

Czech University of Life Sciences Prague

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Diploma Thesis

**Non-state actors and the EU: cooperation platforms on
migration in the EU decision making process**

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CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

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Non-state actors and the EU: cooperation platforms on migration in the EU decision making process

Objectives of thesis

The main purpose of this diploma thesis is to examine the level of participation of Czech NGOs active in the field of migration in European/International platforms on migration, determine the current model of cooperation and coordination and analyse their cooperation mechanisms towards major decision-making institutions of the EU. In the conceptual framework of the Multilevel Governance Theory, three main research questions are set to analyze the process: Hypothesis 1: In order to promote their interests, national Non-Governmental Organizations form/participate in international/European platforms through which they try to pursue their goals.

Specific goals: to examine key players in the process, to define major goals, to determine prevailing coordination mechanisms, their functions and tasks as well as the commonly used form/s of cooperation. Hypothesis 2: national NGOs try to influence policy making in the field of migration at EU level through the mediation of specific platforms. Partial goals: to identify key players at the EU level (target of negotiations), to determine main outcomes of negotiations, to analyse major obstacles in the process. Hypothesis 3: in the context of the Multilevel Governance, a cooperation between NGOs on horizontal as well as vertical levels is crucial in order to achieve the given goals.

Methodology

As the conceptual framework, the Multilevel Governance Theory will be applied.

The theoretical part of the thesis builds on current literature review, identifying main trends and research questions of the issue. Relevant strategies and concepts will be analysed (primary sources analysis). In order to verify the examined research questions, a qualitative survey using semi-structured interviews will be applied. Conclusions are based on the synthesis of the theoretical literature review in confrontation with the verifications of the hypotheses. Finally, recommendations for a more effective use of coordination between respective players (NGOs, Platforms, national administration, European decision-making institutions) will be proposed.

The proposed extent of the thesis

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Keywords

non-state actors, migration, decision-making in EU

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Declaration

I declare that I have worked on my diploma thesis titled „Non-state actors and the EU: cooperation platforms on migration in the EU decision making process“ by myself and I have used only the sources mentioned at the end of the thesis. As the author of the diploma thesis, I declare that the thesis does not break copyrights of any their person.

In Prague on 31.3.2021

A handwritten signature in black ink, appearing to read 'Popelova', is written on a small, light-colored rectangular piece of paper.

Acknowledgement

I would like to thank the supervisor PhDr. Blanka Wurst Hašová, Ph.D. for her valuable advice, willingness and time devoted to me in consulting this thesis. Many thanks also go to the respondents. Last but not least, I would like to thank family and friends for their support.

Non-state actors and the EU: cooperation platforms on migration in the EU decision making process

Abstract

The diploma thesis examines the level of participation of Czech non-governmental organizations operating in the field of migration in national and international decision-making processes. For deeper insight into the issue and final comparison, the research was focused not only on Czech but also on German non-profit organizations.

The aim of this thesis is to confirm or refute three predetermined hypotheses that describe the current model of coordination and analyze the effectiveness of mutual cooperation of non-profit organizations at the national and international level.

The partial goals of the thesis were to verify whether non-profit organizations enter national and international platforms in order to achieve their goals. Furthermore, the thesis examines whether non-profit organizations try to influence migration policy at the national and European level through specific platforms. Last but not least, the thesis examined whether, in the context of multilevel governance, it is essential for non-governmental non-profit organizations to cooperate on a horizontal and vertical level in order to achieve the set goals.

The results of the thesis are based on a review of primary literature and semi-structured interviews, which were conducted with representatives of non-profit organizations in the Czech Republic and Germany. Data were analyzed using comparative analysis. The result of the research provides recommendations for more effective involvement of Czech non-profit organizations in decision-making processes at the national and international level.

Keywords: Non-state actors, Migration, Decision-making, EU, Integration, Civil society

Nestátní subjekty a EU: kooperační platformy v oblasti migrace v rozhodovacím procesu EU

Abstrakt

Diplomová práce zkoumá úroveň účasti českých nevládních organizací působících v oblasti migrace v národních a mezinárodních rozhodovacích procesech. Pro hlubší vhled do problematiky a výslednou komparaci byl výzkum zaměřen nejen na české ale také na německé neziskové organizace.

Cílem práce je potvrdit nebo vyvrátit tři předem stanovené hypotézy, které popisují současný model koordinace a analyzují efektivitu vzájemné spolupráce neziskových organizací na národní a mezinárodní úrovni.

Díličními cíli práce bylo ověřit, zda neziskové organizace vstupují do národních a mezinárodních platforem za účelem dosažení svých cílů. Dále je v práci zjišťováno, zda se neziskové organizace prostřednictvím konkrétních platforem snaží ovlivňovat migrační politiku na národní a evropské úrovni. V neposlední řadě bylo v práci zkoumáno, zda je v kontextu víceúrovňové správy věcí veřejných pro dosažení stanovených cílů zásadní, aby nevládní neziskové organizace spolupracovaly na horizontální i vertikální úrovni.

Výsledky práce vychází z rešerše primární literatury a semistrukturovaných rozhovorů, které byly provedeny s představiteli neziskových organizací v Česku i Německu. Data byla analyzována pomocí komparační analýzy. Výsledkem výzkumu jsou doporučení pro efektivnější zapojení českých neziskových organizací do rozhodovacích procesů na národní i mezinárodní úrovni.

Klíčová slova: Nestátní subjekty, Migrace, Rozhodovací proces, EU, Integrace, Občanská společnost

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List of abbreviations

ANZUS	Australia, New Zealand, United States
APEC	Asia-Pacific Economic Cooperation
ASEAN	Association of SouthEast Asian Nations
CEAS	Common European Asylum System
CJEU	Court of Justice of the European Union
CoE	Council of Europe
EESC	European Economics and Social Committee
EC	European Commission
ECRE	European Council on Refugees and Exiles
EU	European Union
FDOS	Federal Defense Order Service
GDP	Gross Domestic Product
HIGO	Hybrid International Governmental Organization
IETF	Internet Engineering Task Force
IGO	International Governmental Organization
INGO	International Non-Governmental Organization
IMF	International Monetary Fund
NATO	North Atlantic Treaty Organization
NGO	Non-Governmental Organization
NPO	Non-Profit Organization
NSA	Non-state actors
SCCF	Special Climate Change Fund
SDGs	Sustainable Development Goals
TCO	Transnational Corporate Organization
TGO	Trans-Governmental Organization
TNCO	Transnational Non-Corporate Organization
TNO	Transnational Organization
UK	United Kingdom
UN	United Nations
UNHCR	The United Nations Refugee Agency

1 Introduction

The diploma thesis deals with the non-profit organizations working in the field of migration and the decision making process. Migration is a present phenomenon and the refugee crisis that started in 2015 affects or will affect each of us to some extent. The work of non-profit organizations in this sector is extremely important because as independent non- governmental institutions they have the power to help where the state aid is insufficient or ineffective.

The thesis examines the level of participation of Czech non-governmental organizations operating in the field of migration in national and international decision-making processes. For deeper insight into the issue and final comparison, the research was focused not only on Czech but also on German non-profit organizations.

The aim of this work is to confirm or refute three predetermined hypotheses that describe the current model of coordination and analyze the effectiveness of mutual cooperation of non-profit organizations at the national and international level.

The partial goals of the thesis were to verify whether non-profit organizations enter national and international platforms in order to achieve their goals. Furthermore, the thesis examines whether non-profit organizations try to influence migration policy through specific platforms at the national and European level. Last but not least, the thesis examined whether, in the context of multilevel governance, it is essential for non-governmental non-profit organizations to cooperate on a horizontal and vertical level to achieve the set goals.

The results of the work are based on a search of primary literature, especially the annual reports of individual organizations and semi-structured interviews, which were conducted with representatives of non-profit organizations in the Czech Republic and Germany.

The diploma thesis is divided into three main parts. The first part is theoretical and deals with the sources of relevant literature, methodological procedures in research, the definition of basic terms and the theoretical anchoring of research questions. The second part is devoted

to research. In the third part, there is an evaluation of the obtained results and subsequent analysis of the data using comparative analysis.

The result of the research are recommendations for more effective involvement of Czech non-profit organizations in decision-making processes at the national and international level.

2 Objectives and Methodology

2.1 Objectives

The main purpose of this diploma thesis is to examine the level of participation of Czech and German NGOs active in the field of migration in European platforms on migration, determine the current model of cooperation and coordination and analyse their cooperation mechanisms on a national level and towards major decision-making institutions of the EU. In the conceptual framework of the Multilevel Governance Theory, three main research questions are set to analyze the process.

Hypothesis 1: In order to promote their interests, national non-governmental Organizations form/participate in international/European platforms through which they try to pursue their goals.

Specific goals: To examine key players in the process, to define major goals, to determine prevailing coordination mechanisms, their functions and tasks as well as the commonly used form/s of cooperation.

Hypothesis 2: National NGOs try to influence policy making in the field of migration at the EU level through the mediation of specific platforms.

Partial goals: To identify key players at the EU level (target of negotiations), to determine main outcomes of negotiations, to analyse major obstacles in the process.

Hypothesis 3: In the context of Multilevel Governance, cooperation between NGOs on horizontal as well as vertical levels is crucial in order to achieve the given goals.

The conceptual framework, the Multilevel Governance Theory will be applied.

2.2 Methodology

The first part of the thesis deals with the theoretical basis and explanation of important concepts that are relevant to the topic. Theoretical knowledge is based primarily on a detailed review of primary and secondary sources of literature.

The practical part of the thesis is based on semi-structured interviews (Hendl, 2005) with representatives of relevant NGOs. In order to verify the examined research questions, a qualitative survey using semi-structured interviews was applied. All interviews were conducted with competent representatives of relevant non-profit organizations.

The condition for selecting the organization was the activity in the field of migration. At the same time, the non-profit organization had to have at least one of its migration programs focused on the home country. Five organizations came from the Czech Republic and five organizations came from Germany. When selecting organizations, emphasis was also placed on their diversity in terms of size, number of employees and experience in the field of migration. One interview was conducted with representatives of the Consortium of Migrants Assisting Organizations platform for a better insight into the topic.

During the interviews, emphasis was placed on preserving all scientific requirements. No guiding or suggestive questions were used in the interviews. The interviews were recorded for later analysis. Under the code of ethics, post-processing interviews were stored in such a way that no third party could access them. The primary languages of the research were Czech, German and English, all data in this diploma thesis were subsequently translated into English.

However, since semi-structured interviews can be somewhat subjective in the research itself, methodological triangulation was used, which uses a combination of different methods for analysis and subsequent interpretation in an effort to maintain the objectivity of the research (Vojtíšek, 2012). In this case, a combination of interviews with representatives of non-profit organizations and interviews with representatives of the national platform was used, as well as a thorough study of primary literature sources.

Conclusions are based on the synthesis of the theoretical literature review in confrontation with the verifications of the hypotheses.

Finally, recommendations for more effective use of coordination between the respective players (NGOs, Platforms, national administration, European decision-making institutions) are proposed on the basis of a comparison of the information found between the Czech and German sides.

3 Literature Review

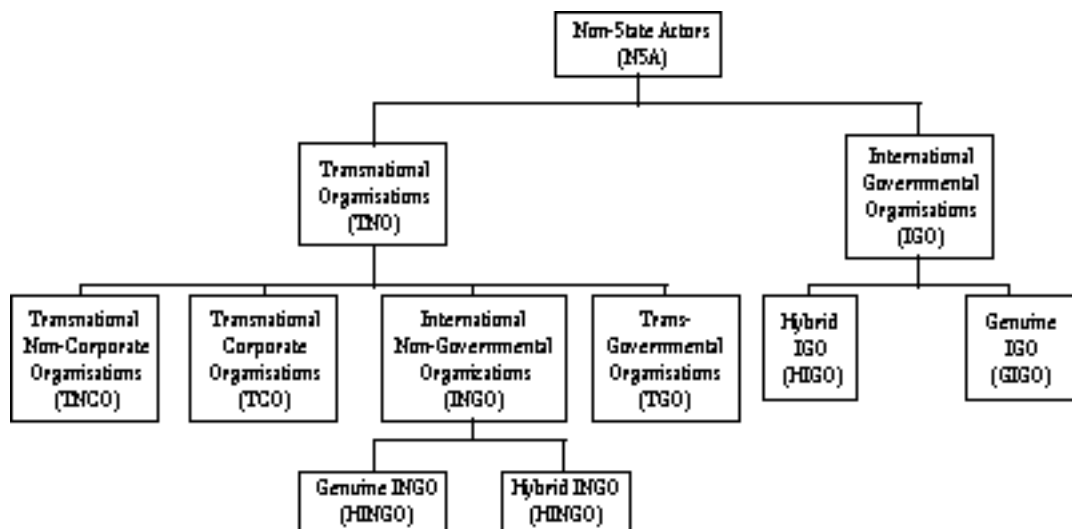
In this part, the theoretical framework of the thesis is described and anchors the basic concepts in the field of non-state actors in the context of Global Governance, Institutions of the EU and The phenomenon of Migration. Unified definition and acquisition of these concepts is key to understanding the context of the research part of this thesis.

3.1 Non- state actors in the context of Global Governance

3.1.1 Definition of Non-state actors

The term non-state actors generally include all entities in international relations, that are simply not states. It includes individuals and entities such as local, sub-regional, regional, national and global institutions and organizations. However, these non-state entities cannot be identified according to sociological features, because they include corporations, non-governmental organizations, multinational corporations, trade associations from international organizations and institutions. Non-state actors also include terrorist groups and transnational criminal organizations (Alston, 2005).

Chart 1 Non-state actors



Source <http://poli.vub.ac.be/publi/pole-papers/pole0104.htm>)

Non-state actors can be formally classified into two categories. The first of these categories is international organizations or formations of states or entities at a lower level, e.g. federal states. Non-state actors from this group in most cases retain governmental characteristics (Arts, 2001).

The second group can be characterized as a group of private actors. Some of these actors are recognized by states or are interdependent on state organizations. Others are freely organized across national borders and distance themselves from any form of state dependence (Arts, 2001).

Due to globalization, non-state actors are gaining more and more importance in the field of international relations. This is despite the fact that the concept of a non-state entity is not a legal entity and many non-state actors do not achieve legal capacity. However, non-state actors and their significance for international law cannot be underestimated. Even though they do not achieve legal capacity, they have a significant effect on actors on the international scene, who do achieve it (Yamamoto, 1999).

Social science research provides sufficient evidence of the impact of NGOs, companies and individuals on global issues. The emergence of multi-level governance systems also contributed to the increase in the influence of non-state actors, mainly due to the fact, that thanks to the implementation of multi-level governance, the traditional national autonomy of governments is undergoing a fundamental change (Alston, 2005).

3.1.2 Non-state actors and International relations

One of the platforms on which non-state actors play an important role are international relations. International relations need several actors for their function. These actors can be states, entities or persons that play a key role in these relations. There are two kinds of main actors in the field of international relations. States and non-state actors (Arts, 2001).

States are territories governed by the government and they are historically regarded as the most important actors in international relations. Despite the fact that states are still considered a key player in the field of international relations. During the 20th century, the role of states has weakened. Nowadays, they are strongly influenced by a number of other factors for example by non-state actors (Yamamoto, 1999).

Non-state actors had become key actors in the twenty-first century, operating in many different fields, from conflict mediation, development and humanitarian aid to highlighting major issues in various areas, such as human rights. At the same time, non-state actors have implications for contract-based governance, where the state sets the direction, while the market and civil society are practically pursuing the policy, refraining from a centric approach and involving more actors in the governance process (Arts, 2001).

The existence of non-state actors in the field of international politics is indisputable. The main question is, whether non-state actors have the power to influence international decision-making processes and whether they can truly shape the global policy agenda. In order to enter public affairs and influence decision-making processes, every entity needs to fulfil two conditions. First, it must have power, and second, it must have influence. While power conditions the influence and vice versa. Both of these features can be available to non-state actors (Yamamoto, 1999).

Today, one of the very important dimensions of power is the ownership and control of information. Furthermore, the ability to disseminate new information and ideas that directly and indirectly influence the behaviour of other actors can become a determining feature of international political cooperation and decision-making processes. It is the specific knowledge, expertise and information that non-state actors possess as the main source of their power. For this reason, political actors are turning to non-state actors for a better understanding of the issue. Ownership of valuable information and knowledge gives non-state actors legitimacy, which can be used to achieve their goals. It was the possession of important strategic information that helped non-state actors enter the UN system (Alston, 2005).

Currently, these organizations are part of the so-called early warning system and can thus warn the international community before the problem becomes critical. Non-state actors also preventively inform the UN about potential disasters, famine, the growing threat of conflict or famine. Unlike nation-states, they do not have weapons, which means that they must rely on soft power to pursue their goals. Through information, expertise and moral authority, they

influence not only the general public but also high political leaders and governments (Arts, 2001).

One of the proofs of the influence of non-state actors is that states respect NGOs. An indicator of this respect may be, for example, that international agreements reflect their goals. If they influence international negotiations, the views expressed by non-state actors during the negotiations will logically also appear in the text of the final agreement. The influence and power of non-state actors can also be assessed according to their negotiation skills and accessibility of their information to state actors. If the delegates of certain countries do not have access to information and expertise of non-state actors, then it is logically not possible for non-state actors to influence the decision-making process (Arts, 2003).

The power of non-state actors therefore lies in gathering and consciously passing on valuable information to important political decision-makers. Thanks to specific knowledge and information, non-state actors are currently indispensable for political actors (Arts, 2003).

The influence of non-State Actors examines whether negotiators discuss topics they proposed, how will the provided information affect the actions of the actors, and whether the final version of international agreements contains their proposals. Influence is abstract and difficult to measure, yet based on certain indicators, such as the effectiveness of NGOs' negotiations, promotion of certain terminology, international appreciation or influencing the resulting agreement. Based on these we can assume how influential and powerful NGOs are (Arts, 2003).

3.1.3 Global Governance

Global governance serves to bring together different actors. These actors then jointly coordinate projects at a global level. The goal of global governance is primarily to provide security, peace, conflict mediation and justice systems. Catastrophic risk management is also a key activity of global governance. At the economic level, global governance is concerned

with maintaining functioning markets and creating uniform standards for industry and trade (Global Challenges Foundation, 2020).

As an example, one of the key institutions responsible for global governance is the United Nations. The main goal of the UN has been to maintain global security through the Security Council since its inception. Over the years, number of other mandates have been added to this main goal. For example, the UN is currently resolving international legal issues, through the International Court of Justice and it also works through affiliated agencies to ensure greater prosperity (Global Challenges Foundation, 2020).

But it is not only the UN that plays a key role in global governance. Organizations with a key role include, for example, Bretton Woods institutions such as the IMF or the World Bank. Global governance is also influenced by intermediate bodies that are responsible for regional coordination, such as ASEAN or the EU. These subjects form the common policy of the member states and economic or strategic initiatives that were created under the leadership of one country. For example, the Chinese Initiative for Belts and Roads, NATO for the US - or other organizations set up for economic integration and defence coordination such as APEC or ANZUS (Global Challenges Foundation, 2020).

Global governance also includes associations such as the G7, G20 or the World Economic Forum. Although these associations do not directly establish contracts, they offer space for discussion, gathering, setting standards and harmonizing policy. Institutions with many stakeholders that aim to harmonize global standards, such as the World Wide Web Consortium or IETF, can also be included in the category (Global Challenges Foundation, 2020).

At the end of the 20th century, the Global governance system became very popular. In the 21st century, however, more and more organizations are in the position between private and public ownership. Value is not only created through public or private interests but also through forms of hybrid governance. Governments are increasingly tending to transform their administrative systems so that they are more business-driven, and private companies see added value in promoting the public interest (Vakkuri, 2020).

3.1.4 Global Civil Society

Civil society has attracted much attention in the last two decades, mainly due to the “crisis of the state”, which has affected every part of the world. The crisis was caused by the failure of the traditional social policy of the global North and the disappointment at the progress of state-led development in the developing South. The collapse of the experiment with state socialism in Eastern and Central Europe and concerns about the advancing climate change also contributed significantly to the so-called "State Crisis". The crisis has diverted the state's attention and raised new expectations for global civil society organizations operating in societies all over the world (Clark, 2011).

Defining the concept of civil society is very complicated as well as finding one definition. This is mainly due to the wide scope it deals with. British political scientist Gordon White defines civil society as follows: *"Civil society is a transitional area between the state and the family, which contains organized groups or associations to the state and are created voluntarily by members of society in order to protect or enhance their interests, values or identities."* (White, 1994)

Global civil society can be also defined as the "third sector" of society, which complements the first two sectors, which are government and market. The concept of Civil society is encompassing all organizations associating citizens voluntarily. It can also be defined as organized activities of citizens that are not connected with state structures or commercial organizations. This term is used mainly in theoretical works. The term may also include non-state actors as non-governmental non-profit organizations, interest groups, trade associations, religious organizations or certain professional associations (Hnutí Duha, 2013).

3.2 Non-state actors and their position in civil society

However, non-state actors do not only play an important role in the platform of international relations. As a formal part of civil society, they also have an influence on solving partial social problems (Rakušanová, 2007).

The complexity of the precise definition of civil society is also accompanied by the definition of the term NGO within the civil society. The position of NGOs in civil society is still unclear. An important consequence is that civil society and non-governmental organizations are not only difficult-to-define terms but are often deeply questioned (Yamamoto, 1999).

NGOs are neither a competitor nor a synonym within civil society. They stand on the border of civil society and within it, they are understood as associations within the public sphere. Relations between NGOs and other parts of civil society have not always been easy (Bebbington, 2006).

NGOs are often criticized by public society for many reasons: one of them is the introduction of agendas and the exclusion of human organizations from the management of the financial resources they obtain at the expense of social movements. Another reason why some authors agree on the exclusion of NGOs outside civil society is that NGOs often represent lines of responsibility, activity and ideology that are more characteristic of the private sector and beneficiaries tend to treat NGOs as clients rather than as equal citizens (Edwards, 2004).

For this reason, and in clear contradiction with the definition of civil society, some authors believe that NGOs need to be formally placed outside civil society and propose that NGOs take a "fourth place", which will be based on the core values of civil society but will be as institutions formally located from the market, the state and civil society (Uphoff, 1995).

Regardless of the complexity of the position of NGOs within civil society, donor programs assume that both groups are largely the same and tend to favour NGOs in grant programs within civil society. The reasons for prioritizing NGOs by donor units within civil society are understandable. It is legally more difficult for donors to provide financial resources to organizations and movements of people, who are not legally registered and lack the internal capacity that donors require to fund projects. For this reason, donors tend to prefer NGOs and lag behind the importance of other political actors, who are members of civil society (Bebbington, 2006).

3.2.1 Definition of NGOs

The definition of NGOs is relatively complicated. It could be simply said, that NGOs are organizations funded by donor programs. But then the category would include,

for example, the Red Cross, international and national Oxfams, civic groups of cooperatives, trade unions, left-wing and conservative and think tanks and others. But the opposite is true, the organizations like Red Cross share very little with NGOs. Except that they are not controlled by the government. They have different political, social and historical origins, have different goals, and also differ in their internal structure or geographical reach. The taxonomy of NGOs seeks to find a pattern by which NGOs can be well classified. The key factors are what the NGO stands for and how it relates to developing countries and poor populations, whether southern or northern ones (Bebbington, 2006).

However, definitions are increasingly turning to formal and at least partially professionalized organizations that deal with relief and development activities. As with civil society, NGOs are considered by many to be key factors in alternative development, the neoliberal returns of the state, with a focus on empowerment and people (Uphoff, 1995).

In recent years, the definitions have focused on the organizational level. However, with the growing importance of NGOs in the field of international relations, the view of the issue has changed (Bebbington, 2006).

NGOs at the local level cooperate and create transnational networks, through which they can act as legally recognized organizations. However, some authors are concerned about the current status and function of NGOs. One point of view is, that cooperation at the global level may not be desirable, especially because the rise of NGOs in the world is often seen as a step towards democracy. It is also possible that greater control over the socio-economic aspects of life in third world countries is not desirable from the view of preserving the identity of the regions. In addition, local associations respond faster and more efficiently (Stewart, 1997).

Reflections on connected transnational networks lead us back to reflections on the concept of global civil society in which global ideas are questioned and naturalized, and in which international NGOs displace local voices. For this reason, it cannot be said unequivocally that civil society and NGOs are democratizing societies, as for some observers the functioning of a multinational NGO community may resemble a neo-imperialist movement that helps to push Western ideologies into third world countries and is focused on control rather than empowering them. (Uphoff, 1995)

Despite the fears of some authors about the excessive influence of NGOs on the democratization of the world and doubts about neo-imperialist practices, the number of organizations legally registered as NGOs has multiplied in recent decades. According to some estimates, we can assume that NGOs somehow affect about 450-600 million people, which is about 15–20 % of the poor in the Third World. This impact mainly reflects neo-liberalization and democratization, which in the 21st century opened up more economic and political space for NGOs. Despite the relative transparency of NGOs, it is very difficult to estimate accurate data on NGO project funding from available sources. However, development-oriented NGOs are estimated to pay around \$ 10–15 billion annually. Which would make up about 20 % of all development aid spending in the world (Fond pro neziskové organizace, 2014).

With the growth of expenditures provided by NGOs for assistance in development areas, the share of funds coming from government sources also changed. On the contrary, the incomes of donor countries have increased accordingly. As well as funding from the so-called "southern governments", mainly due to the fact that governments more often subcontract the implementation of public programs. Another concern about the functioning of NGOs is that NGOs are too subject to upward mechanisms and constraints, mainly due to the responsibilities that come with public funding (Stewart, 1997).

The main concern is that the dependence of NGOs on public resources may affect the impartiality and objective criticism of other actors, as well as the very position of NGOs in public debates. Or an orientation towards a sector or region that is more popular among donors and which results in a greater inflow of funds (Uphoff, 1995).

3.2.2 Theoretical concepts facing the formation of NGOs

There are two opinions about why NGOs are being established. One perspective is that NGOs are established mainly as a result of deficiencies in the functioning of governance mechanisms and the market. The second opinion is that the function of state organizations is not one-way but two-way. Indeed, the non-state sector usually remedies state failures, such as representing the needs of minorities and others. However, the state takes on the role where

the non-state sector fails, such as insufficient resources or covering the needs of society (Arts, 2003).

For this reason, the relationship between the governmental and the non-governmental sector should not be substitutional but complementary. The complementary relationship also corresponds to a cooperative relationship for the same reasons. NGOs also have the role of mediator, not only between states but also between international organizations, transnational corporations and civil society (Branco, 2011).

In today's world, NGOs play a more positive role. The media presents NGOs in the most brilliant light, such as human rights activists, refugee and indigenous people protector, environmental protector and much more. Some authors even claim that the activities of NGOs consist of making the impossible possible. They embark on activities that states cannot or do not want to do. Statements, activities and recommendations made by NGOs are generally respected and evaluated positively by society. Especially because the public considers NGOs as neutral actors who do not want to defend their own interests and stand outside the political competition, have the knowledge, experience and competence (Clark, 1991)

The question is, whether NGOs stand impartial and are fighting for the global good because even though they are calling for greater democracy, they are not democratically established themselves. Most NGOs lack control mechanisms, are too bureaucratic, and their leaders are not democratically elected. Another fact is that most NGOs have central management outside of developing countries and are funded by developed countries or private investors. This may lead to considerations that NGOs reiterate the interests of their sponsors. It is therefore important that NGOs find a way to alleviate these shortcomings, integrate individuals from developing countries into decision-making processes, and move their central management to those countries (Stewart, 1997).

3.2.3 The legal form of NGOs

In this subchapter, we will discuss the legal form of NGOs and its common characteristics for NGOs around the world. The legal form naturally depends on the domestic customs and laws of each region. In general, we can observe four main groups of NGOs:

- 1. Uncorporated associations**

- 2. Foundations, Charities and Trusts**

- 3. Companies that are not established for profit**

- 4. Entities that are registered or created in accordance with special laws of non-profit or non-governmental organizations**

The decision to create a legal entity indicates a greater sense of activity. Establishing a legal form will help strengthen the position of the organization and can be useful e.g. for convincing the potential general public, donors, governments, or international organizations of the importance of the mission of NGOs (Stillman, 2006).

- 1. Unincorporated associations**

This is an illegal form of NGOs but it is the simplest one. It brings together two or more individuals who use it to pursue their non-commercial goals. Although there are no legal formalities, members of this group may tend to enter into an informal agreement that would govern their relations within the group (Stillman, 2006).

There are a number of reasons why some organizations refuse to go beyond this formal phase. One of these reasons may be the fear of the government rejecting its activities. Another reason might be the fear that the government would like to take control of the management of the organization (Stillman, 2006).

2. Foundations, Charities and Trusts

Grant funds and foundations are not usually managed by the government and are subject to their own direction. They have their own ways of achieving their goals and ideas about how their activities will benefit the local development of communities. Instead of specific work, they give grants to charities and communities that use them to directly address the people they want to help (Trust and Foundations, 2019).

The key principle is that the beneficiary who uses the funds will establish a trust or foundation, either during his or her life or through the last will. However, trust itself does not have a separate legal identity or contractual relationship between all persons involved. It follows that the rights of the beneficiaries are not guaranteed by contract law and are usually created through general rules of justice. The foundation or trust is administered by the trustees for the purposes specified by the donor. Responsibilities and Roles and Administrators are responsible and clear (Stillman, 2006).

3. Companies that are not established for profit

This form is derived from the independent legal personality of the association, operating under commercial enterprises. These associations are part of the company's articles of association, or a special chapter, which was set up for reasons other than production. This establishment is usually carried out in an organizational meeting in the presence of one or more adults who issue a certificate of incorporation in accordance with government regulations and approved by the relevant charter or government agency. Founders must be nationals, members of the board of directors or residents of the jurisdiction in which the organization is established (Stillman, 2006).

Company laws have special provisions for this form of company. The essence of a non-profit organization is that any surplus income should not be distributed to members, owners or the board of directors but should be returned to the support, mission and funding of the non-profit organization. Organizations set up in this way, which have a separate legal personality, may be entitled to state subsidies, hire staff, sign contracts, sue and be sued, face criminal prosecution, open bank accounts, obtain insurance, etc.. Organizations reaching this form

are generally recognizable to government, legal entities, other companies, especially for financial and contractual purposes (Stillman, 2006).

4. Entities that are formed in accordance with special laws of NPO or NGOs

This family of NGOs can benefit from a special set of regulations and laws created for the purpose of registering or setting up NGOs under applicable national law. Countries in the developed and developing world have undergone special laws on non-profit and non-governmental organizations in recent decades. NGOs and NPOs usually set up a one-off registration body that approves a system of applicants without the need for special permission from the regulatory body or the supervisory ministry (Stillman, 2006).

There is disagreement as to whether mandatory registrations have a positive effect on the development of civil society. Despite their indisputable advantage of a formal position within the law, these organizations often exist at the expense of enabling the existence of more organic groups, which are very useful at the local level (Stewart, 1997).

3.3 Institutions of the EU

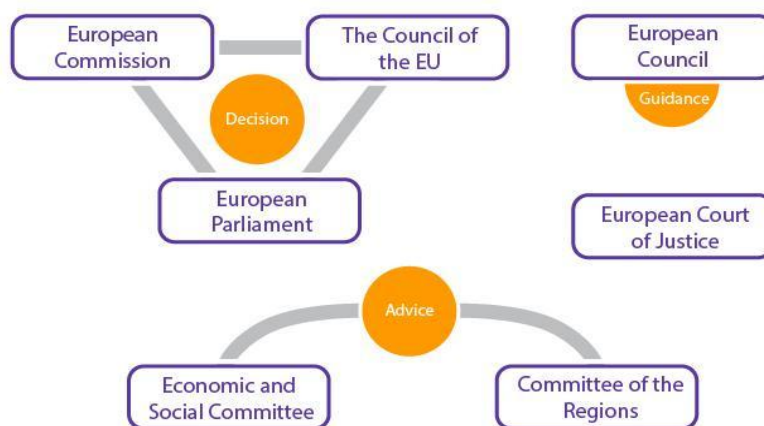
The EU's institutional framework focuses on defense and promotion of the values, interests and goals of all Member States and their citizens. The institutional framework contributes to ensuring the effectiveness, coherence and continuity of EU actions and policies (EU, 1992)

According to Article 13 of the Treaty on European Union, the institutional framework includes 7 institutions: European Parliament; European Council, The Council of the European Union; European Commission; The Court of Justice of the European Union; European central bank; Court of Auditors. Each of these bodies shall act within the limits of its powers laid down in the Treaties, and all such powers shall be in accordance with the conditions, procedures and purposes set out therein (EU, 1992).

EU institutions have a complex institutional system, consisting of many agencies and institutions, each playing its own significant role, entrusted by the Treaty on European Union. The EU's legislative and executive power consists of three basic institutions, the so-called „institutional triangle“. The Council of the European Union, the European Parliament and the European Commission are jointly responsible for policy-making and decision-making. The European Commission proposes EU legislation and the Council and Parliament adopt it (EU, 1992).

The European Union's global priorities are set by the European Council on the basis of regular meetings of the heads of Member States and representatives of the Union. Citizens of the Member States are represented by elected Members of the European Parliament. The interests of the European Union as a whole are guarded by the European Commission, whose Commissioners are appointed by each Member State. The governments of the Member States defend their interests in the Council of the European Union (EU, 1992).

Chart 2 European Institutions

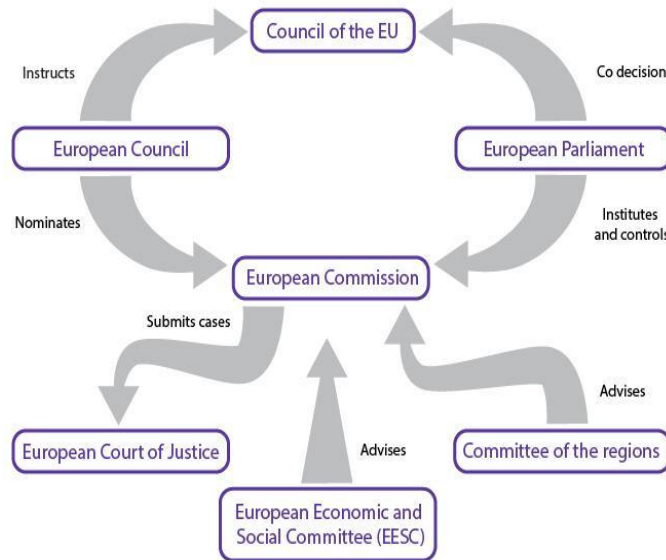


Source 1 <http://hum.port.ac.uk/europeanstudieshub/learning/module-1-understanding-eu-institutions/introduction-to-study-of-the-european-union-institutions/the-institutional-triangle/>

In addition to the institutional triangle, there are other EU institutions that play a significant role in the functioning of the European Union (Dinan, 1998). The European Council is the body that gives impetus to European integration and thus represents the guidance function of the European Union. In addition, there are advisory bodies of the European

Union. They are the Economic and Social Committee and the Committee of the Regions. Disputes at European level are then resolved by the European Court of Justice (EU, 2009).

Chart 3 The Role of Institutions



Source: <http://hum.port.ac.uk/europeanstudieshub/learning/module-1-understanding-eu-institutions/introduction-to-study-of-the-european-union-institutions/the-institutional-triangle/>

As mentioned above, there are a number of European institutions, the following section will briefly describe the three institutions that play a key role in the "decision making" process of the EU - The Council of the European Union, The European Commission and The European Parliament and their role in migration. and EU integration policy (EU, 2009).

Chart 4 Institutional Triangle



Source: <http://hum.port.ac.uk/europeanstudieshub/learning/module-1-understanding-eu-institutions/introduction-to-study-of-the-european-union-institutions/the-institutional-triangle/>

3.3.1 The European Commission

The European Commission is a supranational body of the European Union (Kenealy, 2018). Under EU governance, it has a monopoly on the preparation and regulation of legislative processes in important executive areas, such as the economy, competition or foreign trade. It is the main executive body of the European Union and consists of a body of commissioners in which each person is represented by one commissioner. The European Commission also monitors the application of Union law and compliance with mutual agreements between Member States. The Commission also chairs the committees responsible for implementing the legislation Union rules (European Commission, 2020).

The European Commission's agenda is divided into 12 of the main thematic units. Migration formally falls into the area of Home Affairs and Migration and its agenda is in charge of Commissioner Ylva Johansson (2/2021) and Vice President of Promoting our European Way of Life, Margaritis Schinas (European Commission, 2020).

Home Affairs and migration deals with 10 occlusions in its agenda. There are three areas directly focused on migration or integration: Legal migration and integration, Irregular migration and return, Common European Asylum system (European Commission, 2020).

3.3.2 The European Parliament

The European Parliament is a forum for decision-making at Union level and basement for political debates. Members of the European Parliament are elected directly by voters in all Member States in order to represent the interests of the people in the EU legislative process and to ensure that other EU institutions and bodies operate according to democratic principles. Parliament is a co-legislator and shares together with the Council the power to amend and adopt legislative proposals and decide on the EU budget. It also oversees the work of the Commission and other EU institutions and bodies. Its cooperation with the parliaments of the individual EU Member States allows them to be involved in its activities (European Parliament, 2020).

Role of the Parliament is not only in promoting democratic decision-making in the EU, but also in supporting freedom of speech, democracy and fair elections in the world. As the European treaties gradually changed, Parliament gained more and more powers. These changes are intended to strengthen the influence of this single directly elected EU body. Over the time, Parliament has gained considerable legislative and budgetary powers through amendments to the European Treaties, which allow it to decide, together with the representatives of the governments of the Member States in the Council, the direction of the European project. As part of this decision-making, Parliament seeks to promote democracy and human rights, not only in Europe but also in the world (European Parliament, 2020).

Since November 2009, the Treaty of Lisbon has entered into force and the European Parliament, as legislator, has been actively involved in the adoption of new legislation. Among other things, these regulations cover legal and illegal migration. During that time, Parliament adopted a number of own-initiative resolutions on migration. An important initiative of the parliament was the resolution of April 2016 on the situation in the Mediterranean. This initiative noted the need for a coherent EU approach to migration, evaluation of relevant policies and recommendations (EU, 2007).

This resolution (issued by the LIBE Committee also incorporates Parliament's position on all relevant migration policies and is Parliament's reference point for migration and asylum policy. The LIBE Committee is also currently working on a non-legislative report entitled "New Ways to Legal Labor Migration". This report will be taken into account in the legislative report in the new Commission Pact (European Parliament, 2020).

3.3.3 The Council of European Union

The Council of the European Union (The Council) is a key decision-maker in the EU. Its task is to negotiate and adopt legislative acts together with the European Parliament. Codecision of The Council of the EU and the European Parliament is used in policy areas where the European Union has shared or exclusive competence with the Member States. In these

cases, the Council adopts legislative measures on the basis of proposals submitted by the European Commission (European Council, 2020).

The Council is responsible for coordinating Member States' policies in specific areas, such as economic and fiscal policies: the Council coordinates economic and fiscal policies, culture, youth and sport, and employment policy (European Council, 2020).

At the same time, the Council implements and defines the EU's foreign and security policy on the basis of guidelines from the European Council. These also include development and humanitarian aid, trade and defense. Together with the High Representative of the Union for Foreign Affairs and Security Policy, the Council ensures the coherence, unity and effectiveness of the EU's external action (European Council, 2020).

The Council has the power to authorize the Commission to act on behalf of the EU between the EU and international organizations and third countries. The Council also has the power to decide on the signing and conclusion of the agreement on the basis of a Commission proposal. The Council can also take a final decision on the conclusion of the agreement, once Parliament has given its consent and is ratified by all EU Member States. These agreements may cover areas such as cooperation and development, trade, or may address specific topics such as fisheries, textiles, customs, science, transport, technology, etc (European Council, 2020).

The Council also adopts the EU budget together with parliament. The budget period is one calendar year. It is usually accepted in December and starts on 1 January of the following year (European Council, 2020).

The peak of the migration crisis in 2015, led to the introduction of EU measures that served to better control migration flows and external borders. As a result of these measures, the number of illegal arrivals across the EU's external borders has fallen by more than 90%. The EU is working to step up the implementation of an effective and secure European migration policy. The role of the European Council in this effort is, above all, to set strategic priorities. Based on the priorities set by the EU Council, mandates for negotiations with third countries and directions for action are determined. At the same time, the EU Council defines

specific programs and adopts legislation. In the wake of the migration crisis, the European Council and the Council have in recent years built a very strong response to migratory pressure (European Council, 2020).

3.4 The phenomenon of Migration

Migration can be defined as the "process of population relocation". This movement of persons can be either across an international border or within a state. The specified period must exceed one year, regardless of the causes and means used for migration (Bade, 2011).

In the European context, migration is defined as the action by which a person either:

- (i) establishes their usual residence in the territory of an EU Member State for a period that is, or is expected to be, of at least 12 months, having previously been usually resident in another EU Member State or a third country; or*
- (ii) having previously been usually resident in the territory of an EU Member State, ceases to have their usual residence in that EU Member State for a period that is, or is expected to be, of at least 12 months.*

(European Commission, 2020b)

Migration itself is not a new phenomenon for either continental Europe or the world as a whole. Nations migrated literally from the beginning of humanity, what has brought many challenges but also opportunities (Boghean, 2016) .

Yet the public discourse on migration has never been more intense than it is today. The increase in the number of migrants in the world has almost tripled since 1970. There are currently about 272 million people in the world migrating in 2020, of which more than 21 million refugees are escaping war or persecution (UN, 2016). Which culminated in 2015 into the migration crisis (Charlotte, 2020).

However, the rhetoric of political leaders has changed significantly in recent years. Thousands of migrants died in attempts to cross the Mediterranean but meanwhile

In the United States, presidential elections in 2016 revolved around immigration. In the UK before Brexit, the issue of immigration, terrorism and fear of losing national sovereignty was also a frequently addressed topic. Immigration and refugee policy also came to the fore in the ongoing elections in EU countries (Charlotte, 2020).

The intensity of the migration phenomenon reflects people's desire for freedom, but also the need to secure a better future for themselves and their loved ones. Not only by migrants but also by the citizens of the regions and countries to which migrants come (Boghean, 2016).

Many years have passed since the outbreak of the migration crisis in 2015, and Europe is now facing problems that are directly linked to the influx of migrants. Neighborhood initiatives and protest movements are emerging in large cities. On migration issues, civil society faces the challenge of creating a well set up organizational structure maintaining relations between different actors and heterogeneous political actors. In some of these initiatives, migration issues are also closely linked to active political struggles on displacement, social housing and the fight against racism (Hamman, 2020).

We are witnessing a time when people around the world are moving and unknowingly creating changes in the economic, social and cultural spheres. These changes call for the involvement of governments and other political actors in creating a new legal framework that will help both developed and developing countries to make the most profit of migration, while protecting the security of the citizens (Boghean, 2016).

However, important changes are not only happening on the part of state and supranational bodies. There is also a significant transformation of urban and social mobilization, which is based on territorial units. These are primarily means of strengthening mutual relations and cooperation between very diverse groups that coexist in a particular place (Briata, 2020).

Emphasis was placed in particular on the humanitarian political consequences or cross-border population movements before the crisis. However, the crisis brought with it support for local cross-border cooperation, which is based primarily on the cooperation of cross-

border institutions responding to the crisis in national contexts. One such area of national cooperation in which significant cross-border cooperation can be achieved is health policy, which has become a key activity in the cross-border practices of Euro-regions. Overall cooperation level is still relatively low (Svensson, 2020).

3.4.1 Migration as a Tool of Foreign Policy

Migration policy is in many aspects closely linked to foreign policy and international relations. Migration is an increasingly important term and has changed significantly in recent decades, which is reflected, for example, in the changes in "International Legal Frameworks for Humanitarian Action " concerning the international refugee regime (Roberts, 2012).

The politicization of refugee regimes and new approaches to international protection have meant that national legislation has been significantly tightened and approaches the security of the state and its sovereignty much more consistently than the protection of refugees themselves (Gokalp, 2015).

It is important to note that migration movements and national foreign policy have also impact on the direction of migration, leading to more effective border regimes, restrictions and repatriations of illegal immigrants, stricter asylum procedures or refusal of asylum status (Gokalp, 2015).

3.4.2 Migration diplomacy

Migration diplomacy concerns state events and examines how cross-border mobility of the population is linked to state diplomatic goals. It does not investigate internal functioning of the media, international organizations, social actors or non-governmental organizations. States are often involved in migration diplomacy towards international organizations (Adamson, 2018).

Although globalization has diminished the sovereignty of the state in world politics, the state is still a major player in the regulation of cross-border population mobility. and is more than likely to continue. And especially with the recent rise of populist nationalism

and the renewed importance of borders, states have interest in maintaining and controlling its state borders. The state's migration diplomacy is not even synonymous with the overall migration policy (Adamson, 2018).

While national migration policies can range from completely restrictive regimes to free movement, these decisions are relevant only if states include them as part of their foreign relations and diplomacy. For example, issuing visas, border control or state refugee and asylum policy are not in themselves elements of migration diplomacy (Adamson, 2018).

Diplomacy is often about negotiation. Migration diplomacy focuses mainly on how states use the cross-border mobility of the population in their international relations or how they use their diplomatic means to achieve the set migration-related goals. In other words, migration diplomacy involves the strategic use of migration flows as a means of achieving other migration-related goals (Adamson, 2018).

Migration diplomacy also emphasizes the importance of managing EU cross-border mobility as an international issue that needs to be analytically separated from a large number of other migration issues. Which has a direct impact on international relations (Adamson, 2018).

For example, internal displacement, regulation of immigrant citizenship status or access to rights, diasporic policy and the well-being of refugees, tariff rules determining what goods Migrants are able to transport. And other actions are only relevant to migration diplomacy, insofar as they have a direct impact on interstate interactions (Adamson, 2018).

3.4.3 Migration within the EU

Migration as such is a complex problem with many variables that need to be considered together (Khonje, 2015). In order to achieve a common European approach to migration, regulations and policies EU needed to strike a balance between the humanitarian aspects of migration and concerns about social cohesion and security. Many states also advocate addressing primarily the reasons that lead people to migrate and embark on dangerous paths, such as insecurity, poverty, or imminent danger in their countries of origin. An obstacle

to negotiations is the growing public opinion on migration, which draws attention to security threats, such as the fear of increasing crime or terrorism (OECD, 2017). These concerns of the Member States were addressed in the European Migration Agenda presented in May 2015. Negotiations have intensified since the beginning of the migration crisis since 2015 and resulted in several key documents, pacts and laws (EU, 2020).

One of the key acts contributing to the overall harmonization of asylum rules is the second phase of the Common European Asylum System, which has two basic principles. The first principle is that only one state will be responsible for an asylum application. The second principle is the overall harmonization of national standards for asylum seekers, which aims to prevent the movement of asylum seekers between EU Member States (EU, 2020).

Another important document is the New Pact on Migration and Asylum. The Pact sets out the Commission's approach to migration, ensures coherence in integration and deals with border management. The Pact also presents various non-legislative and legislative instruments and measures. And it sets the direction for the Commission in the future (EU, 2020b).

With a changing migration policy, the European Union has also adopted various sets of rules and procedures for managing legal migration flows, common rules for processing asylum applications and agreements on the return of illegal migrants. Legal migration can include the following categories (EASO, 2020):

Asylum seekers

The EU allows refugees in need of asylum and protection to enter EU territory safely and legally. Since 2015, successful European resettlement programs have helped more than 70,000 people taken under international protection in the European Union. Of these, 19,452 people were resettled in the EU under the 2015 resettlement program and 44,000 people under the second resettlement program in 2017. Both programs thus covered 86% of resettlement promises. In addition, more than 27,000 people have been relocated since mid-2020. The outbreak of the coronavirus pandemic disrupted these resettlement operations and the 2020 program was transformed into a two-year cycle in 2020-2021. From 2022,

resettlement programs are expected to be extended. These programs will be funded by the Asylum and Migration Fund (2021-2027) to support Member States' commitments (Consilium Europa, 2017).

Highly qualified workers

The EU Blue Card was adopted in 2009. Its aim since this year has been to facilitate migration for highly qualified workers from outside the EU. The aim of this policy was to ensure a sufficient supply of highly skilled workers to increase the EU's competitiveness. However, the 2009 Directive proved to be insufficient, mainly because only a small number of permits were issued for these workers. In June 2016, a blue card reform was proposed to attract more highly skilled workers. The reform allowed, for example, a lower salary threshold for admission, the possibility to engage in secondary professional activities, faster procedures or job mobility between Member States (Consilium Europa, 2017).

Students and researchers

In 2016, Parliament and the Council adopted conditions of entry and residence of third-country nationals for the purposes of studies, research, training, exchanges or educational stays, voluntary service or Au Pair. African and EU leaders have agreed on joint support between the two continents. This commitment was decided in November 2015 at the Valletta Summit (Consilium Europa, 2017).

Seasonal workers

The EU economy in many cases relies on seasonal workers because it faces labor shortages. In 2014, the Seasonal Workers Directive was adopted by Parliament and the Council. The Directive sets out the conditions for the seasonal stay of third-country nationals (Consilium Europa, 2017).

Intra-company transfers

In 2014, Parliament and the Council adopted a directive focusing on the conditions of residence of third-country nationals migrating in the framework of an intra-corporate transfer. Under the new set of rules, managers, specialists, trainees and other employees

of a company coming to work from outside the EU can apply for permanent residence (Consilium Europa, 2017).

Family reunification

These policies allow those legally resident in the EU to be joined by their family members, which also helps to better integrate third-country nationals. The set of rules for family reunification is set out in the "On the right to family reunification" directive (Consilium Europa, 2017).

Common European Asylum System

The Common European Asylum system sets standards for the treatment of asylum seekers. However, in common practice, asylum seekers are not treated uniformly as a result, asylum seekers often move within the EU, looking for the most suitable country where they can apply for asylum. This phenomenon is called "asylum shopping". The ongoing migration crisis in 2015 exacerbated this problem. The Council is currently examining legislative proposals put forward by the European Commission in 2016 and 2020 proposing better harmonization of asylum standards and procedures as part of the Migration and Asylum Pact (Consilium Europa, 2017).

Return policy and readmission agreements

EU return policy is governed by the Return Directive. The Return Directive lays down transparent, clear and fair rules for the unlawful return of persons residing in the EU. The directive emphasizes the need to conclude agreements directly with third countries. Agreements with third countries are important for the implementation of EU return policy. The EU therefore concludes agreements and negotiates with third countries. The Council authorized the Commission to do so. By 2020, the EU has concluded 18 readmission agreements so far. The Cotonou Agreement also includes a statement on the return of illegal migrants to their country of origin (Consilium Europa, 2017).

In addition to readmission agreements, the EU has negotiated return with some third countries. However, the European Council regularly emphasizes the need to strengthen readmission agreements and to conclude new agreements with other countries. In September

2018, a reform of readmission agreements was proposed. And on 7 June 2019, the Council agreed on a common position on new rules to improve the effectiveness of returns (Consilium Europa, 2017).

3.4.4 Migration within the Czech Foreign Policy

The principles of the migration policy of the Czech Republic are clearly shaped by the document "Strategy of the Migration Policy of the Czech Republic", which are issued by the Ministry of the Interior. They thus respond to the European and national debate on migration and aim to express the position of the Czech Republic on this issue (Ministry of Interior, 2015).

The principles of the Czech Republic in the field of migration emphasize the security aspects of migration and represent basic thematic units in this area such as illegal migration, integration of foreigners, return policy, international protection, asylum and external dimension of migration (including humanitarian aid and third country development). It also deals with the Schengen area and the free movement of persons in the European Union and legal migration. Last but not least, these principles also describe coherence with the common policies of the European Union (Ministry of Interior, 2015).

The Ministry of the Interior also issued these statements, which are ranked in order of importance.

Czech Republic:

1. Meets the obligation to ensure that citizens coexist peacefully with foreigners as part of their migration policy and, thanks to effective integration, prevent the emergence of negative social phenomena.

2. Ensure the security of its citizens and effective law enforcement in the areas of illegal migration, return policy and organized crime related to trafficking in human beings.

3. *Meet its asylum obligations and ensure the flexible capacity of its system.*
4. *Strengthen activities to assist refugees abroad and the related prevention of further migratory flows, including support for the development of countries in coping with migration crises.*
5. *Will promote the maintenance of the benefits of the free movement of persons within the European Union and in the Schengen area.*
6. *Support legal migration, which is beneficial for the state and its citizens so that the Czech Republic can respond flexibly to the needs of its labor market and reflect the long-term needs of the state.*
7. *Comply with international and European commitments on migration and actively engage in Europe-wide debates and the search for common solutions.*

(Ministry of Interior, 2015)

The following document shows that the Czech Republic primarily defends the safety of its citizens and offers assistance in a place of conflict. Common European Solidarity is mentioned only marginally at the end of the document, and the reality is often very different. This can be noted, for example, in the vote on quotas for and the redistribution of admitted migrants (Ministry of Interior, 2015).

The Czech Republic has long criticized these quotas, and most of our representatives in the European Parliament voted against the proposal to adopt mandatory quotas. In January 2018, the European Commission filed a lawsuit against the Czech Republic for not accepting migrants. At the beginning of 2020, the Court of Justice of the European Union ruled that the Czech Republic had failed to fulfill its obligations under European Union law. On behalf of the plaintiff, the head of the European Commission, Ursula von der Leyen, rated the decision as very important, because despite the fact that the judgment relates to the past,

it may be significant in the future. The defendant's lawyers considered the verdict to be irrelevant as it had no other legal consequences (ČT, 2020).

3.4.5 Migration within the German Foreign Policy

In the 21st century, German state migration policy has matured considerably in terms of adjusting and formulating foreign policy so as to address not only Germany's position on migration but also the social challenges arising from immigration. The reform began after a considerable neglect of politics, from the 1950s, which was caused by a lack of political will to address the integration of immigrants. Initially, much of the responsibility for integration relied on employers, regional governments or civil society organizations, and national policies lacked coherence and did not provide legal framework to meet immigration needs. In 2001, the Immigration reform was introduced. This reform simplified the visa system, created integration courses and enabled highly qualified workers to work in Germany. This law was a major breakthrough in migration and integration policy (MPI, 2020).

The German Minister of the Interior presented a master migration plan in June 2018, which contains 63 measures to manage, organize and restrict immigration and is a cornerstone of Germany's refugee migration and refugee policy. The plan considers the conclusions on migration adopted by the European Council and the compromise of German Chancellor Angela Merkel (Federal Office for Migration and Refugees, 2019).

Germany's master plan is divided into four areas of activity: It envisages measures in both countries of origin and transit, measures at EU level (asylum procedure and protection of external borders), measures at German level (internal borders, immigration and asylum procedures) and integration and return (Germany, 2019).

Germany :

1. Measures in countries of origin of migration

the plan envisages measures to improve living conditions and stabilize the local security situation in the countries of origin, as necessary steps to create life prospects for people with disabilities, reduce the causes of migration and enable the lasting effects of return and reintegration, which includes development cooperation and investment in infrastructure, education and employment intensified.

2. Measures in transit countries

Stabilizing the political situation in transit countries, especially in North Africa, the Sahel, Libya, Egypt, Jordan, Lebanon and Turkey will be prevented from illegal migration. The master plan envisages the establishment "Safe places" in the region near the conflict area.

3. Action at European Union level

The master plan also proposes action at EU level. One of the aims is to improve border management and the European asylum system to return to a functioning Schengen area without internal border controls. And ensure effective control of the EU's external borders.

4. Measures in Germany

Although effective migration management is promoted at European level, the Master Plan states that the less the EU and the Common European Asylum System can achieve at these points, the more important national action becomes. Secondary migration within the EU is considered to be one of the main challenges facing integration (Germany, 2019).

In its statements, Germany includes the European Union and respect for common solidarity, while calling for its own integration action in areas where EU competences are insufficient. In its statement, the Ministry of the Interior provides clear information for citizens who predict "what can we expect", where it describes in six clear points what the expected effect of this German foreign policy will have on the people of Germany. The basic points include e.g.

- *Promotion of legal migration by developing a Skilled Immigration Act (*

- *Ongoing controls at internal Schengen borders while external borders are not fully effective*
- *Strengthening of external EU borders in the med-term*
- *Establishment of “secure places”, in the region close to an area of conflict*
- *Bi-lateral agreements between EU Member States aiming at avoiding secondary migration within the EU*
- *AnkER-Zentren, all-in-one processing centres for asylum-seekers with all the relevant agencies present*

(Germany, 2019)

Germany, together with other countries such as Italy, Spain, Malta and Greece, is also positive about the reception and redistribution of migrants and supports a system of distribution of migrants among all Member States in case of urgent need (The Guardian, 2015).

4 Practical Part

The main purpose of this diploma thesis is to examine the level of participation of Czech NGOs active in the field of migration in cooperation platforms, determine the current model of cooperation and coordination and analyse their cooperation mechanisms on national level and towards major decision-making institutions of the EU. In order to properly examine the level of participation of Czech NGOs, in addition to five Czech organizations, five German organizations with a migrational background were included in the research. A comparative analysis was created from the research result.

In the conceptual framework of the Multilevel Governance Theory, three main research questions are set to analyze the process.

Hypothesis 1

- Main goal: In order to promote their interests, national non-governmental Organizations form/participate in international/European platforms through which they try to pursue their goals.
- Specific goal: To examine key players in the process, to define major goals, to determine prevailing coordination mechanisms, their functions and tasks as well as the commonly used form/s of cooperation.

Hypothesis 2

- Main goal: National NGOs try to influence policy making in the field of migration at EU level through the mediation of specific platforms.
- Specific goals: To identify key players at the EU level (target of negotiations), to determine main outcomes of negotiations, to analyse major obstacles in the process.

Hypothesis 3

- Main goal: In the context of the Multilevel Governance, a cooperation between NGOs on horizontal as well as vertical levels is crucial in order to achieve the given goals.

In order to verify the examined research questions, a qualitative survey using semi-structured interviews was applied. Conclusions are based on the synthesis of the theoretical literature review in confrontation with the verifications of the hypotheses. Finally, recommendations for a more effective use of coordination between respective players (NGOs, Platforms, national administration, European decision-making institutions) are proposed.

4.1 Multi level governance Theory

Multi-level governance theory can be described as systems of "bargaining" between governments at several territorial levels, where authority is spread horizontally across different sectors and spheres of influence, such as non-governmental actors, civil society and markets. However, ordering multi-level governance also works vertically between different levels of government (Daniell, 2017).

Multi-level governance is based on the fact, that multi-level governance can not only capture differences in the territorial scope of the policy, but also provide sufficiently flexible and adaptive governance in which both formal and informal structures can be developed. However, multi-level governance is not an overarching concept that can be used instead of intergovernmental relations, polycentric governance or federalism ", especially since negotiations do not necessarily lead to consensus. Multi level governance actors can operate in many different regimes, including competitive, supportive or collaborative regimes (Daniell, 2017).

In terms of migration and subsequent integration of migrants, there has been some Europeanization, which, however, was soon almost overshadowed by the "local turnaround" in policy-making. Local governments, especially in large cities, are increasingly involved in the development of their own integration policies and philosophies, leading to different approaches of cities to the integration of migrants within the same countries (Scholten, 2016)

The fact that migration and integration are now multilevel issues presents many challenges and opportunities. EU migration policy-making is characterized by a constant struggle between the EU and national governments for the degree of competence of states. As regards

the very integration of migrants, even more complex relations have emerged between European, national and international institutions. Some large European cities that have faced a large influx of migrants, such as London, Barcelona, Rotterdam or Berlin, are moving in their own direction, which is very different from national governments, resulting in a certain separation of local and national policies (Scholten, 2016).

4.2 Interviewed NGOs

As mentioned above, one of the main actors representing multi level governance are non-profit organizations. In the field of migration, in most cases, non-profit organizations are the actors, who offer direct assistance and form the last link in the chain and come into contact with migrants. Non-profit organizations thus enter the field of migration where state aid is ineffective or insufficient.

Most non-profit organizations have collectively referred to their programs as "migration" programs, which in many cases cover not only migration itself, but also integration, legal support, social or/and psychosocial counseling. Financial resources of non-profit organizations operating in the field of migration come partly from grants, European and governmental funds, but also from private or corporate donors, investments or membership fees.

Ten following non-profit organizations were selected for the practical part of this diploma thesis, with which in-depth semi-structured interviews were conducted. The condition for selecting the organization was the activity in the field of migration. At the same time, the non-profit organization had to have at least one of its migration programs focused on the home country.

Five organizations came from the Czech Republic and five organizations came from Germany. When selecting organizations, emphasis was also placed on their diversity in terms of size, number of employees and experience in the field of migration.

*Questions were therefore focused on 5 criteria: **Migration and integration programs, Size, Finance, Membership and Partnership, Attitudes towards the EU.***

4.2.1 Summary of the interviewed NGOs

For better orientation in the topic, the following table was made containing the basic characteristics of the surveyed organizations:

Table 1 Summary of interviewed Non-Profit organizations

Organization	Size ¹	Key Partners	Membership	Attitudes towards EU	Migration program	Finance
Charita CZE	Large	Charitas Europa, Charitas Interanional, Consortium	National, EU and International level	National platform, Individually (not active)	Integration, Asylum	Private, National, EU and International sources
PLNU CZE	Small	Consortium	National level, unformal	National platform	Migration, Integration	Private, Crowdfunding
Diakonie CZE	Large	Eurodiakonie, Diakonie International	National, EU and International level	National platform, EU platform (not active)	Integration	Private, National and International sources
CIC CZE	Medium	Meta, Consortium, Prague	National level, unformal	National platform	Integration, Asylum	Private, National and EU source
Amnesty CZE	Small	Amnesty International, Amnesty Europe, Consortium	National, EU, International level	National platform, EU platformIm	Migration, Human Rights	Private
Caritas GE	Large	German Federal association, Charitas Internationl, Charitas Europa	National, EU and International level,	National platform, EU platform (not active)	Migration, Integration	Private, National, EU and International sources
Start with a Friend GE	Small	Unformal online network	None, unformal	No	Integration, Asylum	Governmental funds
Integration Haus GE	Medium	New German Assotiation, City of COlogne, Erasmus +	National, unformal	Individually,	Integration, Asylum	Private, Partly EU
Diakonie GE	Large	Eurodiakonie, Diakonie International	National, EU and International Level	Individually, National Platform, +EU office	Migration, Asylum, Integration, Human Rights	Private, National, EU and International sources
KUB GE	Small	Migration Council, Berlin Refugee Council, Parity Charity	National level	Individually,	Integration, Asylum	Private, National, International sources

Source: Own creation

¹ A small organization is an organization with less than 25 permanent employees, a medium-sized organization has 25-100 employees, a large organization has more than 100 employees, according to own criteria.

4.3 Characteristics of interviewed NGOs

The characteristics of the selected organizations are based on semi-structured interviews with responsible persons and analyzes of annual reports, which are freely available on the organizations' websites. It is important to mention that none of the respondents interviewed speak on behalf of the organization and these are not official opinions issued by the organization, only the personal attitudes of the respondents.

4.3.1 Charita Czech Republic – CZE²

Caritas Czech Republic is a non-profit organization founded by the Czech Bishops' Conference. Organization is the largest non-state provider of health and social services in the Czech Republic. Up to 170,000 people in the Czech Republic use the organization's help every year. Through humanitarian aid, Caritas CZE has also been involved in foreign development cooperation projects.

The main goal of the organization is to help people in difficult situations, the disabled and the long-term sick, victims of domestic violence, dying, victims of domestic violence, people affected by natural disasters or war.

Migration and integration programs

Caritas CZE has been focusing on the integration of foreigners since 1992. Organization is based on the provision of free legal and social counseling and other activities aimed at helping with integration. Integration counseling centers aim to help migrants in the legal and social field. For example, in dealing with residence permits, housing, employment, health services. Caritas CZE also organizes integration courses of Czech language, or offers the possibility of accompaniment at the authorities (including assistance in negotiations at the Department of Asylum and Migration Policy of the Ministry of the Interior), in schools or with doctors. Organization also provides free translations of documents or interpretation.

In the area of migration from third world countries to the Czech Republic, Caritas has rather neutral attitudes, which are influenced by the attitude of its founder, the Czech Bishops'

² Interview was conducted on 14.1. 2020 with the migration coordinator of Caritas Czech Republic.

Conference. For this reason, Caritas CZE does not comment much on the migration crisis or some other current topics and focuses mainly on helping to integrate foreigners. Caritas services in this area facilitate the work of state institutions and contribute to the smooth coexistence of the majority society and newcomers.

Organization size and structure

Caritas CZE currently has about 7.5 thousand employees and almost 60,000 volunteers worldwide. In 2019, the Integration Counseling Centers of Caritas CZE employed 121 workers with various specializations from social workers, lawyers, interpreters, Czech language teachers, intercultural workers and others. The main office of the Caritas is in Prague, however, its parish, diocesan and archdiocesan branches form a network of about 300 charities of various sizes, which are located all over the country.

Finance

In 2019, Caritas CZE received subsidies in the total amount of 71,775,933.36,- . The largest Czech provider of subsidies is the Czech Development Agency, which provided the organization with a subsidy in the total amount of 52,143,540.71,- Other providers of subsidies include the Ministry of the Interior of the Czech Republic, the Ministry of Labor and Social Affairs of the Czech Republic, the Ministry of Foreign Affairs of the Czech Republic, the Ministry of Foreign Affairs of the Czech Republic and the Capital City of Prague. In addition to Czech providers, Caritas CZE also received significant funding from foreign providers. Important foreign providers of subsidies include UNHCR, EC, FSOZ, SCCF, CAU.

Caritas of the Czech Republic also accepts financial donations, the most important donor of which is the Czech Bishops Group Conference. Other funds come, for example, from public collections organized by Caritas CZE every year.

Membership and partnership

The basic structure of Caritas results in membership in the international organizations Caritas Internationalis and Caritas Europa. Thanks to this membership, Caritas CZE has partners all over the world. At the national level, Caritas is a member of the Migration College and since 2003 also member of Consortium of Migrants Assisting Organizations,

where Caritas CZE only plays the role of an observer, mainly because the attitude of the Czech Roman Catholic Church they cannot comment on certain topics and sign Consortium decisions. Other platforms with which Caritas Czech Republic cooperates are at the local level, for example the Regional Advisory Platform operating under the Center for the Integration of Foreigners.

Attitudes towards the EU

Caritas Czech Republic is part of Caritas Europa, through this platform they have the opportunity to participate in debates at the European level. In the last three years, the organization at the European level has been active mainly within the project "Roads to Prosperity", where a joint document was created, including recommendations for individual countries (published in May 2019).

Through the Caritas Europa platform, Caritas Czech Republic has the opportunity to comment on migration and integration issues in the EU field. However, in most cases Caritas Czech Republic as a whole does not comment on the general views of Caritas Europa in the field of migration, but is allowed to express itself only on topics in the field of integration, mainly due to the fact that Caritas Europa differs from the founder of Caritas CZE, which is Czech Bishops' Conference. For this reason, Caritas CZE is not interested in being progressive in the field of migration at the European level. To promote its interests in areas where its views differ from the Czech Bishops' Conference, Caritas Czech Republic uses the Consortium of Migrants Assisting Organizations platform, through which they share information, which can then be discussed on behalf of the Consortium at European level - for example in the PICUM or ECRE network or in direct debates at European Parliament level.

4.3.2 Pomáháme lidem na útěku- CZE³

The non-profit organization Pomáháme lidem na útěku (PLNU) was established in 2015 as a response to the biggest refugee crisis after World War II. The organization is active

³ The semi-structured interview was conducted on 13.1. 2020 with the program manager and on 15.1.2020 with the chief analyst and one of the founding members of PLNU.

on the entire Balkan route. It closely monitors the situation on the Turkish-Greek land border and on the Greek islands. The organization is also in constant contact with volunteer groups, journalists and employees of non-profit organizations.

The purpose and main goal of the organization is humanitarian aid to people on the Balkan trail, but also emphasizes the general public in the Czech Republic about current events in the field of migration and refugee crisis and the mediation of volunteer work on the Balkan trail.

Migration and integration programs

In the Czech Republic, the organization mainly deals with arranging educational discussions for schools, libraries or other institutions on the topic in the field of migration. To spark a public debate, PLNU has also created an exhibition of photographs, which bring the life of migrants traveling on the Balkan Trail closer to the general public. Abroad, the organization mediates humanitarian aid, in recent years mainly through the so-called Wash programs, where it provides migrants with basic hygiene, clean clothes and laundry.

Organization size and structure

PLNU currently has 5-7 permanent employees working mainly in the Czech Republic and about 13 volunteers.

Finance

The activities of the organization are financed mainly from its own resources (volunteer work), small material and financial donations, material collections and crowdfunding campaigns. All financial activities are kept in a transparent company account.

Membership and partnership

PLNU has been a member of the Consortium of Migrants Assisting Organizations since 2017. They understand the role of the consortium primarily as a platform for meetings with other organizations leading to the formation of partnerships. Another added value is perceived by the organization in the transmission of information.

In addition to formal partnerships, the organization also has a large number of informal partnerships, which arise mainly in humanitarian aid areas. These informal partnerships operate mainly on an information basis, where non-profit organizations exchange information about their positions, capacities, possibilities.

Attitudes towards the EU

Due to its size and number of employees, the organization does not communicate with the EU other than through the Consortium of Migrants Assisting Organizations and is not interested in cooperation at the European level itself.

4.3.3 Diakonie – CZE⁴

Diakonie Czech Republic is a non-profit organization that provides social services to people in unfavorable life situations, organizes humanitarian and development aid and is the Czech leader in special education. The organization was founded in 1989 and thus continued the pre-war organization "Czech Diakonie", which was abolished due to the war.

The founder of the organization is the Czech Brethren Evangelical Church and therefore the foundations of Diakonie are based on Christian values. The activities of Diakonie are guided by these uniform values and are based on mutually recognized principles. According to these principles, common organizational, work and management procedures are applied.

The main goal of Diakonia is to provide and provide health, social, pedagogical and pastoral care for people who have found themselves in an unfavorable life situation.

Migration and integration programs

In the migration program, Diakonie focuses mainly on helping to integrate migrants into the majority society. As part of the project DOMA Diakonie helps refugees to integrate into majority society through mutual communication, getting to know each other and sharing

⁴ The interview was conducted on 11.2. with the coordinator of the migration project Doma.

what they have in common. The organization also organizes trips to the Bělá pod Bezdězem detention facility.

Organization size and structure

Diakonia CZE has currently about 2,000 employees and almost 800,000 volunteers. Diakonie's headquarters is in Prague, however, branches are in more than 150 locations.

Finance

The main income of the diaconate includes the Czech and European subsidy programs and grants. However, donors also make a significant contribution to Diakonie's activities. In 2019, more than 5,700 individuals and 700 companies sent a financial donation to Diakonie. All financial contributions are visible in the annual reports of Diakonie.

Membership and partnership

The basic structure of Diakonie results in membership in the European organization Eurodiaconia. Thanks to this membership, Diakonie CZE has branches in most European countries and partners all over the world. Diakonie has also been a member of the Consortium of Migrants Assisting Organizations since 2015.

Attitudes towards the EU

The organization is a member of Eurodiaconia, which is actively involved in the field of the European Union. The national organization Diakonie CZE has not been very active in the field of migration in recent years at the European level and focuses on the local level. The only activity at EU level last year was when the organization sought funding for the DOMA project.

4.3.4 Centrum pro integraci ciziců– CZE⁵

The Center for the Integration (CIC) of Foreigners was established in 2003 with the aim of assisting immigrants in the process of integration into Czech society. The core values of an organization are equality, responsibility, individual approach, and freedom of choice.

⁵ The interview was conducted on December 9, 2020 with a representative of the finance department.

The organization enables the integration of migrants without the need for protection or above-standard support. At the same time, the organization supports the involvement of immigrants in society by understanding its functioning as a whole. That is, an understanding of language, culture, etc.

Main goal is to influence the social environment so that it is fairer, more accessible to immigrants and more supportive of their social participation and integration.

Migration and integration programs

The CIC organization helps immigrants in the process of integration into Czech society through social services, educational and other activities. One of the main activities is job counseling for migrants, social activation service, social counseling for families with children, volunteering. Another activity of a non-profit organization is the organization of Czech language courses, but this activity does not fall into the non-profit category, but is profitable and helps the organization to obtain funds.

Organization size and structure

The organization currently has 34 employees working in six branches in Prague, Nymburk, Mladá Boleslav, Liberec, Kutná Hora, Kolín. The headquarters of the organization, including the headquarters, is located in Prague.

Finance

The organization operates on the principle of grants and subsidies. One of the most important partners is the European Social Fund, which CIC contributes from its Operational Program Employment. Under this program, the organization is currently working on three projects. Other important partners include the Ministry of the Interior of the Czech Republic, cooperation with Prague and other territorial self-governing units such as the Liberec Region or the Operational Program Human Resources and Employment. Through a partnership with the non-profit organization META o.p.s. CIC receives financial support from The Velux Foundation for the project Don't give up! Partners from the commercial sphere include, for example, long-term cooperation with the Jistota endowment fund from Komerční banka.

Membership and partnership

The organization has been a member of the Consortium Of Migrants Assisting Organizations since 2012. Among others, the organization considers connections with partner organizations on individual projects. For example, with META o.s.p. on the project Don't give up! Other important cooperation is, for example, cooperation with the Capital City of Prague.

Attitudes towards the EU

The European Union is a provider of finance within the CIC. However, the cooperation has only of and on nature on individual projects. The organization cooperates with the European Union through the platform Consortium Of Migrants Assisting Organizations.

4.3.5 Amnesty International- CZE⁶

Amnesty International is a non-profit non-governmental organization, specifically a civic association, monitoring human rights violations and initiating campaigns against human rights violations. The organization was founded in 1961 in Great Britain and is currently the largest member human rights organization in the world. The organization is responsible for monitoring the state of human rights in the world, lobbying for respect for rights and human rights education. Through partial cases, the organization exerts media pressure that forces a given state or institution to change its approach to human rights. The organization received the Nobel Peace Prize in 1977 and the UN Human Rights Prize a year later.

In the Czech Republic, the global branch of Amnesty International was founded only after 1989. However, even before its official establishment, Amnesty international played its role, especially in appealing to the then political prisoners, especially signatories of Charter 77. It was about 400 people and went to Czechoslovakia in their support up to 40,000 letters.

The organization's main goal is to ensure respect for human rights around the world.

⁶ The semi-structured interview was conducted on 18.1. with a migration expert at Amnesty International.

Migration and integration programs

In addition to eight other programs, Amnesty International Czech Republic also has a special Migration program, through which Amnesty draws attention to cases of violations of migrants' human rights and calls for redress and brings their stories so that they do not remain mere numbers. As part of the migration program, an E-learning course on migration was created under Amnesty, and Amnesty also presents research reports and migrant stories to the general and professional public. Organization also organizes exhibitions as part of enlightenment.

The main goal of the project is to collect the signatures of the inhabitants of the Czech Republic on the petition sheets. These petition sheets are then sent to the Czech government and other Czech politicians. At the same time, Amnesty is proposing to these political leaders in their letters a solution of how and why the government should act.

The organization size and structure

Amnesty International currently has around 700 employees. In the Czech Republic, Amnesty is coordinated by a five-member board of directors, chaired by the chairman. The board of directors is composed of elected representatives. These representatives are in charge of coordinating the office with about 10 employees and several volunteer coordinators. Amnesty CZE currently has 10 volunteer groups located in Prague, Brno, Ostrava, Olomouc, Jihlava, Pardubice, Pilsen, Hradec Králové, Chotěboř and České Budějovice.

Finance

Amnesty International is based on its political, governmental, economic or religious independence. The vast majority of their income comes from individual donors. All activities are funded only by membership fees, with the exception of the Human Rights Education campaign, which is funded by non-public grants. It takes this position because, thanks to its political independence, it can act globally to defend the universality and indivisibility of human rights. Amnesty International therefore does not receive any funding from states, governments or political parties. Firms and companies wishing to donate funds to the organization are strictly scrutinized and if there is a suspicion that the contributor in some situations contradicts the fiscal rights of finance are not accepted.

Membership and partnership

The nature of the organization also implies its membership in Amnesty International, which operates on a global level, and the Amnesty International Europe Organization, based in London. The organization is relatively well connected with Amnesty international and the cooperation works on a regular basis. At the national level, Amnesty International is a member of the Migration Consortium in the field of migration.

Attitudes towards the EU

Amnesty International has set up a special center in Brussels to liaise with the European Union, which is used to negotiate with European Union politicians. However, the National Branch is not directly involved in these negotiations. In the field of the European Parliament, Amnesty International acts in the field of migration through a migration consortium or through Amnesty International Europe.

4.3.6 Caritas Germany- GE⁷

Caritas Germany is a non-statutory welfare association that plays an active role in socio-political debates. The Caritas was founded in 1897. Caritas Germany takes responsibility for the development of social infrastructure and contributes to the provision of education, employment and health and social care services. The combination of political campaigns, practice and research enables charities to meet the demands of the future. Other tasks of the Caritas include internal information management, quality improvement and the provision of further training in basic fields. Caritas also helps to ensure the fundamental coverage of basic by providing services in the areas of social care, health, adult and child education and employment. The German Caritas Association based in Freiburg maintains the Academy of Further Education of German Charities.

At the same time, Caritas Germany manages the Caritas library, which has a collection of more than 235,000 professional works, which are mainly focused on social care, and the

⁷ A semi-structured interview by email was conducted with a spokesman for Charitas Germany on 11 January 2020 and subsequently redirected to the Juristischer Referent of the German Charitas branch based in Brussels, with whom an online semi-structured interview was conducted via skype platform.

Caritas Archive, which contains a collection of photographs, texts and posters documenting the association's history. The archive is open to scientists working on social sciences.

The main goal of the Caritas is to help disadvantaged people and develop their own ideas leading to the creation of a just society in Germany.

Migration and integration programs

Under the "Speaking Out for People on Margins" program, Caritas is involved in shaping social policy in Germany. We speak on behalf of migrants and other disadvantaged people and support the development of living conditions that will be fairer to them. Caritas openly criticizes declining solidarity and supports social actions based on christian values and solidarity.

Organization size and structure

The head office of Caritas Germany is based in Freiburg. It also has branches in Berlin and Brussels. There are almost 350 people working in these main offices, representing the professional development of Caritas, political advocacy and public relations. Across Germany, Caritas Germany has more than 25,000 centers with almost a million Caritas employees - making Caritas Germany the largest welfare association in Germany.

Finance

Caritas Germany's income is very transparent. It meets the standards of the DZI Seal of Approval and is also a member of the Transparent Civil Society initiative. Together with the non-profit organization Diakonie, it has developed standards for the transparency of its own institutions and services.

Caritas Germany is dependent on public funds. In 2016, grants totaled EUR 94.4 million, of which approximately EUR 10.6 million was spent on financing statutory tasks. An amount of EUR 83.8 million was earmarked for projects and specific tasks. These funds were handed over to local providers. Carita's income is largely influenced by grants. In 2019, it acquired a non-profit organization Grants from churches amounting to EUR 10.9 million. Government grants of EUR 73.0 million. Grants from the European Union amounted to EUR 1.7 million. Other income comes from donations, investments and membership fees.

Membership and partnership

German Caritas Association cooperates with other non-governmental organizations as a member of the German Federal Association of Non-State Social Benefits and of the basic structure of Caritas and the international Caritas network (Caritas international, Caritas Europa). At the same time, through the international department based in Brussels, they coordinate the international relief work of Caritas Germany and help people all over the world.

Attitudes towards the EU

According to Caritas Germany are the decisions made by the EU becoming more important for how people work and live together in solidarity. For this reason Caritas Germany takes part in the health, education, social policy debates in Europe.

In order for the German Caritas to be able to issue united opinions and participate in debates at the European level, the Caritas Germany center was established in Brussels, which actively cooperates with Caritas Europa, which directly mediates Germany's view of integration policy. Caritas Germany is the only national branch based in Brussels (except for Caritas Belgium).

4.3.7 Start with a friend- GE⁸

Start with a Friend is a non-profit organization that creates face-to-face meetings between people. The organization was founded in 2015 in Germany and in 2018 it expanded to Austria.

The main goal of the organization is to connect people from different countries with different experiences. The vision of the organization is to create a society that lives by its diversity, where everyone feels good and participates the same. The main goal is to reduce discrimination and fight against racism. In addition to the main integration program, the organization also acquaints the general public with the problems of migration and discrimination - they organize lectures in schools, but also for the public.

⁸ The interview was conducted on 25 January 2020 with the program manager of the organization.

Migration and integration programs

The organization deals with integration. Their core project is the so-called "Tandem". The purpose of tandem is to connect two people in face to face meeting, one of them from the major and the other from the minori society. During its existence, the organization mediated the connection to almost 20,000 people in Germany and Austria, who participated in Tandem. Another activity in the field of migration is the organization of social group activities that lead to the connection of various cultures.

The size of the organization

The organization employs about 19 people who provide administration and form a solid structure. In addition, many volunteers are involved in the organization's activities, helping to implement tandems, participating in social events and arranging seminars for the general public. The organization is currently located in twenty locations in Germany, both in urban and rural areas.

Finance

The organization is largely funded by various government programs.

Membership and partnership

At the local level, the organization works more in informal and unstructured platforms. The organization uses internet platforms to find volunteers for its work and does not use other structured networks at the national level.

Attitudes towards the EU

The organization is small and due to capacity reasons, it is not in their power to participate on European projects on their own initiative.

In 2019, Start with a Friend became involved through the platform Transfer E.U. into an EU anti-discrimination project funded by the British Council. Even though the project was successful, they no longer operate within the European Union and do not use any official platforms. Start with a Friend uses informal channels and alliances between organizations

across Europe to communicate with other organizations. These alliances come from informal friendships of employees or from Internet platforms where the organization is active.

4.3.8 IntegrationsHaus- GE⁹

IntegrationsHaus is a non-profit, non-governmental organization founded in 2012. The organization provides intercultural centers, and is also a sponsor of free youth welfare and a provider of integration courses.

The main goal of the organization is to mediate integration for migrants of all ages.

Migration and integration programs

The organization is available to all asylum seekers and refugees. In the migration and integration program, it also provides free multilingual courses. The range of courses is varied from psychosocial counseling to clarification of legal issues.

Organization size and structure

The organization currently employs 42 people. Its headquarters and integration counseling center is only in Cologne.

Finance

The institution is privately based and has no structural funding. Their financing is therefore dependent on the creation of networks of contacts. However, the organization is currently participating in a project funded by the EU social funds.

Membership and partnership

InHaus is a member of only two organizations nationally and internationally. One of them is the so-called New German Organization. Membership in this organization is only to demonstrate solidarity and support the political demand for criticism of racism and decolonization. Another platform that InHaus is involved in is called Intercultural city center

⁹ Interview was conducted online on 13 January 2021 with the person responsible for Media Production Policies and Procedures.

of Cologne. This organization is established by the city in which InHaus has a branch and the organization is a member to organize various common requirements with other organizations.

Attitudes towards the EU

The organization does not cooperate with the European Union. They only take part in some projects that are connected with Europe and the EU such as European Literature Festival. This year (2020), they also became cooperation partners in the ERASMUS + project for the first time and partially implemented various projects related to the European Social Fund. Participation in other platforms is time consuming for the organization.

4.3.9 Diakonie Germany- GE¹⁰

Diakonie GE is a non-governmental and non-profit organization founded in 1848 by the German Protestant Church, which is built on christian values. The organization operates independently and across political parties and respects the uniqueness and dignity of each person.

The organization's goal is to support individuals' rights to independence. Diakonie fulfills its mission by offering a wide range of support, such as legal representation, social and health care and business activities.

Migration and integration programs

The Diaconie, as part of the migration program, provides assistance to immigrants and their families.

The size of the organization

Diakonie Germany has approximately 450,000 full-time or part-time employees and 700,000 volunteers. Its headquarter is in Berlin, however, there are branches throughout Germany in approximately 18,000 parishes belonging to member and independent churches. At the same time, it has its own branch in Brussels.

Finance

¹⁰ The interview was conducted online on 15 March 2021 with the communication representative of Diakonie GE.

Diakonie is funded by various partners. Diakonal institutions and sponsors receive funds from church taxes. These taxes are paid by all members of the evangelical church who have their own income. Diakonie also receives funding from the public sector. One of the major national donors are social welfare bodies. The individual states of Germany participate from the public funds in the financing of some Diakonie programs, in the area of migration the financing concerns, for example, social counseling for asylum seekers.

Citizens insurance make the largest part of Diakonie's budgets. This income comes from health insurance funds, pension providers, care funds, trade associations, medical and nursing care in hospitals and nursing homes. Home care is also financed by health and nursing insurance. Other offers, such as employment initiatives, are funded by employment agencies. Another important amount is played by donations from the private sector, whether from individuals or corporate donors.

Membership and partnership

Due to the nature of the organization, Diakonie is a member of Eurodiakonie and Diakonie International. Diakonie has a really dense network of partnerships. Organization includes charitable organizations of churches belonging to the Protestant Church in Germany and organizations of independent churches integrated into the Diakonie working group. In addition, Diakonie is involved in the running of about 70 agencies operating in various fields. Together with other organizations, such as Caritas Germany, Diakonie Germany represents those who need it. And it is a catalyst for social work and politics.

Attitudes towards the EU

Diakonie Deutschland represents the interests of German inhabitants at the governmental level. It also promotes them in various national and international organizations and in the European Union. Within the EU, the organization is very active in negotiations with the European institutions, as evidenced by the fact that it is the only national branch of Diakonie to have its office directly in Brussels. This office allows the organization to better negotiate with the European Headquarters of Diakonie, as well as to be directly involved in negotiations with the European institutions.

4.3.10 KUB Berlin¹¹

KUB (*Kontakt- und Beratungstelle für Flüchtlinge und Migrant*) is a non-governmental and non-profit organization that originated from the civic initiative for refugee rights established in 1983. However, the official establishment of the organization dates back to 2006. The main goal is to improve understanding between minority and majority groups, reduce prejudice and discrimination and integrate migrants. refugees into the Berlin society.

Migration and integration programs

As part of its integration and migration programs, KUB supports refugees and migrants on asylum and migration issues, provides social assistance, psychological and social assistance, assistance with translation and writing of legal letters, and support in negotiations with doctors, lawyers and other authorities. In recent years, they have also collaborated on projects supporting young migrants.

The size of the organization

The organization is based in the Neuköln district of Berlin, which is known as a district with a large number of immigrants. The organization currently employs more than 20 experts on topics in law, social work, family assistance, psychology, German philology, art therapy, cultural science, social science, computer science, history, (male) nurses and students.

Finance

The projects "Creating access" and "Procedural advice for refugees in all procedural stages" are funded by the integration officer of the Berlin Senate and the UN refugee aid. The organization's finances are largely secured from individual and corporate donors. These contributions can be viewed on the organization's transparent account.

Membership and partnership

Cooperation with organizations at the community level, specifically at the city level in Berlin, is extremely important for the organization. Together with these organizations, KUB

¹¹The interview was conducted online on 19 January 2021 with a representative of the communication department from the KUB Berlin organization.

participates in various projects, exchanges information with them and gains access to decision-making processes.

The collaboration takes place on following platforms such as Berlin-Brandenburg Migration Council, Berlin Network for Particularly Vulnerable Refugees, Berlin Refugee Council, Berlin-Mitte District Association, Parity Caritas, Association for Intercultural Work, Berlin Anti-Discrimination Network, Solidarity City and Solidarity City Berlin and Family center Menschenskinder.

Attitudes towards the EU

The organization is local and helps only at the community level. KUB does not directly participate in decision-making processes in the field of the European Union. The organization perceives the EU only as a provider of grants and uses the opportunity to participate in projects.

4.4 Analysis of semi-structured interviews

The following chapter is divided into three separate units, and analyzes the results of semi-structured interviews¹² depending on three predetermined hypotheses, see below.

4.4.1 Non-profit organizations membership of platforms

The first hypothesis aimed to verify whether non-profit organizations enter international and European platforms in order to achieve their goals.

Hypothesis 1
<ul style="list-style-type: none">- Main goal: In order to promote their interests, national non-governmental Organizations form/participate in international/European platforms through which they try to pursue their goals.- Specific goal: To examine key players in the process, to define major goals, to determine prevailing coordination mechanisms, their functions and tasks as well as the commonly used form/s of cooperation.

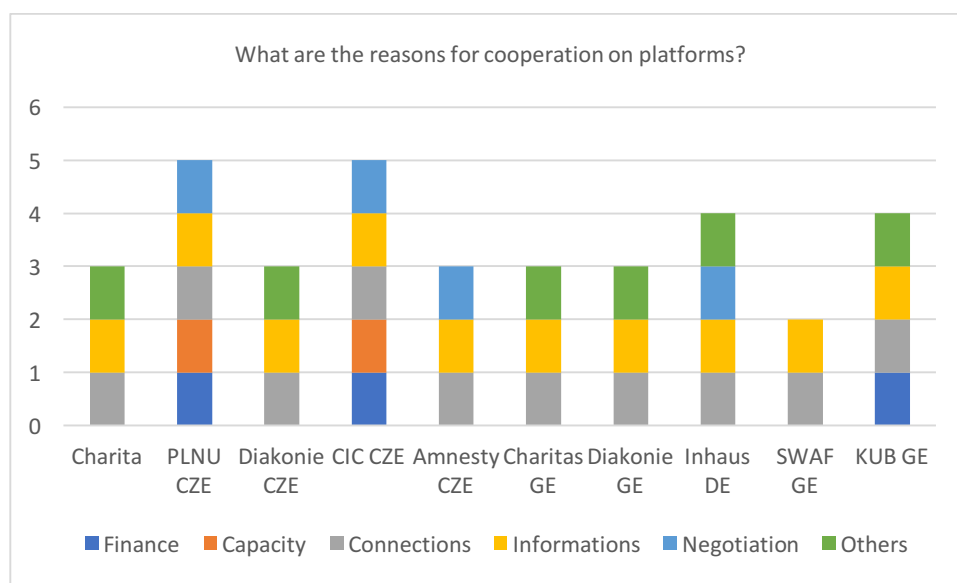
¹² Viz Apendix- Chapter 8.1.

The results of the semi-structured interviews showed that most of the organizations surveyed enter only the national platforms they represent at European level, and therefore this chapter analyzed the reasons for cooperation and evaluation of cooperation for all platforms at the same time, both internationally and nationally.

4.4.1.1 Reasons for cooperation

The following chapter summarizes the reasons for non-profit organizations to join platforms cooperating in the field of migration. Defining the main goals for entering the platform are key in the subsequent evaluation of the cooperation and for the correct answering of the first hypothesis.

Chart 5: Reasons for cooperation



Source: Own Creation

Chart 5 shows that most organizations are involved in the operation of platforms for more than one reason. All of the organizations surveyed said they use the platforms to connect with other organizations in the industry and share information. Small and medium-sized organizations have also often reported using platforms as intermediaries in negotiations with institutions. Only two organizations state the replacement of insufficient staff capacity as a

reason to participate in the platforms. For the three organizations, they are an important aspect for joining the finance platform. Other reasons for organizations include gaining more influence, being able to participate in working groups, being able to influence the decision-making process, sharing information with other organizations in the field, expressing support and solidarity, or better access to current events.

Czech Republic

Organizations in the Czech Republic use platforms for a variety of reasons. Membership in the platform attaches great importance to all organizations surveyed. Large organizations have better staffing opportunities and their interest in participating in the running of national platforms is more in terms of establishing connections and sharing information. This is because large organizations have more information and expertise, and at national level their views are given more weight. Smaller organizations in the Czech Republic need platforms to have their voice heard, so they emphasize the possibility of connecting with other organizations, thanks to which they have a greater influence together and with which they can better achieve their goals.

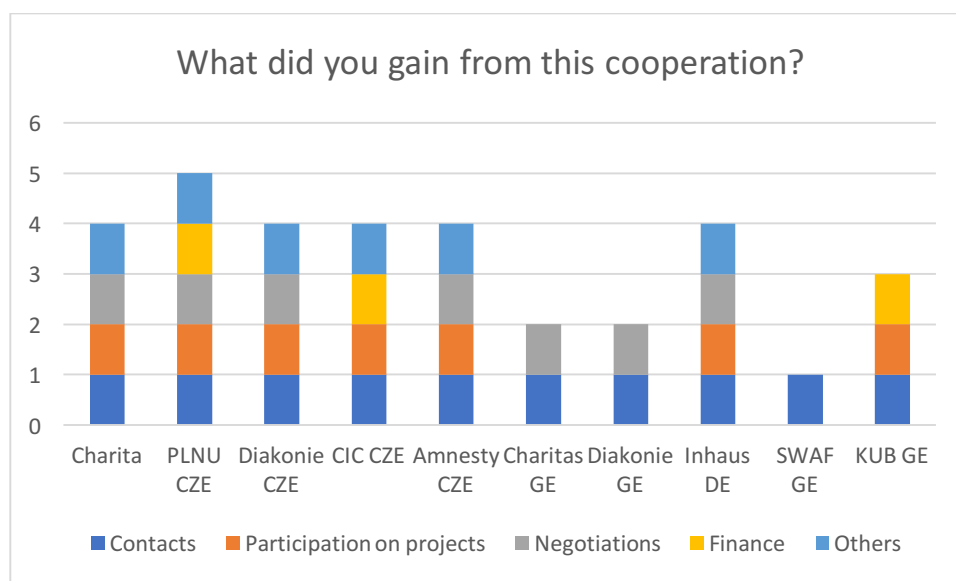
Germany

None of the German organizations cited capacity reasons as key to joining the platform. For some German organizations, on the other hand, capacity reasons were a barrier to entering the platform. For large organizations with sufficient staff capacity, platforms play an important role in influencing decision-making processes and better negotiating with other organizations.

4.4.1.2 Evaluation of cooperation

This chapter contains an overall evaluation of the cooperation of non-profit organizations on national platforms. The interviews showed that all of the organizations surveyed were satisfied with the operation of the platforms and their expectations were met. The following Chart 6 describes in detail the benefits of cooperation.

Chart 6: Benefits of cooperation



Source: Own Creation

As can be seen from Chart 6, the most common benefit of cooperation for the surveyed organizations was gaining new contacts, even for all surveyed organizations. Thanks to the platforms, seven organizations had the opportunity to participate in new projects. Seven organizations also consider the platform to be useful in negotiating with institutions. Other reasons mentioned included strengthening the position of the organization, better access to information and strengthening the position within the area of migration.

Czech Republic

While the benefits of cooperation were uniform in both countries, the problems of cooperation with the platforms differed significantly in comparison between the Czech and German sides. Among the main problems of cooperation between Czech NGOs at the national level was the lack of support for the platform by the government. Respondents in many cases state that the government treats organizations' comments as a "necessary evil" and does not place sufficient emphasis on their views.

Germany

Compared to the Czech Republic, the German government is more inclined to non-profit organizations and thus to platforms. However, the obstacle to participation in the platforms is a lot of time for many organizations. One German organization even stated that participating in the platform deprives them of the opportunity to present themselves

freely and make free decisions. For this reason, they do not seem interested in too much cooperation.

4.4.2 Influencing EU decision-making processes

In the second hypothesis, it was necessary to examine whether non-profit organizations cooperate through specific platforms in order to influence migration policy at the European level.

Hypothesis 2
<ul style="list-style-type: none">- Main goal: National NGOs try to influence policy making in the field of migration at EU level through the mediation of specific platforms.- Specific goals: To identify key players at the EU level (target of negotiations), to determine main outcomes of negotiations, to analyse major obstacles in the process.

In order to answer this hypothesis, cooperation mechanisms at national level and then at European level had to be deciphered first.

4.4.2.1 National a regional level cooperation mechanisms

As mentioned in the previous chapter, one of the reasons why organizations come together on national official platforms is precisely the possibility of negotiating with government institutions. There is a significant difference between cooperation mechanisms in order to influence decision-making processes in the Czech Republic and Germany.

Czech Republic

For smaller organizations at the national level, platforms are a key mechanism for negotiating with institutions. There are a number of non-governmental platforms in the Czech Republic, such as LaStrada, the platform of People in Need and also the Consortium of Migrants Assisting Organization. According to research, the Consortium of Migrants Assisting Organization is a key institution uniting Czech organizations in the field of migration, which brings together almost all organizations that deal with migration and integration in the Czech Republic. Through cooperation in the Consortium of Migrants Assisting Organization, organizations succeed in enforcing goals

at the government level, gaining the awareness of politicians, and their voice is more important through cooperation and can be better heard.

Government platforms associating organizations in the field of migration include, for example, the Migration Collegium, convened by the Ministry of Regional Development, or regional cooperation with, for example, the city of Prague. However, this cooperation is not very important for most of the non-profit organizations. Rather, non-profit organizations at the governmental level comment on draft laws, send policies on their own initiative, and seek support from them.

Germany

Thanks to the large number of organizations dealing with migration and integration in Germany, there is no significant non-governmental platform that brings together all organizations. However, in contrast to the Czech Republic, in Germany the cooperation of organizations in government platforms is better organized. Organizations are regularly invited to meetings with the government, where they act as advisory institutions and have the opportunity to express their views on the issue and influence important policy decisions. According to some organizations, the positive approach of the government is due to the great support of civil society, which perceives non-profit organizations as experts on the given topics.

4.4.2.2 EU and international level cooperation mechanisms

Although grants and other EU funding programs are one of the key sources of funding for most organizations, participation in projects is rather one-off and research has shown that only two organizations aim to influence decision-making mechanisms at European level. This is mainly due to the high time required and the relatively small chance of success.

Czech Republic

Organizations that do not have the staff capacity to negotiate at European level come together on national platforms, which they use as the main intermediaries for negotiations with the EU institutions. However, the aim of any of the organizations surveyed is not primarily negotiations at the EU level, nor are the relevant platforms very active within the European

Union and internationally. And they tend to focus their energy on negotiations at the national level. Although some medium and large organizations in the Czech Republic are, by their nature, parent organizations of a European and supranational nature, Czech organizations are not very active in these structures either. The reason again is the great time required and the relatively small percentage of success.

Germany

Small and medium-sized organizations in Germany are not interested in participating in EU decision-making processes, nor are they trying to get involved in any platforms to negotiate with the EU, but rather focus on local work. Compared to the Czech Republic, however, there is a significant difference in the involvement of large organizations. One example of effective cooperation between non-profit organizations at the EU level is the operation of the German Caritas, which has a branch in Brussels to promote its interests in the EU field and is thus the only Caritas branch based worldwide. This branch works well for establishing diplomatic relations and subsequent negotiations with the European Caritas headquarters, as well as for negotiations with the European institutions. Another large German organization, Diakonie GE, operates on a similar principle, i.e. its office is again based in Brussels, where it negotiates with the European headquarters called Eurodiakonie and with the European institutions. Thanks to this cooperation, Diakonia representatives can be personally available in negotiations with Eurodiaconia and at meetings of the European institutions, which allows them to better defend national interests at European level.

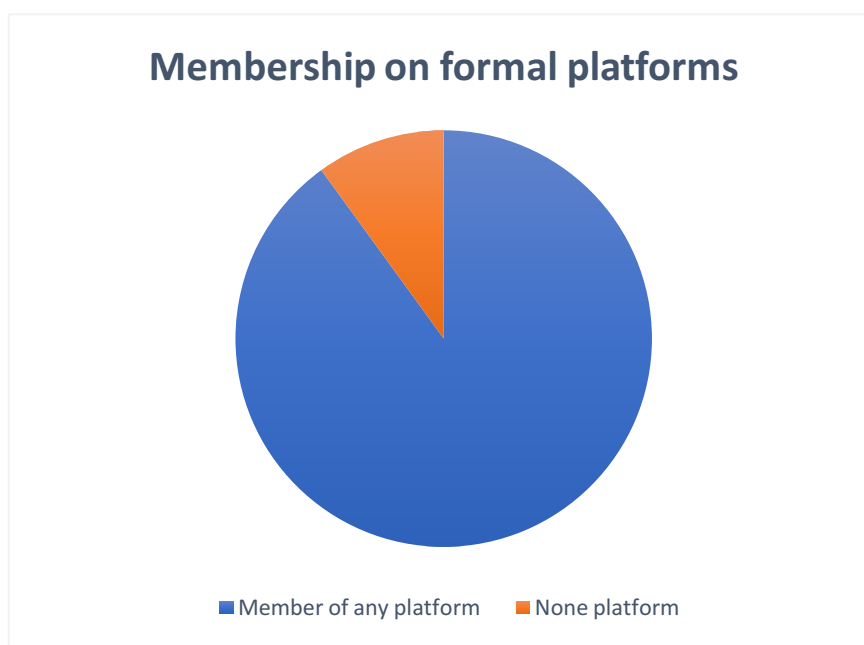
4.4.3 Horizontal and vertical form of cooperation

In the third hypothesis, it was determined whether, in the context of multilevel governance, it is essential for non-governmental non-profit organizations to cooperate on a horizontal and vertical level in order to achieve the set goals.

Hypothesis 3
- Main goal: In the context of the Multilevel Governance, a cooperation between NGOs on horizontal as well as vertical levels is crucial in order to achieve the given goals.

As cooperation at the informal local level is by its nature rather horizontal and negotiations with institutions are more vertical, to confirm or reject the hypothesis it was first necessary to examine the role of NGOs in platforms in terms of formal and informal structures, management and cooperation.

Chart 7 Membership on platforms



Source: Own Creation

As can be seen in Chart 7 only one in ten organizations is not a member of any official non-governmental platform of a national, European or international nature. However, this organization is also active in creating an informal structure. In addition to formal partnerships at national, international or European level, other organizations also form a number of other partnerships outside the official structure.

Despite the fact that almost all organizations formed partnerships on a horizontally and vertically managed level, there was a clear difference between small and large organizations. Smaller organizations usually form more significant informal partnerships outside the platform, through their own networking and cooperate individually at the horizontal level. This is mainly because it is not in their capacity to effectively ensure both forms of cooperation and cooperation at the horizontal level is simply more beneficial

for the fulfillment of organizational goals. Medium and large organizations, which were formed by separating from the parent organization of a transnational nature, have been members of the platform of a vertical nature since their inception. This structure is very important to them and they attach great importance to it. Horizontal cooperation is essential for large organizations only at the local level.

Czech Republic

All interviewed organizations in the Czech Republic were in some way involved in at least one platform of a national nature, regardless of their size or number of employees. However, the main reasons for participating in the platform were for all organizations to gain important contacts to establish horizontal cooperation. Only organizations that had multinational parent organizations were actively involved in the vertical level of management. However, even for these organizations, cooperation at the horizontal level was essential.

Germany

Compared to the Czech Republic, the difference between large and small organizations is more obvious in Germany. One of the five German organizations interviewed was not involved in any non-governmental national or international platform of an official nature and operated at the level of horizontally managed community activities. Other small and medium-sized organizations also focused more on the networks of their own contacts, which form organizations outside the official platforms, and on cooperation at the local level. Even one of the surveyed organizations assessed the cooperation with the platforms as something that could negatively affect the organization in terms of free decision-making and negatively affect their capacity utilization.

Large organizations in Germany, which have the personnel capacity, form numerous partnerships at the local, national and international levels and, unlike Czech organizations, are very interested in participating in decision-making processes. The vertical structure of these organizations was very sophisticated in comparison with large organizations in the Czech Republic. Specifically, Caritas GE and Diakonie GE have offices in Brussels due to better cooperation with Caritas Europa and Eurodiakonie. Thanks to this cooperation, they have been succeeding in fulfilling their organizational goals for a long time.

5 Results and Discussion

The diploma thesis was focused on non-profit organizations operating in the field of migration in relation to the EU decision making process in the context of the Multi level governance theory. The aim of the thesis was to describe the level of participation of these Czech NGOs on cooperation platforms of national and European level. Due to a greater overview in the topic, five German organizations were also included in the research, which made it possible to carry out a comparative analysis and make recommendations for Czech non-profit organizations. Within the description of the level of participation of NGOs, three basic hypotheses were established, which described the current model of coordination and analysis of the effectiveness of mutual cooperation of non-profit organizations at the national and international level.

Hypothesis 1: In order to promote their interests, national non-governmental Organizations form/participate in international/European platforms through which they try to pursue their goals.

Specific goals: to examine key players in the process, to define major goals, to determine prevailing coordination mechanisms, their functions and tasks as well as the commonly used form/s of cooperation.

Within this hypothesis, the reasons for non-profit organizations to join platforms cooperating in the field of migration and the level of fulfillment of these goals were analyzed. Given that the conduct of semi-structured interviews revealed that most non-profit organizations communicate with international / European institutions through national platforms, this hypothesis was also applied to the national level.

According to the information obtained, one of the most important reasons for Czech organizations to enter platforms at the national and international level is to connect with other organizations in the field. Other reasons include obtaining important information or representation in negotiations with institutions or replacing missing staff capacity. All respondents stated that their expectations were met and in many cases even exceeded. The platform enables its organizations not only to mediate a network of contacts and negotiations with institutions, but also better involvement in projects or assistance in drawing funds. Compared to Czech organizations, non-profit organizations in Germany

did not expect the platform to replace the missing capacity, and on the contrary, one organization perceived capacity reasons as an obstacle to entering the platform. Some of the organizations surveyed even stated that they had joined the platform in order to show support and solidarity with other organizations. All the organizations involved were 100% satisfied with the functioning and, as in the Czech Republic, the main contribution was the mediation of a network of important contacts, support in negotiations with institutions or involvement in current events.

All the reasons for organizations to participate in platforms correspond to the sub-goals of organizations. Whether it is assistance in obtaining state / European financial support for their projects, expanding the network of contacts or the actual negotiations with institutions and subsequently influencing the decision-making process. For these reasons, the first hypothesis was accepted.

Hypothesis 2: National NGOs try to influence policy making in the field of migration at the EU level through the mediation of specific platforms.

Partial goals: to identify key players at the EU level (target of negotiations), to determine main outcomes of negotiations, to analyze major obstacles in the process.

To correctly determine this hypothesis, it was necessary to distinguish key players at the national and international level. The finding based on semi-structured interviews and the study of primary documents is that the level of participation of Czech organizations in non-governmental platforms at the national level is relatively high, especially thanks to the Migration Consortium platform, which brings together all NGOs operating in the field of migration in the Czech Republic. Compared to the Federal Republic of Germany, according to the information obtained, the structure of non-profit organizations' involvement in non-governmental cooperation platforms is even more numerous, mainly because smaller German NGOs are more community-oriented and form significant cooperation in an informal way. In Germany, no key non-governmental platform was common to all NGOs questioned, especially since there are significantly more migration organizations in Germany.

Compared to the Czech Republic, however, cooperation at the governmental level is better developed in Germany. While Czech non-profit organizations are invited to decision-making, processes at the so-called round table, only sporadically and in necessary cases provided by law, while their function is more on their own initiative (describing policies and commenting on existing government decisions), German organizations are regardless of their size or influence are regularly invited as advisory institutions before making important policy decisions in the field of migration. According to a representative of one of the NGOs, this is because German non-profit organizations working in the field of migration have a lot of support across civil society and the government is forced to listen to them. Another reason is the fact that the level of German migration policy is generally much higher than the level of migration policy in the Czech Republic.

At the level of decision-making processes in the EU, the Czech Republic is very inactive. None of the organizations surveyed stated that it would be in their interest to influence decision-making processes at EU level. In the case of negotiations with the European institutions, the organization may also be represented by a migration consortium, but even this is not significantly active at EU level and focuses more on the national level. Even large Czech organizations, such as Caritas CZE and Diakonie CZE, which have their parent companies of an international nature, are not very active at these levels and are not interested in influencing EU decision-making through these parent platforms. Compared to the Czech Republic, Germany is doing significantly better in terms of promoting its goals in the EU. Both equivalent organizations, Caritas GE and Diakonie GE, have a very sophisticated structure across EU decision-making processes, as evidenced by the fact that both organizations have offices in their national offices directly in Brussels for negotiations on European platforms and with EU institutions.

All these results show that although some organizations do enter platforms to influence decision-making, laws and negotiations with institutions, most organizations are only interested in influencing important decision-making processes at the national level. Therefore, the hypothesis cannot be generalized. For this reason, the second hypothesis was rejected.

Hypothesis 3: In the context of the Multilevel Governance, a cooperation between NGOs on horizontal as well as vertical levels is crucial in order to achieve the given goals.

As cooperation at the informal level is by its nature rather horizontal and negotiations with institutions are rather vertical, to confirm or reject the hypothesis it was first necessary to examine the role of NGOs in platforms in terms of formal and informal structures, management and cooperation.

The semi-structured interviews showed that despite the fact that almost all Czech organizations formed partnerships on a horizontal and vertical level, most organizations generally place more emphasis on horizontally managed cooperation, especially because while vertically managed cooperation is important for obtaining subsidies, horizontally managed cooperation enables the fulfillment of the organization's primary goals and a more effective form of assistance to the needy at the local level. The difference in the perception of the importance of the management methods of Czech and German organizations was evident only in large German organizations, which arose from the separation from the parent organization of a supranational nature. The vertical structure was very important in the case of these organizations. Horizontal cooperation is essential for these organizations only at the local level and not across the EU decision-making process.

The results of the thesis showed that although the importance of cooperation varied depending on the structure of the organization itself, both forms of management are key for organizations. The third hypothesis was therefore accepted.

5.1 Recommendations

The results of the comparative analysis showed that although German organizations do not have a key platform on national level to bring them together in one place, their successes in decision-making processes are significantly better than those of organizations in the Czech Republic. This is mainly due to good cooperation with the government. This influence is evident, for example, in the New Pact on Migration, which reflects Germany's migration

policy. Thanks to cooperation, non-profit organizations also have better access to government subsidies, but also to negotiate at the national level. According to the results obtained, the support of civil society in the area of migration, which is insufficient in the Czech Republic, is key to obtaining government support.

The first recommendation for non-profit organizations is to establish a better communication strategy by NGOs with civil society, which can significantly influence the approach of government bodies by expressing its support, which is absolutely crucial in migration issues in the Czech Republic.

The second recommendation stems from the fact that large German organizations have a better-developed structure at European level, which allows them to be better involved in the EU's negotiation processes. For this reason, Czech organizations with sufficient capacity are recommended to set up an office in Brussels, following the example of German organizations, or at least set aside one contact person to maintain diplomatic relations with platforms at the international level and actively represent the Czech voice in the EU. This activity could give non-profit organizations a greater influence on EU negotiations on and off the platforms.

During the elaboration of the thesis, another interesting criterion of observation was found, namely the comparison of non-profit organizations according to their size and structure. The thesis does not deal with this topic in detail, however, it would be appropriate to look at the researched issues from this perspective.

6 Conclusion

The diploma thesis dealt with the non-profit organizations working on a field of migration and the decision making process. The theoretical part dealt with the anchoring of basic concepts necessary for a proper understanding of the topic.

The practical part of the research thesis examined the level of participation of Czech non-governmental organizations operating in the field of migration in national and international decision-making processes. For comparison and deeper insight into the issue, the research was focused not only on Czech but also on German non-profit organizations.

The aim of this thesis was to confirm or refute three predetermined hypotheses that described the current model of coordination and analyzed the effectiveness of mutual cooperation of non-profit organizations at the national and international level.

The partial goals of the thesis were to verify whether non-profit organizations enter national and international platforms in order to achieve their goals. In conclusion, it was found that the main reason for non-profit organizations to join national platforms is to expand the network of contacts, negotiate with institutions or strengthen the position of the organization within the field. All these reasons together lead to the fulfillment of the partial goals of the organization. For this reason, the first hypothesis was accepted as true.

Furthermore, the thesis examined whether non-profit organizations try to influence migration policy at the international and European level through specific platforms. This hypothesis was rejected in the thesis, mainly because although some organizations do enter platforms to influence the decision-making process, laws and negotiations with institutions, the interest in influencing important decision-making processes is for most organizations only at the national level. And therefore the hypothesis cannot be accepted.

The third hypothesis was to examine whether, in the context of multilevel governance, it is essential for non-governmental non-profit organizations to cooperate on a horizontal and vertical level to achieve the set goals. The results of the thesis showed that cooperation is really the key for organizations on both horizontal and vertical levels. The importance

of cooperation varied mainly depending on the size of the organization. While for small and medium-sized organizations, for capacity reasons, cooperation at the horizontal level in particular was more effective, for large organizations, cooperation at the vertical level, which was directly based on their organizational structure, was key. The hypothesis was therefore accepted.

The result of the comparative analysis, which was focused on the comparison of Czech and German non-profit organizations, showed that German organizations are significantly better than the Czech Republic in terms of sophisticated structures and influence on decision-making processes. This is mainly because the German migration policy is at a much better level than the Czech Republic. Not only does migration policy have government support, but non-profit organizations also have more support in civil society. These circumstances make it easier for non-profit organizations to access finance but also to negotiate at the national level. At the same time, large German organizations have a better-developed structure at European level, which allows them to be better involved in the EU's negotiation processes.

The research was especially beneficial by analyzing the current state of NGOs in the Czech Republic and their comparison with Germany. The result of the research are two recommendations to Czech non-profit organizations. One of them is the establishment of an office in Brussels, following the example of German organizations, or at least setting aside one contact person to maintain diplomatic relations with platforms at the international level and actively represent the Czech voice in the EU. Second recommendation is to set better communication strategy by NGOs with civil society, which can significantly influence the approach of government bodies by expressing its support, which is absolutely crucial in migration issues in the Czech Republic.

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8 Appendix

8.1 List of questions

In compiling a semi-structured questionnaire, eight basic questions were compiled. These questions were further expanded by additional questions following the answers of individual persons.

A) Can you please introduce your organization?

- History
- Aim
- Goals
- Finance
- Migration and Integration programmes

B) Do you cooperate on any platforms either at the national, EU or international level?

- Yes
- No

B2) If through the platform, what are the reasons?

- Finance
- Capacity
- Connections
- Other - please specify

C) In which areas do you cooperate?

- Communication
- Negotiations with institutions
- Cooperation with other members of the platform
- Other - please specify

D) Since when has this organization been a member of the platform?

E) What did you gain from this cooperation? Please give specific examples.

F) Have your expectations been met?

G) What are the main problems / obstacles to the cooperation? Please specify.