other solutions for Babyka

With regard to the failure of prepared grant proposal the next advice will be: **never give up!** The actual loss can mean a possible victory some another time. Grant application process is a very specific matter conditioned by lots of circumstances and it should not be taken personally in any case. In fine, it is better to be interested in proper project formulation for the next time, than on the question why it failed this time.

As it was already mentioned by Mrs. Ing. Libuše Princová in the fourth chapter, the grant proposal Babyka fulfilled all defined criteria for funding. However it was refused because of the stated reasons. There is an unfavourable prediction about the rejection for the next year 2011 as well, because the budget from the Ministry will be even lowered.

So the UCW should take action and decides about another eventual donor or look for the ways how else the values, spread by the reading of the magazine, could be assured for the future.

In case of searching another appropriate financial provider for Babyka, two options appeal as the best ones: A **Grant calendar** issued and regularly updated by the association "neziskovky.cz", presents the list of all subjects, operating inside and outside the Czech Republic, providing grants for a non-profit organizations. The second option is the direct search for a financial support

through the website neziskovky.cz, in the section called "**Databáze finančních zdrojů**".<sup>32</sup>

Both of the possibilities were subject of the detailed search and a subsequent analysis of the best matched financial sponsors, which are finally listed as follows:

### **1. Slovak-Czech women's fund**

The Slovak - Czech Women's Fund announces its Open Call for proposals in order to support activities of Slovak and Czech women's rights non profit organizations. It is glad to support interesting projects focusing on pressing issues women and girls face in the Slovak and Czech Republics.<sup>33</sup>

### **2. F-Donation**

F-Donation supports publishing of evangelistic materials: Prospects, books, journals, CDs, DVDs, etc.<sup>34</sup>

### **2. The programme from the Czech Ministry of Culture: The library of 21<sup>st</sup> century**

This programme supports cultural, pedagogic and educational activities. Only the projects oriented on development of reading, life-long learning, publishing of publications, presentations, seminars, competitions and exhibitions, etc. will be integrated to the selection process.

The civic organizations registered according to the act N<sup>o</sup> 83/1990 Collection of laws in its valid version, can also participate in this grant program.<sup>35</sup>

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<sup>32</sup> Databáze finančních zdrojů. [Online]. <http://dbfz.neziskovky.cz/search.aspx>. [Quoted 2010-08-25]

<sup>33</sup> Slovak-Czech women's fund. [Online]. <http://www.womensfund.sk/blade/c/779/open-call-for-proposals.html>. [Quoted 2010-11-10]

<sup>34</sup> F-nadace. [Online]. <http://www.f-nadace.cz/vr2010/vr2010.htm>. [Quoted 2010-11-10]

<sup>35</sup> Ministerstvo kultury, odbor umění a knihoven. [Online]. [http://knihovnam.nkp.cz/docs/Podminky\\_K21-2011.pdf](http://knihovnam.nkp.cz/docs/Podminky_K21-2011.pdf). [Quoted 2010-11-10]

Nevertheless to search, finally find and then again apply for a new grant is too much time consuming and costly. The situation can be also solved faster and almost without any expenses.

The Union can switch to the online magazine version and start to publish some of Babyka's sections on its website; or manage the redirection link, which will be devoted only to Babyka itself. But this can happen only if they find some voluntary editor, because there will not be money for this position. This is less probable to accomplish, but still it is the option.

Anyway, this will work only with a younger generation of its readers. A lot of seniors still do not have access to the internet and moreover they do not know how to handle a computer. For those Babyka should still stay in a paper form, if not independently, then as a part of some similarly oriented magazine. Maybe there will not be so much space for all the sections but it will still be "alive", realizing its own mission and helping to enrich another magazine.

The arrangement of cooperation with the magazine called "Strom" is without a doubt seen as the best next step for Babyka. There is the chance to write own contributions concerning organization's activities and actual gender topics, issued on two pages of this magazine. Moreover articles for other sections are welcome, too.

The magazine Strom exists only from the summer of 2010. Its idea was supported by a grant from donation Renovabis. It is issued by the publisher also called Strom, from Olomouc, for people over age 50. In this journal Babyka can find an honorable place for its possible realization because both journals are similarly conceived and respect the same values.

To conclude, there is always the chance to make choice from more possibilities. If Babyka does not find its financial supervisor, it can still be accomplishing its mission in other ways. The online version for more technically equipped readers and the paper version for those who more enjoy the classic format.



## 6 Conclusion

Financial sources of organisations in the third sector are always a big question mark. One of the possible options how to alleviate this situation is the fundraising. It is an external source of financing obtained on the basis of an elaborated project.

Within the frame of this diploma thesis one such project was successfully worked out, aiming to help the others involved in the process of grant writing and provide practical example of participation in the public tender. In this case the public competition was announced by the Ministry of Culture of the Czech Republic.

The grant project concerns the journal *Babyka*, one of the key activities of a non-profit organisation, called the Union of Catholic Women. Its designing required a comprehensive literature analysis; moreover it was conditioned by fulfilling the criteria of an eventual donor, Czech Ministry of Culture.

However, as the final statement from the representative for this tender Mrs. Ing. Libuše Princová says: the project was technically correct, contained all important belongings but the commission decided to refuse it. The reasons were several: very low budget from the department of churches for cultural activities of civic organizations, too 'expensive' project, preferring real "cultural activity" (such as exhibitions, festivals, etc.) to publishing a journal or a book, and the scope of social impact of the project on the society.

Finally, the commission selected only 15 among 67 registered projects. Among them the amount of 164 000 CZK was split.

After the grant refusal, the organization's members have several other possibilities. They can apply for a grant once again, but from another donor.

However, this alternative is too time consuming and can mean just other costs. Better is to concentrate on two other alternatives which can be managed simultaneously: Some of Babyka's sections can find their place at the Union's website as well as they can be published in 'Strom', the journal oriented on people over age 50.

Nevertheless, the main goal of this thesis, to elaborate a successful grant project for a non-profit organisation and so prepare helpful guidelines for other grant applicants realizing in the third sector, was successfully achieved.

That results in another finding: besides the main goal, the supporting secondary goals were met, as well. The first one, highlighting the **literature search and study, strengthen by the practical experience from this area**, became the most useful tool for the composition of a qualitative project, containing all important information. The second one, **stressing the financial dependence of a non-profit organisation on fundraising** was proved by the fact that suggested changes, which were planned with the financial help of the Ministry, can not be performed without that. Moreover, looking at the annual accounting report, the predominant part of the organisation's external financial sources is obtained by fundraising.

Finally, all assumptions expressed in three defined hypothesis were confirmed, on the basis of an effort put to this work.

An incomplete grant project can not win any kind of public competition and even it can not be included among other technically correct competitive projects. That is why **the detailed design of all belonging properties is the most important premise for a successful grant project.**

The grant project Babyka meets all the defined criteria and contains all the essential items, although it does not have to win. Therefore **the perfect**

**formulation of a grant proposal does not guarantee its success regarding award of the grant.**

In case the project is not granted, there is a very low probability of its realization. In other words, **obtaining grants is an essential requirement for running non-profit activities.**

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## **8 Appendices**

**Appendice 1** Účetní správa 2009 [Accounting report 2009]

**Appendice 2** Babyka as an informational bulletin

**Appendice 3** Babyka as a journal

**Appendice 4** Žádost nestátní neziskové organizace o státní dotaci v roce 2010  
[Application of a non-state non-profit organisation for the state donation in the year 2010]

**Appendice 5** Rozhodnutí o poskytnutí neinvestiční dotace ze státního rozpočtu ČR na rok 2010  
[Decision about providing a non-profit donation from the state budget of the Czech Republic for a certain year]

**Appendice 6** Podmínky přidělení dotace, povinnosti příjemce dotace a podmínky zúčtování dotace  
[Conditions for grant administration]

**Appendice 7** Semi-structured interview with Mrs. Libuše Princová



## Appendice 1

ÚČETNÍ SPRÁVA 2009			
PŘIJMY		VÝDAJE	
CO	KOLIK	CO	KOLIK
členské příspěvky		kancelářské potřeby	15304
-Boskovice	4280	Cestovné	99983
-Brno	560	telefon, nájemné	51229
-České Budějovice	3000	Mzdy	
-Praha	9540	-účetní	15500
drobné dary	3267	-webové stránky	8000
příjmy ze zahraničí (České Budějovice)	40826	-sekretářka	15000
Grant Praha 1	50000	-redaktorka Babyky	20400
Grant Grundtvig	182834	-mzdové náklady na projekt P1	10000
čerpání GRU	110599	Babyka - distribuce a tisk	50129
Úroky	768	Reprezentace	
příspěvek na Babyku	32180	-Praha	3007
příspěvek na adopci a misie	26120	-České Budějovice	6518
<b>CELKEM:</b>	<b>463974</b>	-Boskovice	2209
		-Grundtvig	1080
		bankovní poplatky	6031
		dary na humanitární účely	29734
		Odpisy	7709
		poskytnuté členské příspěvky (Andante, ČŽL)	3930
		vyúčtování předpisu ke správci daně	450
		náklady na služby - Grundtvig	68146
		<b>CELKEM:</b>	<b>414359</b>

## Appendice 4

### Žádost o státní dotaci v roce 2010

#### obecná část

**Název poskytovatele dotace:**

Ministerstvo kultury, odbor církví

**Evidenční číslo:**

(doplní poskytovatel dotace)

**Název dotačního programu:**

Konkurz na podporu rozvoje  
náboženských a nábožensko-kulturních aktivit  
občanských sdružení

**Název projektu: BABYKA**

#### 1. Identifikační údaje o předkládající organizaci

**1.1. Název** Unie katolických žen

**1.2. Organizační forma** (forma právní subjektivity) Občanské sdružení

**1.3. Adresa**

Obec Praha 6	Kód obce	PSČ 160 00
Část obce Dejvice	Okres Praha 6	
Ulice Thákurova	č. p. 676	č. o. 3
Telefon/Fax 220181329		
E-mail <a href="mailto:ukz@volny.cz">ukz@volny.cz</a>		
Prezentace na Internetu - <a href="http://ukz.katolik.cz">http://ukz.katolik.cz</a>		

**1.4. IČO** 47608331

**DIČ** 006-47608331

**1.5. Číslo a datum registrace u MV**

(občanské sdružení) VS/1-5878/91-R, 19.3.1991

**1.6. Číslo účtu** 162584248/0300

**u peněžního ústavu** ČSOB

#### 2. Statutární orgán (statutární zástupci organizace)

Jméno, titul, funkce : Ludmila Mikulová, Mgr., předsedkyně

Kontaktní adresa : Zámecká 6, Chýnov, 391 55

Telefon : 776015257

Statutární orgán potvrzuje, že projekt schválil a doporučil k předložení do dotačního programu.

### 3. Charakteristika organizace s ohledem na dosavadní zaměření činnosti

#### 3.1 Typ poskytovaných služeb (provozovaných činností)

Unie katolických žen je občanské sdružení s celorepublikovou působností. Její členky vyvíjejí *společenské a kulturní aktivity* při jednotlivých farnostech. Významnější kulturně-sociální činnost je soustředěna v pobočkách Unie, a to v Praze, v Českých Budějovicích, v Ostravě a v Boskovicích. Unie se zapojuje do národního i mezinárodního ženského hnutí. Je členkou Evropské aliance katolických ženských organizací (Andante) a Světové unie evropských ženských organizací (WUCWO), která je členkou hospodářské a sociální rady OSN. Unie byla členkou České ženské lobby, se kterou dosud spolupracuje. Se svou činností se zaměřuje především na kulturně-sociální služby poskytované seniorům. Unie se zapojila do dvou mezinárodních projektů: „*Dobrovolná paliativní asistence seniorů starším občanům*“, který je realizován s podporou Evropského společenství (v rámci programu Grundtvig) a „*Péče o seniory*“ – e-learningový program realizovaný v rámci programu EU Leonardo da Vinci.

Teoretické poznatky z předchozích projektů uplatňují členky boskovické pobočky i prakticky jako dobrovolnice při domově důchodců v Boskovicích. Společně s klienty domova důchodců mimo jiné pletou obvazy, které jsou posílány do oblastí postižených leprou.

Pražská pobočka pořádá každý měsíc cestopisné přednášky nazvané „*Společenská odpoledne třetího věku*“, ve spolupráci s Českou křesťanskou akademií pro veřejnost pořádá cyklus přednášek „*Ženská spiritualita*“. Dvakrát ročně organizuje duchovní obnovy – v době adventní a době postní, které jsou veřejností velmi vyhledávané a hojně navštěvované.

Tyto akce jsou organizovány rovněž pobočkami v Brně, v Českých Budějovicích a v Ostravě.

Populárními aktivitami, nejen pro členky Unie, jsou zájezdy a poutě po Čechách i do zahraničí (např. spolupráce budějovické pobočky s německou ženskou organizací KDFB).

K aktualitám v ženském hnutí vydává Unie dvouměsíčník „*Babyka*“.

#### 3.2 Cílové sociální kategorie, jimž jsou služby určeny

d/ senioři

m/ jiné: čtenáři a čtenářky ze všech českých a moravských farností

### **3.3 Další projekty realizované předkládající organizací v minulém kalendářním roce**

- 1) Jednička pro rok 2008 – přednáškový cyklus „Společenská odpoledne třetího věku“ (grant od MČ Praha 1)
- 2) Sborník přednášek z cyklu „Ženská spiritualita“ (druhé vydání, r. 2007)
- 3) Grundtvig EU – Dobrovolná paliativní péče asistence seniorů starším občanům (víceletý projekt)
- 4) Leonardo da Vinci EU – AgroTourNet (E-learningový projekt na podporu podnikání v agroturistice)
- 5) „Počítač nekouše“ (počítačový kurz pro seniory realizovaný z grantu Ministerstva zemědělství)

## **4. Působnost organizace**

### 4.2. Celostátní

## **5. Počet placených pracovníků v organizaci**

### **5.1. celkový počet placených pracovníků 4**

### **5.2. přepočtený počet placených pracovníků 0 (vše externí spolupracovníci na DPP)**

## **6. Údaje o projektu, na který je žádána státní dotace**

### **6.1. Přesný název projektu BABYKA-List Unie Katolických žen**

### **6.2. Doba realizace projektu: od leden 2010 do únor 2010**

(realizace může trvat déle než jeden rozpočtový rok)

### **6.3. Byl projekt dotován ze státního rozpočtu v minulém kalendářním roce?**

Ne

### **6.4. Zařazení projektu k příslušné hlavní oblasti státní dotační politiky vůči NNO pro rok 2010**

b/ rozvoj, podpora a prezentace kultury, ochrana kulturního dědictví

f/ preventivně výchovné a vzdělávací činnosti

g/ podpora rovných příležitostí žen a mužů

k/ vzdělávání a rozvoj lidských zdrojů

l/ informační společnost

m/ projekty s náboženskou tematikou

### **6.5 Základní idea a stručný obsah projektu** Babyka je časopis vydávaný občanských sdružením UKŽ jako periodikum každé dva měsíce. Až dosud byl

distribuován jako interní zpravodaj členkám naší organizace. Zamýšlenými změnami bychom chtěli dostat časopis Babyka mezi mnohem širší okruh čtenářů a čtenářek. Projekt se týká prvního – „nultého“ vydání Babyky v nové podobě a její distribuce do všech 539 farností v ČR. Hlavní myšlenkou připravovaných změn bude rozšíření časopisu o nové rubriky, které na jedné straně zaktivní vztah s čtenářkami i čtenáři a poskytnou více prostoru pro jejich podněty. Změny se budou týkat také grafické úpravy a designu, protože je nezbytné, aby potenciální čtenáře upoutala jak primárně obálka, tak následně i každá strana časopisu. Perspektivním cílem je, aby byla Babyka ve farnostech a dalších místech v budoucnu prodávána a byla tak plně samofinancovatelná.

#### **6.6 Realizátor projektu (řešitel)**

Jméno, titul, funkce : JUDr. Marie Boháčová, místopředsedkyně UKŽ

#### **6.7 Počet přepočtených pracovníků zajišťujících realizaci projektu 4**

#### **6.8 Počet dobrovolníků podílejících se na realizaci projektu 8**

### **7. Základní údaje o rozpočtových nákladech na projekt**

#### **7.1. Celkové náklady projektu 73 420 Kč**

Neinvestiční náklady celkem 73 420 Kč

Z toho osobní náklady (mzdy, pojistné, ostatní osobní náklady) 19 550 Kč

Z toho materiální náklady (DHM) 500 Kč

Z toho nemateriální náklady (služby) 53 370 Kč

Investiční náklady celkem 0 Kč

#### **7.2. Výše požadované dotace celkem 32 150 Kč..... tj. max. 43,8 %**

Neinvestiční dotace celkem 32 150 Kč

Z toho osobní náklady (mzdy, pojistné, ostatní osobní náklady) 12 750 Kč

Z toho materiální náklady (DHM) 200 Kč

Z toho nemateriální náklady (služby) 19 200 Kč

Investiční dotace celkem 0 Kč

#### **7.3. Vlastní podíl organizace na financování projektu (pokud se organizace podílí vlastními příjmy, např. z členských příspěvků nebo z příjmů z poskytovaných služeb)**

V celkové částce 36 270 Kč

V % : 49,4 %

#### **7.4. Podíl krajských, magistrátních nebo obecních úřadů na financování projektu (předpoklad)**

Název ..... částka ..... % .....

**7.5. Podíl dalších subjektů** (podnikatelské organizace, nadace, nadační fondy apod.) **na financování projektu** (předpoklad)

Název drobní inzerenti ..... částka 10.000 ..... % 13,6 % .....

**7.6. Podíl zahraničních zdrojů na financování projektu** (předpoklad)

Název kfd (německá org.) ... částka 5. 000 ..... % 6,8 % .....

**8. Údaje o celkových příjmech a výdajích organizace v předcházejícím kalendářním roce**

**8.1. Příjmy od odběratelů služeb celkem** 59 092 Kč

**8.2. Příspěvky krajských, magistrátních, obecních úřadů** 75 000 (MČ Praha 1)

**8.3. Dary nadací, z podnikatelské sféry apod.** (uvedení částky a názvu nadace či jiného subjektu) 0 Kč

**8.4. Příjmy z členských příspěvků** 30 700 Kč

**8.5. Další příjmy** 213 900 Kč (evropské projekty)

41 757 Kč (sbírka členek na misie)

762 Kč (úroky z bank. účtů)

**8.6. Celkové výdaje v kalendářním roce** 450 470 Kč

- 9.** Příjemce dotace (právnícká i fyzická osoba) souhlasí se zveřejněním identifikačních údajů o jeho osobě a výši poskytnuté dotace v dálkově přístupném informačním systému poskytovatelů (CEDR), který spravuje ministerstvo financí.

.....

Datum

.....

Podpis

## Appendice 5

<b>Ministerstvo kultury</b>								
Maltézské náměstí 471/1, Praha 1 - Malá strana								
vydává podle § 14 zákona č. 218/2000 Sb., rozpočtová pravidla, ve znění pozdějších předpisů,								
<b>Rozhodnutí č. XX/YYYY/2010</b>								
<b>o poskytnutí neinvestiční dotace ze státního rozpočtu ČR na rok 2010</b>								
Příjemce dotace:								
IČO:								
Ulice:								
Město:						PSČ:		
Kraj:						kód okresu:		
Telefon/fax:					E-mail:			
Statutární zástupce:								
Číslo registrace u MV:								
Bankovní spojení:								
Dotace bude poskytnuta:	převodem na běžný účet příjemce							
Výše dotace:								
Název programu:	Program na podporu rozvoje náboženských a nábožensko-kulturních aktivit.							
Název projektu:								
Účelové určení dotace:	Zvýšit informovanost a zájem o náboženskou a kulturní oblast vymezenou činností církví a náboženských společností registrovaných v ČR prostřednictvím činnosti občanských sdružení.							
Cíl dotace:								
Celkový rozpočet projektu:		Rozpočet dotace:				Platební kalendář:		

Provozní náklady	(zde se vyplní, na co má být)			měsíc/2010		
Honoráře	(dotace konkrétně použita)					
Ostatní osobní náklady						
Cestovné						
Propagace						
Celkem:		Celkem:		Celkem:		
Podíl dotace ze státního rozpočtu na financování projektu				<b>70 % z celkových skutečných nákladů</b>		
(v % jako max. podíl):				na jeho realizaci		



## Appendice 6

### Podmínky přidělení dotace, povinnosti příjemce dotace a podmínky zúčtování dotace

1. Příjemce neinvestiční dotace (dále jen „dotace“) je povinen celý projekt (příp. etapu) zrealizovat a profinancovat nejpozději do 31.12.2010.
2. Příjemce je povinen zrealizovat projekt ve schváleném rozsahu a kvalitě.
3. Příjemce dotace je povinen uvádět na všech propagačních materiálech souvisejících s realizací projektu, na který byla dotace poskytnuta, že se tento projekt uskutečňuje za finanční podpory Ministerstva kultury.
4. Příjemce dotace je povinen vést řádné a oddělené sledování přijatých a použitých dotací v účetnictví.
5. Příjemce dotace je povinen **písemně oznámit změnu všech identifikačních údajů** uvedených v předložené žádosti v průběhu období, na které byla dotace poskytnuta, a to do 14 dnů od této změny.
6. Příjemce dotace je povinen vydat a na vyžádání zaslat výroční zprávu o svých aktivitách v rozpočtovém období, v němž mu byla dotace poskytnuta. Ve výroční zprávě musí být zejména uveden přehled všech akcí v daném kalendářním roce, přehled o jejich nákladech a výnosech, údaje o dotacích od orgánů státní správy a samosprávy apod. Příjemce je povinen vydat výroční zprávu nejpozději do 30.6.2011.
7. Příjemce dotace je před případným zánikem povinen přednostně vypořádat vztahy se státním rozpočtem.
8. Příjemce dotace je povinen vyhotovit v rámci účetní závěrky **vyúčtování dotace** v návaznosti na vyhlášku č. 52/2008 Sb., kterou se stanoví zásady a termíny pro finanční vypořádání vztahů se státním rozpočtem, státními finančními aktivy nebo Národním fondem, a **vyúčtování předložit do 90 dnů po ukončení dotované akce/činnosti**, nejpozději do 31.1.2011, odboru církví Ministerstva kultury. Předložení vyúčtování po stanoveném termínu bude posuzováno jako méně závažné porušení podmínky, bude-li předloženo do 15.2.2011. Vyúčtování dotace bude obsahovat vyčíslení všech skutečně dosažených příjmů a všech skutečně vynaložených nákladů na realizaci projektu s rozpisem na jednotlivé nákladové položky a s vyznačením položek hrazených z dotace **v podobě přiložené tabulky**. K vyúčtování budou přiloženy **fotokopie účetních dokladů dosvědčující použití dotace** (tyto účetní doklady musí obsahovat náležitosti stanovené zákonem o účetnictví) **a fotokopie dokladů o zaplacení** (tj. bankovního výpisu nebo pokladního dokladu).

9. Příjemce dotace je povinen vrátit nevyčerpané prostředky na účet Ministerstva kultury, ze kterého byla dotace poukázána, a to nejpozději do 15.2.2011 nebo do 30 dnů od oznámení o odstoupení od projektu nebo jeho ukončení (pokud se projekt neuskuteční nebo je ukončen v průběhu roku). Po 31.12.2010 se nevyčerpané prostředky vrací na účet Ministerstva kultury č. 6015-3424001/0710.

10. Příjemce je povinen dotaci ze státního rozpočtu používat hospodárně a efektivně.

11. V případě, že příjemce dotace nepředloží ve stanoveném termínu vyúčtování poskytnuté dotace a neodvede-li nevyčerpané prostředky z dotace do státního rozpočtu, vztahují se na příjemce sankce podle příslušných platných právních předpisů a nebude mu poskytnuta případná dotace na následující rozpočtový rok.

12. Ministerstvo kultury je oprávněno provádět u příjemce dotace kontrolu finančního hospodaření a dalších skutečností potřebných pro posouzení, zda jsou dodržovány podmínky stanovené tímto rozhodnutím.

13. Z dotace nelze hradit výdaje na mzdy funkcionářů, pohoštění, dary, dále náklady spojené se zahraničními cestami, pokud nejsou součástí programů vyhlášených Ministerstvem kultury, investiční náklady, a také veškeré provozní náklady, které přímo nesouvisí s realizací projektu. Dotace může být použita na úhradu mzdových nákladů, včetně odvodů zaměstnavatele, které jsou odměnou za realizaci schváleného projektu.

**14. Z dotace je možné krýt maximálně 70 % celkových skutečných nákladů na realizaci projektu. Na úhradu nepřímých (režijních) nákladů přímo souvisejících s realizací projektu je možné z dotace použít maximálně 2 000,- Kč. Dojde-li k úspoře finančních prostředků, má se za to, že došlo k úspoře prostředků státního rozpočtu. Pokud bude realizací dotovaného projektu dosaženo faktického zisku, je tento příjmem státního rozpočtu, a to až do výše poskytnuté dotace.**

15. Příjemce není oprávněn financovat z prostředků poskytnuté dotace jiné fyzické nebo právnické osoby s výjimkou těch, které poskytují výkony a služby, spojené s realizací schváleného projektu (např. své organizační složky), a to podle schváleného rozpočtu dotace (nelze tedy převádět prostředky jinému subjektu na základě smlouvy o sdružení, realizaci akce, spolupořadatelství apod.).

16. Dotace je poskytována účelově, a lze ji tudíž použít jen na účel uvedený v rozhodnutí. Současně je potřeba dodržet výši a skladbu nákladů týkajících se poskytnuté dotace tak, jak byly v rozhodnutí schváleny. **Případné změny údajů v tomto rozhodnutí lze provést na základě písemné žádosti příjemce dotace vydáním nového rozhodnutí. O změnu rozhodnutí lze odbor církví Ministerstva kultury požádat nejpozději do 31.12.2010.**

17. Řízení o odnětí dotace může být zahájeno podle § 15 zákona č. 218/2000 Sb., o rozpočtových pravidlech, ve znění pozdějších předpisů.

**18. Příjemce dotace je povinen zaslat spolu s vyúčtováním dotace (viz bod 8) závěrečnou zprávu o čerpání dotace.**

19. Příjemce dotace souhlasí se zveřejněním informací o poskytnuté dotaci.

**Poučení:**

Proti tomuto rozhodnutí není podle § 14 odst. 3 zákona č. 218/2000 Sb., odvolání přípustné. Nedodržení (porušení) daných podmínek pro poskytnutí a nedodržení podmínek pro použití těchto prostředků je klasifikováno jako neoprávněné použití peněžních prostředků státního rozpočtu (§ 3 písm. e) zákona č. 218/2000 Sb.). Porušení povinnosti vrácení je klasifikováno jako zadržování peněžních prostředků poskytnutých ze státního rozpočtu (§ 3 písm. f) zákona č. 218/2000 Sb.).

<b>Za Ministerstvo kultury</b>			
Bankovní spojení:	5805-3424-001/0710	Ze dne:	
<b>Odbor:</b> odbor církví	<b>Jméno:</b> Ing. Pavla Bendová ředitelka odboru církví  <b>Podpis:</b>	<b>Razítko:</b>	
Za správnost :	Ing. L. Princová		
<b>Za dotovaný subjekt</b>	Datum: Razítko a podpis:		

## **Appendice 7**

### **Co vše je podle vás potřebné pro napsání úspěšného grantového projektu?**

Pro napsání úspěšného grantového projektu je třeba, aby byl zpracován pečlivě, nebyly v něm žádné formální nedostatky a aby z popisu projektu byl zřejmý význam či přínos daného projektu. Vše ostatní pak záleží na komisi. Každopádně hlavní je obsah daného projektu, takže i sebelépe napsaný projekt zdaleka nemusí být vybrán. Časté omyly – formální chyby plynoucí z nepozorného čtení formuláře žádosti, někdy i příliš stručný popis projektu (ale není potřeba se zase rozepisovat na dvě stránky).

### **Byl projekt po formální stránce v pořádku?**

To, že projekt "Babyka" Unie katolických žen, zaslaný do konkurzu na podporu rozvoje náboženských a nábožensko-kulturních aktivit občanských sdružení nebyl grantovou komisí vybrán, nesouvisí s kvalitou zpracování projektu - po formální stránce projekt splňoval všechny předepsaná kritéria.

### **Co bylo důvodem toho, že projekt Babyka u komise neprošel?**

Hlavním důvodem nevybrání projektu je zoufale nízký rozpočet odboru církví na kulturní aktivity občanských sdružení, který pro rok 2010 byl ještě podstatně snížen oproti předchozím letům. Do výše zmíněného konkurzu se přihlásilo celkem 67 projektů, vybráno bylo - jak je patrné z tabulky na našich internetových stránkách - 15 projektů, mezi něž bylo rozděleno 164 tis. Kč. Zbýlých 52 projektů dopadlo stejně jako projekty Unie katolických žen, přestože mnohé z nich byly velmi zajímavé a finanční podporu by jistě zasloužily.

### **Jaké kritéria si komise zvolila za rozhodující?**

Komise si hlavně z důvodu tak malého rozpočtu stanovila dost přísná kritéria, podle nichž projekty hodnotila - např. šíři společenského dopadu akce, výši požadované dotace (příliš "drahé" projekty tak neměly moc šancí), a také

upřednostňovala opravdovou "kulturní aktivitu" (typu výstav, poutí, festivalů,...) před vydáváním časopisu či vydáním knížky. Proto Babyka nebyla vybrána.

**Myslíte, že by to Unie mohla znova o rok zkusit?**

Ani v roce 2011 nebude rozpočet odboru na kulturní aktivity příznivější, takže je více než pravděpodobné, že časopis BABYKA u komise opět neprojde.