

**Czech University of Life Sciences Prague**

**Faculty of Economics and Management**

**Department of Humanities**



**Diploma Thesis**

**Non-state Actors and the EU: Case Study of the  
Representation of Selected Development Aid Agencies in  
the EU Decision-making Process**

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**NON-STATE ACTORS AND THE EU: CASE STUDY OF  
THE REPRESENTATION OF SELECTED DEVELOPMENT  
AID AGENCIES IN THE EU DECISION-MAKING PROCESS**

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## DIPLOMA THESIS ASSIGNMENT

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Economics and Management  
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Thesis title

**Non-state actors and the EU: case study of the representation of selected development aid agencies in the EU decision-making process**

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### Objectives of thesis

The main purpose of this diploma thesis is to investigate the current model of cooperation and coordination of selected development aid agencies, in particular their cooperation mechanisms towards major decision-making institutions of the EU. In order to promote their interests, goals and values, Non-Governmental Organizations form international platforms which represent their positions throughout given process in the EU institutions. This thesis examines functions, tasks and key players in the process as well as the commonly used form/s of cooperation. Additionally, it shall cover major aspects of the process – the context of Foreign Policy of a given country and Foreign Development Aid Policy in particular, aspects of civil society and its participation in the EU decision-making process as well as basic introduction into selected EU institutions.

### Methodology

Theoretical part of the thesis defines terms related to the European Union, especially those, which are connected with European Institutions. Foreign Development Aid and Cooperation in context of rural development and civil society participation in decision-making processes present a second line research level. Literature review and primary sources analysis (Strategies, Concepts) outline the main research questions, while the following empirical part should use a qualitative approach and examine investigated processes through semi-structured interviews. Conclusions are based on the synthesis of the theoretical literature review in confrontation with the practical outcomes of the empirical study.”

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**Keywords**

EU institutions, non-state actors, foreign policy, development aid and cooperation, decision-making in the EU

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## **Declaration**

I declare that I have worked on my diploma thesis titled "Non-state Actors and the EU: Case Study of the Representation of Selected Development Aid Agencies 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 third person.

In Prague on June 1, 2020

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# **Non-state Actors and the EU: Case Study of the Representation of Selected Development Aid Agencies in the EU Decision-making Process**

## **Abstract**

The thesis deals with one originally Czech platform that gathers NGOs throughout the Czech Republic focusing on development cooperation, humanitarian aid and global development education and awareness called Czech Forum for Development Cooperation (FoRS), its member NGOs, and finally, their cooperation with the European Union with the aim of obtaining EU grants.

The main purpose of the thesis is to analyze to what extent is FoRS being helpful to its member NGOs when applying for EU funding, moreover, to evaluate, whether or not small/medium-sized NGOs are more likely to obtain an EU grant over large ones. Therefore, two hypotheses considering these two issues were created and evaluated.

The theoretical part of the thesis has been done through literature review, whereas the practical one via qualitative research, furthermore, semi-structured interviews done with both representative of FoRS and eight small/medium-sized NGOs (the thesis is focused only on small and medium-sized NGOs in order to gain maximally objective information, as the majority of FoRS members belong under these criteria).

Based on the obtained data, an analysis of NGOs cooperation with FoRS, moreover with the European Union is created, as much as a SWOT analysis from small/medium-sized NGOs' (applying for EU funding) point of view and finally, the results and evaluation are being discussed.

**Keywords:** EU institutions, non-state actors, foreign policy, development aid and cooperation, decision-making in the EU

# **Acteurs non gouvernementaux et UE : analyse de la représentation d'un choix d'agences dans l'aide au développement au sein du processus décisionnaire de l'UE**

## **Résumé**

Ce travail s'intéresse essentiellement à la plateforme tchèque regroupant les organisations non gouvernementales (ONG) et d'autres organismes à but non lucratif qui s'occupent de l'aide au développement, de l'aide humanitaire, de l'instruction et de l'éducation des pays en développement – le Forum tchèque pour l'aide humanitaire (FoRS) -, ainsi que des organisations non gouvernementales qui en sont membres et de leur coopération au niveau de l'Union européenne, en particulier dans le domaine des demandes de subventions à l'UE.

L'objectif principal de ce travail est d'étudier dans quelle mesure le FoRS contribue à aider ses ONG membres lors d'une demande de contribution financière à l'UE et de déterminer si la probabilité d'obtenir des subventions de l'UE est supérieure pour les grandes ONG par rapport aux petites et moyennes. Pour répondre à ces questions, nous émettons deux hypothèses de départ qui seront évaluées à la fin de ce travail.

La partie théorique de cette analyse est fondée sur une recherche documentaire, tandis que la partie pratique repose sur une enquête qualitative ou, plus précisément, sur l'utilisation d'entretiens semi-structurés.

Ces entretiens ont été menés avec le représentant du FoRS ainsi qu'avec huit ONG membres. Toutes les ONG étudiées sont de la taille des PME, car c'est justement ce type d'entreprises qui forme la majorité des membres du FoRS, et la rédactrice de ce travail est convaincue que, de ce fait, les résultats seront plus complexes.

Les données obtenues forment la base de l'analyse de la collaboration des organisations non gouvernementales avec le FoRS et l'Union européenne, laquelle est complétée par une analyse SWOT qui prend en compte le point de vue des petites et moyennes organisations non gouvernementales (qui tentent d'obtenir un financement de l'UE). La fin du travail se charge de traiter et d'évaluer les résultats obtenus et les hypothèses de départ.

**Mots clés :** institutions de l'Union européenne, acteurs non gouvernementaux, politique étrangère



# **Nestátní aktéři a EU: případová studie na zastoupení vybraných agentur pro rozvojovou spolupráci v rozhodovacím procesu EU**

## **Abstrakt**

Práce se zabývá zejména českou platformou, která shromažďuje nevládní neziskové organizace a další neziskové subjekty zaměřené na rozvojovou spolupráci, humanitární pomoci a rozvojovým vzděláváním a osvětou – České fórum pro rozvojovou spolupráci (FoRS), jeho členskými nevládními organizacemi a jejich kooperací na úrovni Evropské unie, především při podávání žádosti o grant EU.

Hlavním cílem práce je analyzovat, do jaké míry je FoRS nápomocen svým členským NNO při podávání žádostí o finanční prostředky EU a také rozhodnout, zda velké NNO mají větší pravděpodobnost získat grant EU než malé a střední. K zodpovězení těchto otázek nám poslouží dvě hypotézy, které z nich vychází a které jsou na konci práce vyhodnoceny.

Teoretická část práce je zpracována formou literární rešerše, zatímco praktická prostřednictvím kvalitativního výzkumu, respektive s využitím polostrukturovaných rozhovorů. Tyto rozhovory byly vedeny se zástupcem FoRS stejně tak jako s osmi členskými NNO. Všechny zkoumané NNO spadají do malých/středních podniků, neboť právě tyto druhy podniků tvoří většinu členu FoRS a autor práce věří, že díky tomu budou výsledky komplexnější.

Na základě získaných dat je vytvořena analýza spolupráce nevládních organizací s FoRS a Evropskou unií doplněná o SWOT analýzu z pohledu malých a středních nevládních organizací (usilující o financování z EU). Na konci práce dochází k projednání a evaluaci zjištěných výsledků a hypotéz.

**Klíčová slova:** Instituce Evropské unie, nestátní aktéři, zahraniční politika, rozvojová pomoc a spolupráce, rozhodovací proces EU

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## List of Abbreviations

CAN Europe .....	Climate Action Network Europe
CARE .....	Charity based in USA
CEF .....	Connecting Europe Facility
CIVEX .....	Commission for Citizenship, Governance, Institutional and External Affairs
CODEV .....	Working Party on Development Cooperation (the European Council)
COHAFA .....	Working Party on Humanitarian Aid and Food Aid (the European Council)
COMP .....	Competitiveness Council
CONCORD .....	the European confederation of Relief and Development
CoR .....	European Committee of the Regions
COREPER .....	Committee of Permanent Representatives (the European Council)
Council .....	the European Council
CSDP .....	the Common Security and Defense Policy
CSO .....	Civil Society Organization
CULS .....	Czech University of Life Sciences in Prague
ČCE .....	the evangelical Church of Czech Brethren
ČRA .....	Czech Development Agency
ČS .....	the Czech Republic and Slovakia
DEAR ...	the European Commission's Development Education and Awareness Raising Programme
DEVE .....	Committee on Development (the European Parliament)
DG .....	Directorate General
DG DEVCO .....	International Cooperation and Development
DG ECHO .....	European Civil Protection and Humanitarian Aid Operations
DG NEAR .....	European Neighborhood and Enlargement Negotiations
DG TRADE .....	Trade

DWW	Development Worldwide
E.g.	Exempli Gratia – for example
EACEA	the Education, Audio-visual and Culture Executive Agency
EASME	the Executive Agency for Small and Medium-sized Enterprises
EC	the European Commission
ECOFIN	the Economic and Financial Affairs Council
EDF	the European Development Fund
EEAS	European External Action Service
EESC	European Economic and social Committee
EIB	European Investment Bank
ENV	Environment Council
EP	the European Parliament
EPDET	the European Program for Development Evaluation Training
EPSCO	Employment, Social Policy, Health and Consumer Affairs Council
ESF	European Social Fund
etc.	et cetera - and other similar things
EUR	the Euro currency
EYC	Education, Youth, Culture and Sport Council
FoRS	Czech Forum for Development Cooperation
GAERC	the General Affairs and External Relations Council
GDP	Gross Domestic Product
i.e.	that is
Ibid	in the same source
IHL	International Humanitarian Law (the European Council)
INEA	the Innovation and Networks Executive Agency
INGO(s)	International Non-Governmental Organization(s)
iROP	Integrated Regional Operational Program
JHA	Justice and Home Affairs Council
MAS	Local Action Groups
MEPs	Members of the European Parliament
NATO	North Atlantic Treaty Organization
NGO(s)	Non-Governmental Organization(s)
Num.	number
ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
OPZ	Employment Operational Program

ORS .....	Department of Development Cooperation
Oxfam .....	Oxford Committee for Famine Relief
p. ....	page
S/ME .....	small/medium-sized enterprises
SDGs .....	the 17 Sustainable Development Goals
SWOT .....	Analysis based on Strengths, Weaknesses, Opportunities and Threats
The EU .....	the European Union
The UK .....	the United Kingdom
TTE .....	Transport, Telecommunications and Energy Council
UN .....	the United Nations
US .....	United States of America
EURODAD .....	European Network on Debt and Development
WFTO .....	World Fair Trade Organization

# 1 Introduction

With the increasing importance and influence of non-state actors, it is important to enhance public awareness in this regard. In the Czech Republic, the non-state actors are becoming an important part in the field of decision-making process of the state, well-being of the society, moreover, its individual sectors. The Non-Governmental Organizations (NGOs) with the same or similar principles and values even tend to create corporation between one another, so their voice becomes stronger and more effective. This voice often extends beyond national borders. In the case of the Czech Republic, organizations through these created partnerships (or by themselves) target mainly decision-making bodies of the European Union with the aim of obtaining EU- funding for their projects and/or general operating.

This thesis deals especially with one originally Czech platform that gathers NGOs and other non-profit subjects all over the Czech Republic focusing on development cooperation, humanitarian aid and global development education and awareness called Czech Forum for Development Cooperation (FoRS), its member NGOs and finally, their cooperation with the European Union.

The main purpose of the thesis is to analyze to what extent FoRS is being helpful to its member NGOs when applying for EU funding, moreover, to evaluate, whether small/medium-sized NGOs are more likely to obtain an EU grant over large ones or not.

In the theoretical part of the thesis the reader becomes familiar with the concepts of non-state actors (Civil Society and Interest Groups, Third Sector, Global Governance and Global Civil Society, International NGOs), the most relevant Institutions of the European Union with regard to thesis' objectives (the European Commission, the European Parliament, the Council of the European Union) and their relationship towards NGOs. One also finds out basic information about Foreign Policy as such, moreover about Czech Foreign Policy and its Development Cooperation Strategy Finally, the reader shall find out what are the determinants of success of NGOs when applying for EU funding. These data were all obtained through relevant literature review.

The second part of the thesis – the practical empirical part – consists of qualitative research, furthermore, semi-structured interviews done with both a representative of FoRS and eight small/medium-sized NGOs (the thesis is focused only on small and medium-sized NGOs in order to gain as objective information as possible, as the majority of FoRS members

belong under these criteria). Based on the obtained data, an analysis of NGOs cooperation with FoRS, specifically with the European Union is created, as much as a SWOT analysis from small/medium-sized NGOs' (applying for EU funding) point of view. At the end, an evaluation of the two hypotheses initially stated - hypothesis 1: NGOs are seeking FoRS' help because they think it will save them time and effort when applying for EU grant, hypothesis 2: EU funding is more achievable by big NGOs than small/medium-sized ones is made. For evaluation of the hypotheses served data gained by interviewing both a FoRS representative and eight small/medium-sized NGOs.



## **2 Objectives and Methodology**

### **2.1 Objectives**

The main purpose of this diploma thesis is to investigate the current model of cooperation and coordination of selected development aid agencies, in particular their cooperation mechanisms towards major decision-making institutions of the EU. In order to promote their interests, goals and values, Non-Governmental Organizations form international platforms which represent their positions throughout given process in the EU institutions. This thesis examines functions, tasks and key players in the process as well as the commonly used form/s of cooperation. Additionally, it shall cover major aspects of the process – the context of Foreign Policy of a given country and Foreign Development Aid Policy in particular, aspects of civil society and its participation in the EU decision-making process as well as basic introduction into selected EU institutions.

In the context of main objectives of the diploma thesis, following hypotheses were formulated: hypothesis 1: NGOs are seeking FoRS' (Czech Forum for Development Cooperation) help because they think it will save them time and effort when applying for EU grant. Hypothesis 2: EU funding is more achievable by big NGOs than small/medium-sized ones.

### **2.2 Methodology**

In theoretical part of the thesis there are defined terms related to the European Union, especially those, which are connected to decision-making bodies of EU. Foreign Development Aid and Cooperation in context of rural development and civil society participation in decision-making processes present a second line research level. Literature review and primary sources analysis (Strategies, Concepts) outline the main research questions, while the following empirical part should use a qualitative approach and examine investigated processes through semi-structured interviews. Conclusions are based on the synthesis of the theoretical literature review in confrontation with the practical outcomes of the empirical study.

The practical part of the thesis is especially focused on small/medium-sized organizations in order to gain maximally objective information, as the majority of researched subject's (FoRS') members falls under these criteria.

Based on semi-structured interviews, SWOT analysis was created from small/medium NGOs' (applying for EU funding) point of view.

### **3 Literature Review**

In order to understand the results of this paper and to relevantly evaluate hypotheses stated, the author finds very important for every reader to be familiar with the terms which are strongly linked to the main topic. Hence, in the Literature Review part of the thesis the terms related to the non-state actors, decision-making institutions of the European Union and development aid as a tool of foreign policy shall be clarified.

#### **3.1 Non-state actors**

There are two main categories within the foreign policy as such, being state and non-state actors. Generally speaking, the definition of both is the ability and/or capability to influence international relations.

For a definition of the state actor, the Montevideo Convention on Rights and Duties of States from 1933 should be used, as it is considered as a mutual explanation: “The state as a person of international law should possess the following qualifications: A) a permanent population; B) a defined territory; C) governments; and D) capacity to enter into relations with other states.”(Klabbers, 2016, pp. 2-4)

In other words, non-state actors might be explained as units which are not defined as a state but do influence states' foreign policies likewise.

Nowadays, non-state actors are irreplaceable entities in a global system. In recent decades, they have become so influential that the overall analysis of the current global system is not even possible without their characteristics (Carlsnaes, Risse-Kappen and Simmons, 2002, p. 153). Therefore, this thesis shall focus mainly on non-state actors, especially on a civil society, third sector/NGO, INGO's, etc.

##### **3.1.1 Civil Society and Interest Groups**

Prescriptively, it is very difficult to define civil society as such. To put the matter another way, civil society can be explained as a “non-state” space, and such space is currently extremely wide and heterogeneous. There are many non-governmental organizations that pursue and fulfil noble goals represented, on the other hand, we can find there also criminal and terrorist organizations, sects or fundamentalist religious organizations (Makariusová, 2015, p. 45).

According to Anthony Giddens' book "Sociology", civil society space is somewhere between the state and business, which has been filled by families, educational institutions, various associations, professional chambers, etc. Such civil society is considered crucial to the functioning of a free and democratic state (Giddens and Sutton, 2013, p. 988).

Civil society can be divided according to its function into two groups:

- 1) Organizations providing services (e.g. humanitarian organizations, organizations providing services to handicapped members of the population, etc.)
- 2) Organizations trying to achieve social and/or political change by putting pressure on political representation or by publicizing specific topics (Dlouhá, Dlouhý and Mezřický, 2006, pp. 116-117)

To be more precise, as a part of civil society we consider for example social movements, churches, NGOs, trade unions, foundations, loosely organized groups that we call grassroots, etc. (ibid., p. 112)

Second group can be according to the academic journal called: "Opening the black box: The professionalization of interest groups in the European Union" also called Interest Groups. The authors of the article claim that interest groups "are all organizations that have political interest, which are organized and, which do not strive for public office." (Klüver and Saurugger, 2013, p. 188)

The interest groups can be further divided into two subgroups – **sectional** and **cause** groups. Sectional groups are acting on behalf their supporters by creating concentrated costs and benefits of theirs. "Their task is to look after the specific interest of this particular section of society and their membership is usually limited to that section." (Klüver and Saurugger, 2013, p. 188) Cause groups, on the other hand, are more about representing beliefs or principles and everyone who shares the same stance can become its member. "Cause groups represent diffuse interests that only imply diffuse costs and benefits for their supporters." (ibid., p. 189)

### 3.1.2 Third Sector / NGOs

The term third sector is very closely related to the term civil society, which has been explained above. Sometimes people and publications even tend to confuse these two one another.

In the Czech Republic there is a synonym to the third sector being non-governmental (non-profit) organizations (NGO). According to Salamon and Anheier (1996, pp. 1-2), there are five essential characteristics for non-governmental organizations. They say, that in order to fall under NGO, the organization must be:

#### 1) Organized

- i.e., institutionalized to some extent → every non-governmental organization has its own institutional and organizational structure and principles of operating

#### 2) Private

- i.e., Structurally separate from the instrumentalities of the government → not in a sense that the organization cannot be supported by the government or even led by governmental officials, but from the point of view of having its own institutional identity separate from the state. Therefore, the organization does not exercise governmental authority.

#### 3) Self-governing

- i.e., equipped to control their own activities → Organizations maintain a significant degree of autonomy and must be able to manage their functioning and activities through internal structures and follow their own rules. They are not controlled from outside by other organizations or the state. This doesn't mean, however, that the organizations are completely independent on the state administration. In fact, in most cases there is strong financial dependency on the state financial support.

#### **4) Non-profit distributing**

- i.e., not returning generated profits to their owners/directors → the principle of non-distribution of profits indicates that the third sector entities are not, by their very nature, primarily intended to generate profits. However, if they do, this profit is not further distributed among the founders, members, owners or executives of the organization. The profit gained is used again to achieve the goals of the company's mission.

#### **5) Voluntary**

- i.e., involving some meaningful degree of voluntary participation → in order to include the organization in the third sector, a voluntary element must be significantly and meaningfully represented in the activities of the entity. However, this does not mean that the voluntary element must be included in all regular activities of the company, not even in the most of them. The most frequently occurring activities are usually assistance of volunteers, sponsorship, donations and volunteer activities in the administrative bodies. Also, the organization must fulfil the assumption of non-compulsory membership for anyone and/or non-compulsory contribution of both time and money. (Salamon and Anheier, 1996, pp. 1-2)

Salamon and Anheier (1996, p. 7) created an international table that classifies the non-profit organizations as such into major groups and subgroups. This might give the reader better idea about in what areas specifically has the third sector been functioning.

**Table 1 - The International Classification of NGOs**

<b>GROUP 1: CULTURE AND RECREATION</b>	<ol style="list-style-type: none"> <li>1) Culture and Arts</li> <li>2) Sports</li> <li>3) Other Recreation and Social Clubs</li> </ol>
<b>GROUP 2: EDUCATION AND RESEARCH</b>	<ol style="list-style-type: none"> <li>1) Primary and Secondary Education</li> <li>2) Higher Education</li> <li>3) Other Education</li> <li>4) Research</li> </ol>
<b>GROUP 3: HEALTH</b>	<ol style="list-style-type: none"> <li>1) Hospitals and Rehabilitation</li> <li>2) Nursing Homes</li> <li>3) Mental Health and Crisis Intervention</li> <li>4) Other Health Services</li> </ol>
<b>GROUP 4: SOCIAL SERVICES</b>	<ol style="list-style-type: none"> <li>1) Social Services</li> <li>2) Emergency and Relief</li> <li>3) Income Support and Maintenance</li> </ol>
<b>GROUP 5: ENVIRONMENT</b>	<ol style="list-style-type: none"> <li>1) Environment</li> <li>2) Animal Protection</li> </ol>
<b>GROUP 6: DEVELOPMENT AND HOUSING</b>	<ol style="list-style-type: none"> <li>1) Economic, Social and Community Development</li> <li>2) Housing</li> <li>3) Employment and Training</li> </ol>
<b>GROUP 7: LAW, ADVODACY AND POLITICS</b>	<ol style="list-style-type: none"> <li>1) Civic and Advocacy Organizations</li> <li>2) Law and Legal Services</li> <li>3) Political Organizations</li> </ol>
<b>GROUP 8: PHILANTROPIC INTERMEDIARIES AND VOLUNTARISM PROMOTION</b>	
<b>GROUP 9: INTERNATIONAL</b>	
<b>GROUP 10: RELIGION</b>	
<b>GROUP 11: BUSINESS AND PROFESSIONAL ASSOCIATIONS, UNIONS</b>	
<b>GROUP 12: NOT ELSEWHERE CLASSIFIED</b>	

Source: own creation (Salamon and Anheier, 1996, p. 7)

As an accurate summary can be used the definition from Haken and Škarabelová (2005, p. 10) saying that the NGOs are providing such services that public administration does not want to and/or does not know how to. At the same time – these services are not profitable enough for the business sector. The NGOs, therefore, take care of the gaps in the social and economic areas, that have not been taken care of by either the state or business sector, but are strongly demanded and/or needed by the society to be filled.

### **3.1.3 Enhancing Importance of Non-state Actors within Foreign Policy**

Due to their emancipation and participation, non-state actors have the most significant influence in terms of transformation of relationships from international to a global level (Makariusová, 2015, p. 82). These relationships are to some extent uncontrolled. For that reason, there is a need of creating a new, adapted system for the coordination of this transformation → the system of Global Governance.

#### **3.1.3.1 Global Governance**

The term global governance “refers to rule-making and power-exercise at a global scale, but not necessarily by entities authorized by general agreement to act. Global governance can be exercised by states, religious organizations, and business corporations, as well as by intergovernmental and non-governmental organizations. Since there is no global government, global governance involves strategic interactions among entities that are not arranged in formal hierarchies.” (Keohane, 2011, p. 3)

The current concept of the global governance approach is based especially on the existence, expansion, connection and emerging of new structures of the non-state actors.

Within the actors of global governance belong e.g. (Makariusová, 2015, p. 73):

- States
- International governmental organizations
- International non-governmental (non-profit) organizations
- Transnational corporations
- Various associations and interest groups
- Radical groups, terrorists, guerrillas, militias, pirates, etc.
- Individuals

There are plenty of institutions and non-state actors which have been increasingly contributing to the fact that state's sovereignty and borders are less and less relevant. Globalization and the connection between various structures across national borders helps to link political, cultural and especially social relations, for which the geographical separation of national borders is of no importance. (Makariusová, 2015, p. 56)

### 3.1.3.2 Global Civil Society

Global civil society can be characterized as the interconnection of non-governmental groups and movements at international level which represents individuals in the global arena and that creates links between individuals and global institutions (ibid., p. 12).

On a national level these actors are called state actors (as they are public) or private actors, whereas beyond the state, which we consider as a part of global civil society, there are international actors - in public - and transnational actors - in private - sector (Baumann and Stengel, 2013, p. 492).

*Table 2 - State and Non-state Actors*

<i>State &amp; Non-state Actors</i>	<i>Within the state</i>	<i>Beyond the state</i>
<b>Public</b>	State actor	International actor
<b>Private</b>	Private actor	Transnational actor

Source: own creation (BAUMANN and STENGEL, p. 492.)

Part of the society perceives global civil society as a phenomena that occurs in the streets of cities where the annual meetings of the World Bank, the International Monetary Fund and the World Trade Organization take place, another part of the society thinks that the global civil society is embodied by regular interactions between transnational NGOs such as Amnesty International, Friend of the Earth International or Greenpeace. The rest of the society understands it as an increasingly interconnected nature of all types of potentially political activity, which, through the development of the communication technologies, is increasingly spreading across national borders and actually constitutes the basic infrastructure for all actors who enter into interactions outside the national borders (Císař, 2003, p. 9).



Similarly, as in the case of the civil society, the global civil society is created when there is a significant and strong desire within the international society for social co-responsibility and mutual solidarity. There has been a large network of non-state actors that helps address such issues, which would be given only marginal attention to in the state's policies (Makariusová, 2015, p. 12).

#### 3.1.4 INGOs

Advanced societies support the expansion of interest groups at international level. As the development and specialization of NGOs grows, the need for expansion from national to international level will gradually emerge and the NGO will become INGO (international non-governmental organization). This happens when the demand at national level is no longer met and the enlargement process would resolve the situation.

The more is the society advanced in terms of economic and technological point of view, the more it is advanced social-wise. We can say that the level of advancement of particular society can be measured by its support of interest groups and its functioning of civil society these days (ibid., p. 106).

As in a practical part of this thesis we deal especially with non-profit organizations, the author thinks that it is important to classify international non-governmental organizations of humanitarian character (non-profit) into four general models:

- 1) All organizations initially started with only one management exclusively in one country, even if their activities were or have been international, such as: International Rescue Committee, International Medical Corps, Amnesty International.
- 2) Some of the NGOs have several autonomous national bases with an independent agenda that regularly inform the home office. That means that there can be several offices within one country that work independently of one another – Oxfam, Save the Children.

- 3) Another NGOs have created many national branches that distribute their collective funds through separate organizations, which are created in each country with the help of residents. These branches are also managed by the NGO itself. For example, the Red Cross organization.
- 4) The international non-governmental organizations also work through domestic/national NGOs that are not part of the organizational structure as such, that do not have an independent operational capacity as their partner organizations such as for example Oxfam (Diehl, 1997, p. 290).

In terms of how in general NGOs work and what their functioning is like, it is almost impossible to categorize them all. “NGOs operate with many different methods and goals. Some act alone while others work in coalitions. Some organize noisy protest and demonstrations while others prefer sober education of quiet diplomacy. Some ‘name and shame’ those in power who abuse citizen rights, while others work closely with the authorities. Some simplify the issues for broad public campaigns, while others produce detailed studies to inform policy makers.” (Paul, 2000, p. 3)

The activity and vision of INGOs’ agenda is so broad and varied that their content often overlaps one another. The competence of functioning is then dependent on both quality employees and volunteers who are enthusiastic about their work and proper institutional and personal coordination.

In extreme situations, such as natural and/or humanitarian disasters, INGOs work wherever needed in order to be as beneficial as possible (Makariusová, 2015, p. 110).

In a global decision-making process “it becomes increasingly clear that NGOs have a vital role to play. Globalization has created both cross-border issues that NGOs address and cross-border communities of interest that NGOs represent. National governments cannot do either task as effectively or as legitimately. In the globalizing world of the twenty-first century, NGOs will have a growing international calling.” (Paul, 2000, p. 7)

With increasing power of non-state actors within the globalized world it is expected that NGOs will be the most relevant part of them. Especially concerning how effective they become when they work together in coalitions.

## **3.2 Institutions of the EU**

“The Union shall have an institutional framework which shall aim to promote its values, advance its objectives, serve its interests, those of its citizens and those of the Member States, and ensure the consistency, effectiveness and continuity of its policies and actions.” (Lisbon Treaty, 2008, OJ C115/22)

Among the EU legislation process belong (apart from other) following three institutions. The author of the thesis finds it very important to mention these three as they are highly linked with the main topic of the thesis and their functioning is most relevant when considering NGOs' cooperation with the EU. Within the introduction of each institution, one can find out what specific departments and/or subdivisions are responsible for the supporting programs of NGOs in a field of development cooperation, humanitarian aid and global development education and awareness. In a practical part of the thesis we shall see if/what specific programs are NGOs having benefits from.

### **3.2.1 The European Commission**

European commission represents the transnational principle among the institutions of the European Union. Its main objectives are to promote the interests of the European Union as a whole, by proposing and enforcing compliance, to guard the treaties, to implement policies, to look after the EU budget and to initiate the legislation. In general, the European Commission is the executive body of the European Union.

The European Commission was established in the 1958 and has headquarters in Belgium - Brussels. It is the only EU body responsible for drawing up proposals for new European legislation and implementation of the decisions of the European Parliament and the Council of the European Union (the DG for Communication, 2020a).

## **Main tasks of the European Commission are:**

- 1. Submission of legislative proposals to the European Parliament and the Council of the EU** – Representatives of the European Commission attend Parliament's meetings and defend their inputs.

Before adopting a new legislative proposal, the Commission is obliged to monitor social and economic conditions in the European Union in order to find out whether the proposed law will be beneficial in terms of improvements or not.

The newly proposed laws should “protect the interests of the EU and its citizens on issues that can't be dealt with effectively at national level” (Blahušiak, 2020a)

- 2. Managing of the EU policies and allocating of the funds from the EU budget** – Not only does the European Commission set the EU spending priorities but it also draws up an annual budget for an approval by the European Parliament and Council of the European Union.

The European Commission is - together with the Court of Auditors - responsible for controlling where the resources from EU budget go.

Only once the European Parliament finds the Court's annual report satisfactory, the Commission gets the final approval “granting discharge” which leads to the formal closure of the accounts of the institution for a given year (the DG for Communication, 2020b).

- 3. Enforcing of the EU law** – The Commission promotes and oversees the European law – in other words, it is responsible for ensuring the proper application of EU acts in all Member States. This task is done in cooperation with the Court of Justice (Blahušiak, 2020a).

- 4. Representing of the EU on international level** – “The Commission speaks on behalf of all EU countries in international bodies, in particular in areas of trade policy and humanitarian aid. Furthermore, negotiates international agreements for the European Union.” (the DG for Communication, 2020a)

The European Commission is composed of as many Commissioners as there are Member States in the EU. “The members of the Commission shall be chosen on the ground of their general competence and European commitment from persons whose independence is beyond doubt” (Lisbon Treaty, 2008, OJ C115/25). The head of the European Commission is Commission President who with the help of six vice-presidents and 21 Commissioners provides political leadership to the European Union. Each of the commissioners represents specific area of the EU policy – Directorate general – DG (the DG for Communication, 2020a).

The DGs that might be relevant for the practical part of the thesis, respectively, DGs being responsible for development cooperation, humanitarian aid and global development education and awareness (as much as the interviewed NGOs are) are according to FoRS’ official website (FoRS, 2019a):

- International Cooperation and Development (DG DEVCO)
- Trade (DG TRADE)
- European Neighborhood and Enlargement Negotiations (DG NEAR)
- European Civil Protection and Humanitarian Aid Operations (DG ECHO)

**DG DEVCO** is a DG responsible for initiating legislation and implementing development policy. DG DEVCO formulates European development and international cooperation policies and ensures their coordination within other EU policies. It also looks after the use of EU development aid financing instruments and distribution of the aid as such worldwide.

**DG TRADE** is encouraging and helping to poor countries to enhance their foreign trade and improve the access to the EU market.

**DG NEAR** oversees financial assistance to potential EU Member States and countries of Eastern Partnership.

**DG ECHO** is being very helpful when there is some natural disaster or man-made crisis occurring worldwide.

### 3.2.2 The European Parliament

There is no other institution in the European Union that brings together representatives from different states under one roof (currently 751), who have been directly elected to this institution and who have been given a range of legally-entrenched powers than European Parliament (Jacobs, Corbett and Shackleton, 1992, p. xviii).

With the gradual changes of the European treaties, the Parliament has currently a significant legislative and budgetary powers. Together with the representatives of the Member States in the Council, it determines the future direction of the European integration as such (Kuchařová, 2020).

Regarding where the Parliament meets, “it still has no permanent home. Often referred to as the Strasbourg Parliament, the reality is in fact much more complex. The plenary sessions do indeed currently take place in Strasbourg, although further efforts are likely to be made to transfer some of these to Brussels in the future. The Political Group and committee meetings, on the other hand, generally take place in Brussels. Finally, the secretariat is based in Luxembourg” (Jacobs, Corbett and Shackleton, 1992, p. 29). To put it in another way, we can say that the official headquarters are in all Strasbourg, Brussels and Luxembourg.

The European Parliament is well-known for its diversity in terms of languages. In fact, presently it has 24 official languages, but why is that? “Its elected members, unlike career diplomats, cannot automatically be expected to be competent linguists, although many are. The electorate should be free to choose a popular trade unionist from Germany or farmer from Portugal even if he or she cannot speak or understand foreign language” (ibid., p. 35).

A parliamentary assembly has existed since the very beginning of the European integration process. The importance of the European Parliament began to grow after the first direct elections in 1979. The direct election strengthened its legitimacy and the Consultative Assembly (initially) gained more influence.

In the 1990s, the Treaty of Maastricht and Amsterdam transformed it into a legislative body. Since then the European Parliament has been exercising similar powers at Union level as the parliaments of the Member States at national level in their territories (Kuchařová, 2020).

MEPs (Members of the European Parliament) are elected for a five-year term, the President of the European Parliament for 2,5 years. “The European Parliament shall elect its President and its officers from among its members” (Lisbon Treaty, 2008, OJ C115/23).

“There is still no uniform electoral system for all the participating countries, as foreseen when directed elections were decided upon and the Member States have been allowed to retain their own national systems until a common system can be devised. The result is a great variety of national systems” (Jacobs, Corbett and Shackleton, 1992, p. 12). At the EU level there are only the basic principles of the European Parliament elections laid down.

“Members of the European Parliament are all full members of at least one specialized standing committee, and sometimes of a second committee as well. They are also substituted on one or more committees. Much of the detailed work of the Parliament is carried out within these committees” (ibid., p. 97).

There are 20 Parliamentary Committees and two subcommittees in total, such as Foreign Affairs, Employment and Social Affairs, International Trade, Budgets, Transport and Tourism, Regional Development, etc. The most relevant committee for this particular thesis is the **Committee on Development (DEVE)** (European Parliament, 2020).

DEVE is responsible for matters related to the promotion, implementation and monitoring of the European Union’s development and cooperation policy. In order to strengthen Parliament’s oversight of humanitarian aid, the DEVE Committee has since 2006 appointed a standing rapporteur for humanitarian aid. “The rapporteur’s mandate includes defending humanitarian aid budget interests, monitoring humanitarian aid programs and maintaining close contacts with the humanitarian aid community” (Urbina Treviño, 2020).

### 3.2.3 The Council of the European Union

The Council of the EU (also called the Council of Ministers) represents the interests of the European Union's Member States and operates on an intergovernmental basis. It is a legislative and executive body that can decide about all integration issues (Blahušiak, 2020b).

The Council was established in 1958 as a Council of the European Economic Community and its headquarters is in Brussels in Belgium. The president changes every six months according to the EU country that have been currently holding the presidency on a 6-month rotating basis (the DG for Communication, 2020c).

**Main tasks of the Council are** (the DG for Communication, 2020c):

- Negotiating and adopting EU laws – together with the European Parliament. These EU laws are proposed by the European Commission.
- Coordination of EU countries' policies
- Developing the EU foreign & security policy
- Concluding of the agreements between the EU and other countries or international organizations
- Adopting the annual EU budget – again, together with the European Parliament

The Council of the European Union has a general legislative power in those areas, which are not in the European Commission's competences. On a Commission's proposal, the Council adopts legislation (regulations, directives, decisions). As mentioned above, most of the decisions are made together with the European Parliament.

In the area of a common foreign & security policy, the Council has executive power. It takes decisions, strengthens cooperation between Member States and performs the tasks set by the European Council (Blahušiak, 2020b).

The structure of the Council of the European Union is very complicated. The most significant division occurs vertically, where three levels can be distinguished: at a lowest level, there are so-called working groups, in a middle Committee of Permanent Representatives (COREPER) and on the top, there are the Ministerial Councils.



There are more than 150 working groups in the Council. The main task of them is to participate in the preparatory work of the COREPER and the Council (Zbírál, 2008, pp. 40-42).

As an example of working groups which are strongly linked to the topic of the thesis we can name the Working Party on Development Cooperation (CODEV), which, according to the official website of the Council of the EU (GSC, 2017)<sup>1</sup>, „handles general aspects of development cooperation policy, contributing to the objective of poverty eradication with rights-based approaches to effective development cooperation and policy coherence for development. It deals with a variety of topics, including gender equality, food and nutrition security, migration and development and crosscutting issues in trade, development and environment.“ Another example might be Working Party on Humanitarian Aid and Food Aid (COHAFA), which „discusses the EU’s humanitarian strategies and policies, as well as its response to humanitarian crises. Its work is guided by the European Consensus on Humanitarian Aid, the principles of humanity, neutrality, impartiality and independence, and International Humanitarian Law (IHL). The working party monitor humanitarian needs resulting from man-made and natural disasters outside the EU, ensures the coherence and coordination of the EU’s Collective response to these crises, discuss international, horizontal and sectorial humanitarian policies, promotes the European Consensus on Humanitarian Aid, the humanitarian principles and IHL“ (GSC, 2018).<sup>2</sup>

COREPER consists of two parts. COREPER II being the head of the Permanent Representatives with the rank of ambassador and in COREPER I being their deputies. COREPER’s main objective is to prepare Council’s meetings and to carry out the tasks assigned by the Council (Zbírál, 2008, p. 43).

“The Council shall consist of a representative of each Member State at ministerial level, who may commit the government of the Member State in question and cast its vote” (Lisbon Treaty, 2008, OJ C115/24). In the past, nevertheless, there were only Ministers of foreign affairs included in the Ministerial Council. In 1960, however, was this approach found as impractical and since then the concrete issues have been addressed by the ministers responsible for the specific areas at the national level.

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<sup>1</sup>GSC - General Secretariat of the Council

<sup>2</sup> GSC - General Secretariat of the Council

There are currently nine sectoral councils, being (Zbírál, 2008, pp. 45-48):

- The General Affairs and External Relations Council (GAERC),
- The Economic and Financial Affairs Council (ECOFIN),
- Justice and Home Affairs Council (JHA),
- Agriculture and Fisheries Council,
- Employment, Social Policy, Health and Consumer Affairs Council (EPSCO),
- Competitiveness Council (COMP),
- Transport, Telecommunications and Energy Council (TTE),
- Environment Council (ENV) and
- Education, Youth, Culture and Sport Council (EYC).

As this thesis is focused mainly on the cooperation between the EU institutions and NGOs, the most important for us is the very first Council – The General Affairs and External Relations. Its members are Ministers of Foreign Affairs or Ministers of European Affairs from the EU Member States. Besides taking care of the preparation of summits of European Council and general institutional and administrative issues of the EU, GAERC deals with external relations, in particular with the Common Foreign & Security Policy and humanitarian aid (Zbírál, 2008, p. 46).

#### **3.2.4 Institutions of the EU as Development Aid Agencies**

Development cooperation as such represents a large part of Union's Policy. It is specifically mentioned in the Treaty of Lisbon (2008, OJ C115/141) that "the European Parliament and the Council, acting in accordance with the ordinary legislative procedure, shall adopt the measures necessary for the implementation of development cooperation policy, which may relate to multiannual cooperation programs with developing countries or programs with a thematic approach." These programs are not only under Parliament's and/or Council's auspices.

There are many other institutions and tools used for functioning and coordinating development and foreign policy within the European Union, being (FoRS, 2019a):

- European External Action Service (EEAS)
- European Economic and social Committee (EESC)
- Commission for Citizenship, Governance, Institutional and External Affairs (CIVEX)
- European Committee of the Regions (CoR)
- European Investment Bank (EIB)
- EU Aid Volunteers
- European Social Fund (ESF)

Above mentioned institutions are all together trying to deal with every request from NGOs' side as well as they can. Their help is often crucial for NGO's existence, respectively for further help to those who need it.

#### **3.2.4.1 Institutions of the EU and Their Relationship towards NGOs**

As the European Union's governance has a supranational structure, there is often criticism from national governments concerning its demographic deficit. Therefore, many European Union institutions decided to include NGOs in the policy-making process.

“With their expertise and representative member base, NGOs can provide valuable input and help legitimize the decision-making process within the EU. NGOs have played an important role in developing European policy. Since the early 1990's, they have built coalitions with national regional governments, industry, other interest groups and member of the European Parliament as well as the European Commission” (Global Policy Forum, 2020).

The European Union is mainly being helpful through its funding. The funding can be provided via many forms, such as budget support, grants, tenders, guarantees and blending and trust funds (the DG for Communication, 2020d). Obviously, the most important for NGO's are grants and financial support as such. The NGOs are according to their specialization divided into many different areas. Based on these areas, specific EU institution is chosen for potential funding.

According to the EU official websites (the DG for Communication, 2020e) these areas are namely:

- 1. Social Inclusion, Gender Equality and Equal Opportunities** – The NGO's occurring in this field might ask for support from the European Social Fund. This funding has been managed by authorities in an EU region or country itself.
- 2. Culture and Media** – There is a programme called The Creative Europe Programme which supports all the initiatives of European audio-visual, cultural and creative sector. This programme can be divided into two sub-programmes, being Culture and MEDIA. Under Culture sub-programme fall for example cooperation projects, literary translation and networks and platforms. On the other hand, the MEDIA sub-programme provides financial support to the development of the EU film industry and helps in promoting and distributing. The entire Creative Europe Program is managed by the Education, Audio-visual and Culture Executive Agency (EACEA).
- 3. Foster Citizenship and Civic Participation** – The NGO's being related to this area can apply for funding from The Europe for Citizens Program, which has been also managed by EACEA. This Program was created in order to make the public understand the EU in general, its history and diversity, also to foster European citizenship.
- 4. Research and Innovation** – There is a Program called The Horizon 2020. One of the components of this Program - The Societal Challenges – has been providing funding for projects covering topics such as health, demographic change, food security, sustainable agriculture & forestry and marine and maritime & inland water research. The funding is managed by the Executive Agency for Small and Medium-sized Enterprises (EASME). Other components of the Horizon 2020, which might be used when applying for a funding, are Smart Green and Integrated Transport and Secure, Clean and Efficient Energy. These two falls under the management of the Innovation and Networks Executive Agency (INEA)

**5. Development and Humanitarian Aid** – The most considerable funding in this area can one get from DEVCO thematic or regional programs (see the European Commission chapter above) or ECHO - the funding for humanitarian aid and civil protection (likewise).

**6. Transport, Energy and ICT** - Possible funding instrument in this sector might be the Connecting Europe Facility (CEF) which is managed by the Innovation and Networks Executive Agency (INEA).

The author of the thesis finds it very important to mention, that the EU institutions, furthermore, their programs for funding are not always the most suitable ones for particular issue. There are many other international venues providing similar or even more targeted assistance which should be, when applying for any kind of funding, considered. These other possible organizations are for example Organization for Economic Co-operation and Development (OECD) or the United Nations' specialized agencies (Princen, 2011, p. 930).

### **3.3 Development Aid as a Tool of Foreign Policy**

Given the fact that this diploma thesis deals especially with development aid focused NGOs it is important to become familiar with Czech foreign policy, moreover, the foreign policy as such. The reader should be after reading this aware of what position does development aid has in this regard.

#### **3.3.1 Foreign Policy**

The simplest and the most complex definition of the term Foreign Policy is that “Foreign policy is an activity of the State with which it fulfils its aims and interests within the international arena” (Petrič, 2013, p. 1). In other words, it is a “purposeful activity, respectively the position of the State or a group of states aimed at defending their own existence and interests in front of other actors of international relations” (Drulák, 2010, p. 37).

From both definitions above it is obvious, that the main goal of Foreign Policy is the fulfilling of national interests. National interests can be divided into 6 major groups (Mundenga, 2020, pp. 2-3):

1. **Primary Interests** – Non-comprisable by any nation. Mostly interests connected to the preservation of physical, political and cultural identity of the state.
2. **Secondary Interests** – Less important than the primary ones, however quite vital for the existence of the state. These interests are strongly connected to the diplomatic duties, such as protection of the citizens abroad, ensuring diplomatic immunities, etc.
3. **Permanent Interests** – Constant, long-term and only very slowly changing subjects.
4. **Variable Interests** – Unnecessary for national good, determined by the cross currents of personalities, public opinion, etc.
5. **The General Interests** – Interests that refer to conditions that are applied in a large amount of countries or in many specific areas such as economics, trade, diplomatic relations, etc.
6. **Specific Interests** – General interests which are defined in terms of time and space.

In order to fulfil the national interests stated, the State must work with four main tools of foreign policy, being economic, diplomatic, ideological and military means (Drulák, 2000, pp. 3-4).

- **Economic** – An openness to the other countries (trade-wise) might be very crucial in terms of state's foreign policy. Under economic tools fall for example search for export markets, providing strategic imports, seeking investment opportunities and attracting foreign investments.
- **Diplomatic** – Primarily about negotiating, prioritizing the power of an argument over the material power, the ability of prompt judging and finding compromises

- **Ideological** – This tool might even be the most important one, especially speaking of rather small countries. It is about spreading the reputation, values, ideas and concepts of the state beyond its borders.
- **Military** – The military means are being used when individual or collective self-defense or multilateral humanitarian intervention needed.

### 3.3.1.1 Foreign Policy of the Czech Republic

The Concept of the Czech Foreign Policy was approved by the Government of the Czech Republic on July 13<sup>th</sup> in 2015. There are three global and two national objectives defined. On a global level, goals that the Czech Republic determined to follow are security, prosperity & sustainable development and human dignity including human rights. National goals, on the other hand, are according to so-called Concept of Foreign Policy CZ (under the auspices of Ministry of Foreign Affairs) serving the citizens and a good name of the Czech Republic in general (MZV, 2019).

#### **Global objectives:**

In terms of security, the concept is based on the updated Security Strategy of the Czech Republic. It deals especially with potential upcoming threats, such as the hybrid war. Apart from that, the concept underlines both the commitment to increase the defense spending to 1,4% of GDP by 2020 and NATO's role as the main actor of Euro-Atlantic collective defense and security in the Czech Republic. The concept aims to fully support the CSDP (The Common Security and Defense Policy), NATO and UN missions. As the most important geographical areas in terms of security of the Czech Republic are considered Balkans, Eastern Europe, the Middle East, North Africa and the Sahel. Foreign policy of the Czech Republic on a global level is partially represented by non-state actors, as often the representatives of the Czech Republic are NGOs operating in specific areas. Many of different NGOs are introduced later on in practical part of the thesis as much as platform that gathers them.

As a main prosperity objective, it is according to the Concept considered participation of the Czech Republic in a single internal market of the European Union. In order to take part in there, and more importantly, to maintain its position in the market it is very important to have an Economic Diplomacy within the Czech Republic well-developed. Besides that, the Czech Republic finds its contribution to the development of global prosperity through foreign development cooperation crucial for general enhancement of economic sustainability. According to the Concept, the Czech Republic supports both global goals for sustainable development negotiation and global commitments to fight climate change.

Human dignity, in accordance with the Concept, shall be aimed primarily by protecting human rights and promoting development & humanitarian aid. The Concept finds civil and political rights equally important as economic, social and cultural ones. Aside from that, the Czech Republic is committed to continue its efforts at enhancing the binding force of the International Criminal Court's Rome Statute. Last but not least, among the human dignity objective, the Czech Republic wishes to take bigger part within the improvement of women position worldwide (MZV, 2015).

#### **National objectives:**

As for the national objective concerning serving the citizens, the Czech Republic committed to expand the portfolio of consular services and ensuring their better interconnection with the eGovernment system. Also, general simplification when dealing with visa shall be enforced including the extension of waivers where reciprocity hasn't been established yet. These objectives are, by the way, often achieved with the help of non-state actors, more specifically, NGOs and it is another proof of how important the non-state actors have become and why the public awareness should be enhanced in this regard.

With regards to the good name of the Czech Republic, the Concept issues mainly with the general image of the Czech Republic towards other countries. This image should not only be based on the traditional areas that the Czech Republic has been historically appreciated for (such as culture, spa industry...), but also on other successes the Czech Republic has been achieving in science & technology, sports, industrial tradition and human capital. Apart from Czech citizens abroad, also the foreigners in the territory of the Czech Republic should be involved in the promoting program of the country (MZV, 2015).



### **3.3.2 Development Cooperation within the EU**

The EU development aid has been implemented via many support programs which are financed by both the EU budget and the European Development Fund (EDF).

EDF's functioning is based on an agreement between EU Member States, moreover, their financing and it is managed by the Commission. It provides development aid to African, Caribbean and Pacific countries. The other regions of the world which are not covered by the EDF have been gaining the development aid from the EU budget.

There is a multiannual financial framework for 2014-2020 created by the EU which is divided into six categories. The development policy is included in category 4 – Global Europe – for which EUR 58,7 billion (6% of the total budget) was earmarked. Within the fourth category, the largest part of the budget, precisely EUR 46,917 billion, is stated for Development Cooperation. The EDF have had for 2014-2020 EUR 30.5 billion available (CDK, 2018).

#### **3.3.2.1 Objectives and Principles of EU Development Policy**

The EU Development Policy gained its legal basis in the Maastricht Treaty which introduced three important principles called 3C principles – of coordination, coherence and complementarity.

The coordination should ensure the cooperation among all actors involved in the development policy as such. Complementary means that EU development policy complements Member States' policies (which should prevent from overlapping of aid programs). The coherence is to align other EU policies with the Development Policy objectives (CDK, 2018).

What was essential for the entire Development Policy of the EU was so-called The European Consensus created and signed by all legislation-making bodies of the European Union – the Commission, the Parliament, and the Council in 2005. The Consensus defines common principles which are to follow by the European Union and its Member States when implementing their own development policies (Publication Office of the EU, 2006)

In the Treaty of Lisbon (2008, OJ C115/141) it is stated, that “the Union and the Member States shall comply with the commitments and take account of the objectives they have approved in the context of the United Nations and other competent international organizations.” As an example of both this statement and objectives of EU Development Policy can be mentioned the fact, that the European Union committed to follow The 2030 Agenda for Sustainable Development created by the UN. The Agenda came into force in 2015 and “at its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries – developed and developing – in a global partnership” (United Nations, 2020).

These Sustainable Development Goals are (ibid., 2020):

1. No poverty
2. Zero hunger
3. Good health and well-being
4. Quality education
5. Gender equality
6. Clean water and sanitation
7. Affordable and clean energy
8. Decent work and economic growth
9. Industry, innovation and infrastructure
10. Reduced inequalities
11. Sustainable cities and communities
12. Responsible consumption and production
13. Climate action
14. Life below water
15. Life on land
16. Peace, justice and strong institutions
17. Partnerships for the goals

### 3.3.3 Development Cooperation Strategy among Czech Foreign Policy

The Czech Republic perceives development cooperation and humanitarian aid as an expression of solidarity, key instrument of foreign policy and investment into its security. According to the Strategy of Foreign Development Cooperation Program 2018 - 2030 (MZV, 2017a, p. 4)<sup>3</sup>, the Czech Republic shall focus mainly on five priorities being building stable and democratic institutions, sustainable management of natural resources, agriculture and rural development, inclusive social development and economic growth.

For the implementation of development and humanitarian activities, the Czech Republic uses both project and financial tools. Thanks to these tools, moreover the bilateral cooperation with the financial instruments of the EU, UN and other international organizations, the intended results are being achieved.

“The purpose of development cooperation and humanitarian assistance is to promote stability in partner countries, and to foster their potential for sustainable economic and social development and prosperity” (MZV, 2017b, p. 5).

### 3.3.4 NGOs and Development Cooperation within the Czech Republic

As it has been already mentioned above, foreign development cooperation is both coherent government policy towards partner developing and transition countries and Czech Republic’s aid in a form of financial, material, expert or technician help aiming long-term sustainable development of partner countries.

At FoRS’ website it is nicely explained, that development cooperation can be either **bilateral** – the state implements needed aid directly via its own development programs in partner countries, or **multilateral** – the aid is done via contribution of international governmental organizations (FoRS, 2019b).

When implementing the development cooperation, the Czech Republic strives for effective and coherent involvement of public, non-governmental and private sectors (MZV, 2017a, p. 17).

Specific examples of Czech development cooperation, precisely projects done by the Czech University of Life Sciences in Prague, NaZemi and Podané ruce are attached at the end of the thesis in Appendix.

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<sup>3</sup> MZV – Ministry of Foreign Affairs of the Czech Republic

### 3.3.5 Determinants of Success of Czech NGOs when Applying for EU Funding

In the practical part of the thesis we will focus on EU funding of NGOs mainly through mutual cooperation with the FoRS platform which gathers non-profit organizations of the Czech Republic. In this chapter the reader will find out what are the general determinants of success in order to obtain such EU support.

As a relevant source for this topic will serve us a research paper called “Determinants of the Success of NGOs’ Accession to EU Funds in the Czech Republic” (Navrátil and Vaceková, 2015). It is important to mention that this research is especially focused on allocation of resources within the Human Resources and Employment Operational Programme (HREOP) which was operated between 2007 and 2013. The results, however, are relevant for us as the subjects of the analysis are Czech NGOs and their link to the EU funding (as much as the subject of this thesis). The authors set 13 hypotheses concerning the characteristics of NGOs (such as: the larger the city NGO resides in the higher chance to succeed with the project proposal or the older the NGO the higher its chance to succeed with the project proposal, etc.) with the aim of evaluating how important these criteria are when applying for EU funding. For the evaluation they used a dataset which was provided to them by the department of project registration and monitoring of the Ministry of Regional Development of the Czech Republic in comparison with the economic theories of the non-profit sector.

The results of the evaluation, furthermore, the determinants of success of Czech NGOs when applying for EU funding are according to Navrátil and Vaceková (2015, pp. 5-7) following (in a “most relevant to least relevant” order):

1. Presence of an official function of fundraiser within the organizational structure
2. Possession of organizational branches
3. Number of project partners (number of partners listed in the project proposal)
4. External public subsidies - share of public subsidies within the NGO’s budget
5. Internationalization
6. Size of the city the NGO was based (concerning the population)
7. Size of the NGO’s budget
8. Size of the project budget
9. Age of the organization

10. Duration of the project
11. Partnership with public institutions
12. Education of director (whether a director has or has not university diploma)
13. Church legal status of the NGO

During the practical part of the thesis we might come across the same/similar/different results, moreover, especially considering the 2nd hypothesis set by the author of the thesis (EU funding is more achievable by big NGOs than small/medium-sized ones.), to extend the determinants given by Navrátil and Vaceková. Having this in mind we shall move to the next part of the thesis.

## 4 Practical Part

The practical part of the thesis focuses on the cooperation between non-profit organizations and the FoRS platform, mainly in terms of non-profit organizations' cooperation with EU institutions. In other words, at the end of the practical part the reader should be aware of how much is FoRS (or is not) being helpful when submitting an application for EU funding by some of FoRS' member non-profit organizations. To examine this process, two hypotheses were formulated. First, NGOs are seeking FoRS' help because they think it will save them time and effort when applying for EU grants. This hypothesis is at the end being evaluated based on eight interviews made with FoRS member NGOs. Second, EU funding is more achievable by big NGOs than small/medium-sized ones. For evaluation of the second hypothesis served deep interview made with a representative of FoRS based on his/her experience and knowledge. Most of the information was obtained through semi-structured personal interviews. As a semi-structured interview allows to pose more open-ended questions, the interviewer can react on the intermediate situation during the discussion and enrich the formalized list of questions in adaptation to recent situation (Berg, 2001, p. 72). Therefore, this form of qualitative research has been applied. Another part of data was obtained via email or phone call.

The objectives of these interviews were to analyze the state of cooperation between non-profit organizations and FoRS, to identify the main obstacles and opportunities for NGOs when dealing with EU-funded projects, and finally, to decide, whether the stated hypotheses 1 and 2 are rejected or accepted.

### 4.1 Characteristics of Questions/Interviews

There were two sets of questions utilized. One for FoRS and another one for NGOs. Questions used for FoRS were more descriptive and explaining-wise, the objective, in this case, was to understand the mechanisms that are going on between FoRS, EU and NGOs in general, whereas questions for NGOs were focused in particular on one particular NGO and its relationship towards FoRS and EU cooperation.

Questions asked were 10-11 in total, some of them, however, have additional sub-questions. The content was designed with the aim of the deepest possible understanding of the area and as a comprehensive analysis of the situation.

In general, the respondents were very open and willing to help, however, some unpredictable problems occurred mostly in terms of time difficulties, vacation of a competent employee or lack of long-term employed/experienced staff.

The form of interviewing differed one from another, mainly due to time possibilities of the relevant respondents, but also because of the location of some of the NGOs. Data was obtained by interviewing in person, via phone call or through email. All the respondents were willing to cooperate when there was a need for further questioning from the researcher's side and many of them even spontaneously sent additional information and materials.

#### 4.1.1 List of Questions for FoRS

1. *As you state “the main task of FoRS is to represent common interests of its members and to strengthen both cooperation and relations between state institutions in the Czech Republic/the EU and non-governmental organization in the field of development cooperation.” How do you achieve these goals? Please specify:*
  - a. *Cooperation on national level – with government (ministries, government agencies, etc.)*
  - b. *On EU level – what institutions do you focus on? (EC, Council, EP, etc.)*
  - c. *On regional level (cooperation with regional and local authorities)*
2. *I would like to focus mainly on a linking Czech NGOs with EU development programs. How is FoRS able to assist its members in applying for a grant/financing/mutual cooperation in general?*
3. *Is there a specific contact person who deals exclusively with EU cooperation determined or is this agenda being mediated by individual staff in relation to their thematic focus?*

4. *How is the application being processed from NGOs' point of view?*
5. *After submitting the application, how does the whole mechanism continue?*
  - a. *Do you take the whole thing over or do you, for example, direct the NGO step by step?*
  - b. *In the EU, do you always communicate with the same institution or do they differ according to the specific situation/application? + examples of these institutions*
6. *How long does the process approximately take from the submission of an application to the approval of a grant, moreover, to gaining this grant by the NGO?*
7. *What is the percentage success rate of approved application?*
8. *What is the amount of funds that have been already gained by the NGOs with the help of FoRS and in what form?*
9. *Do you think that the difficulty of processing applications and communicating with the EU institutions affect the number of submitted applications (from Czech NGOs)?*
10. *Is this procedure the reason why NGOs cooperate with FoRS and seek your help?*
11. *Is there anything else on your mind or any interesting comments on this topic?*



#### 4.1.2 List of Questions for NGOs

1. *Could you please introduce your organization?*
  - a. *What is its main purpose?*
  - b. *How many members does it have?*
  - c. *How is it functioning?*
  - d. *Its history*
2. *How long has this organization been a member of FoRS?*
3. *What was the original reason for joining FoRS? What were the expectations?*
4. *Does your organization participate in any of EU-funded programs?*
  - a. *If YES, has being a member of FoRS helped you in cooperation with the EU?*
  - b. *If NOT, for what reason? (then please skip to question 10)*
5. *How was the cooperation with the EU established (with the aid of FoRS)?*
6. *What is the follow-up after applying for specific EU grant/financing/other (with the aid of FoRS)*
7. *What have you gained through the cooperation with FoRS (members/secretariat), furthermore, with the EU? Please specify.*
8. *Would you decide to submit an application for EU funding even without FoRS' assistance? Please justify.*
9. *Has the membership in FoRS saved you some effort and time when dealing with the EU?*
10. *Were your expectations (mentioned in question 3) met?*

## 4.2 Czech Forum for Development Cooperation – FoRS

FoRS is a platform used mainly by Czech non-governmental non-profit organizations and other non-profit organizations which were established with the aim of providing better development cooperation, global development education and humanitarian aid where these aspects are most needed.

FoRS was established by 15 non-profit NGOs in September 2002. Currently it has 27 members and 7 observing organizations (consisting of non-profit NGOs, foundations, international organizations and academical institutions) and 3 observers – natural persons.

Main topics that FoRS focuses on are (FoRS, 2019c):

- Foreign development cooperation
- Humanitarian aid of the Czech Republic abroad
- Education and information on development issues
- Expanding partnerships
- Environment for non-profit NGOs
- Alignment of development and non-development policies with "The 2030 Agenda for Sustainable Development" objectives

In 2003 FoRS became one of the founding members of CONCORD - a humanitarian aid and development confederation created in order to gather national platforms (currently over 180) and NGOs' networks all around the Europe. CONCORD represents more than 1600 NGOs and it is an official partner of EU institutions. Through CONCORD, FoRS can protect NGOs interests on the EU level from the Czech Republic. CONCORD also provides its members with useful information on European development cooperation. For example, every member obtains a weekly email with useful information concerning, among other things, overviews of the current possibilities of financing development projects from EU funds (CONCORD, 2020).

#### 4.2.1 Information Gained Based on Interviewing FoRS

Following information is all based on personal interviewing of FoRS representative. The author of the thesis paraphrases all the information gained in as systematic way as possible mostly by dividing the content into thematic subchapters.

##### 4.2.1.1 National Level of FoRS' Operating

On FoRS' official websites it is stated that the main task of FoRS is to represent the common interest of its members and to strengthen both cooperation and relations between state institutions in the Czech Republic/the EU and non-governmental organization in the field of development cooperation (information found at FoRS' websites<sup>4</sup>.) This goal is according to FoRS' interviewed representative being achieved mainly by a discussion about the three main fields of focus – international development cooperation, humanitarian aid and global development education and awareness.

On the national level, contact with government is the most important, especially with Ministry of Foreign Affairs – Department of Development Cooperation and others, such as the Czech Development Agency, Ministry of the Environment – e.g. Climate Finance for Developing Countries and finally, Ministry of Education, Youth and Sports through its member organizations, development scholarships etc.

FoRS has also been cooperating with the Deputies, as well as the Chamber of Deputies' Foreign Committee, which includes the Committee on Development Cooperation. They organize events concerning a variety of topics, e.g. migration. From time to time, member organizations of FoRS organize activities with members of the Czech Parliament - Deputies focusing on the role of Civil Society and other current topics. These meetings are attended by the Policy Officer, Director and/or any other members of FoRS Board Members.

There is a working group called Policy, where different topics concerning Czech and EU development cooperation are discussed. This meeting is held approximately once every two months and apart from others, the technical matters about the conditions of Czech Development Agency selection processes or how to identify projects is being talked over there.

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<sup>4</sup> <http://www.fors.cz/sdruzeni-fors/struktura>

FoRS' task is also to prepare the right conditions for Czech civil society in the field of development cooperation to participate in international development cooperation, humanitarian aid and global development education and awareness.

#### 4.2.1.2 EU Level - CONCORD<sup>5</sup> Membership

FoRS doesn't have a dedicated work position which would be exclusively responsible for the cooperation with the EU or was physically based in Brussels, such as some of the Western countries' platforms have. It is, however, a part of a platform, or rather a confederation of European humanitarian and development platforms and networks, called CONCORD.

CONCORD is based in Brussels and has 28 members (one from each Member State and the UK) representing national platforms and European international networks (around 20), such as Oxfam, CARE, etc. There are certain working structures in CONCORD and both representatives of FoRS Secretariat and some member organizations are involved in these structures. In different periods of FoRS' existence they could participate with varying intensity within these structures. Moreover, since January 2020, CONCORD has a completely new structure and FoRS has just been adjusting to the changes and trying to understand how the individual structures work. At the moment, FoRS' capacities to actively participate and monitor the situation in general are quite limited. This job has been partially done by FoRS' Policy officer and Director.

European funded projects are very complex and have too many rules, therefore, CONCORD is trying to change the setup of grants (or other tools for NGOs funding) in terms of content and complexity, so it is achievable by NGOs in a particular field (international development cooperation, humanitarian aid and/or global development education and awareness). This influence can be done by the Secretariat of CONCORD which takes place directly in Brussels, has around 10 employees who are regularly attending meetings with people from Commission - DG DEVCO and representatives of the largest European NGOs (Oxfam, CARE, etc., that are also physically based in Brussels) who they exchange all the information with. As FoRS doesn't have any representative in Brussels,

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<sup>5</sup> <https://concordeurope.org/>

it is not involved to such an extent. CONCORD however, is providing the member platforms with training modules, so they can use it to train their own members – what are the EU opportunities for NGOs, how to apply, prepare and manage projects, etc.

In terms of the Council of the EU, through CONCORD all the national platforms, such as FoRS, receive a letter of proposal about ministerial meeting in the Council. The platforms are free to use this information for their own benefit, meaning they can actually prepare for this meeting by writing down their requirements, what they wish to talk over while the ministerial meeting, and hand these notes in to a relevant minister (who will be representing their country in the Council). For example, when speaking of the multi-annual EU budget, the letter should be sent to the Ministry of Finance.

There is no cooperation between FoRS and the European Parliament, moreover, apart from CONCORD, FoRS does not further cooperate with the EU at all.

#### 4.2.1.3 **Training Sessions**

The EU development programs can be divided into two sectors, development projects in developing countries (for example projects called Europe Aid – DEVCO or Neighbours – NEAR) and global development education and awareness (DEAR programme<sup>6</sup>). These projects are mostly common when applying for a grant in a field of development cooperation in the European Union. Nonetheless, as it has been mentioned above, there is too many rules to follow when submitting the application for a specific sub-project of these programs. Therefore, FoRS helps as much as it can to help its members in orienting in these programs. FoRS informs its members about grant proposals and tries to educate them through the various training sessions. These training sessions are being held in order to provide FoRS members with information regarding the funding opportunities in the EU, how and where to map these opportunities, what conditions must be met by the applying NGOs, furthermore, when the NGOs is eligible, how should the projects be written step by step, how to manage these projects, financial management and last but not least, what are the general obligations of the contract with the EU. These training sessions are held at least once a year, either with regard to a mapping of opportunities or management of the project.

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<sup>6</sup> DEAR – the European Commission’s Development Education and Awareness Raising Programme

However, the EU organizes mandatory management training for project winners, so FoRS management training has not been done for a long time now. Between another training topics belong newly introduced measures. E.g. since 2021 there should be a new financial tool within the EU. As soon as FoRS obtains new information regarding this tool, it finds very important to share all the information and changes with its members.

In addition, when there is a specific funding opportunity announced, FoRS organizes a special training focused on that particular selection process. These training usually take two days and include tips of what one should be aware of, focus on, etc. The lecturers are invited either on external base, from member organizations or directly from CONCORD. When deciding whom to choose, the experience and skills are the most important factor.

Even with the training completed, the chances of an NGO to succeed are very low (both for the Czech Republic and the European Union). NGOs, therefore, often build a consortium (even internationally) in order to enhance those chances.

Apart from its own training sessions, FoRS often uses the aforementioned training modules to educate its members. These modules are very well done, they are interactive and most importantly – effective.

According to FoRS, the criteria for submitting the application are mainly focused on huge NGOs, such as Oxfam or even Člověk v tísni. Small and medium-sized NGOs have neither capacity nor experience for that. Additionally, the smaller the NGO is, the narrower its thematic scope is. This causes that small NGOs' focus does often not coincide with project criteria given by the EU. For that reason, small NGOs often rather choose the way to cooperate as a subcontractor with a subgrant entitlement. To make things even more complicated, no database of subgrant opportunities exists. NGOs must look for them by themselves, very carefully and steadily.

#### 4.2.1.4 Current Dis/Advantages of Czech NGOs

Among other, FoRS' job description is fighting for maintaining current favorable conditions for countries that joined the European Union since 2004 on. These countries were in favor mainly because of the enlightenment about development cooperation, humanitarian aid and global development education and awareness was significantly less widespread than in "Western" countries that had joined the EU before 2004. For example, when implementing a project, the NGO must contribute to the budget around 10% of the total EU funding obtained. In case of the countries which joined the EU after 2004, these 10% are either reduced or scratched altogether. This and other advantages are FoRS' task to maintain, mainly through CONCORD confederation. By the way, even with this particular advantage, Western countries are still more successful in obtaining the EU funding than the Eastern countries.

There used to be a very important and significant success factor for NGOs in the Czech Republic. Not a long time ago, there was a perfect financing program under the auspices of Czech Development Agency called trilateral cooperation. When the NGO was almost certain about gaining the money from EU, it applied to the government for trilateral support. If the project was of a good quality, there was a high chance of mandatory co-financing from the state. The participating parties were the EU, Czech NGO and the Czech Republic. Usually EU funding is approximately 80% under the condition that the NGO delivers the remaining 20%. It is up to the NGO (or NGOs consortium), where the finances are taken from and it was so convenient, that the Czech State was willing to pay for that. As it happens, the conditions of trilateral cooperation were changed at the expense of NGOs. There is less money in a budget determined for NGOs and this money are meant only for developing countries, especially for specific groups of developing countries. Financial aid for NGOs focusing on global development education and awareness disappeared at all, even though, the Czech Republic was a world class in this area. FoRS was fighting for not cancelling this program, but due to differences of opinions and priorities, these attempts were unsuccessful.

#### 4.2.1.5 EU Application Submission

There is not a specific contact person in FoRS who deals exclusively with EU cooperation. The focus of monitoring differs according to job description of every employee, E.g. policy officer tracks policy changes, adjustments, etc., capacity building coordinator takes care of training sessions. In other words, everyone tracks what is under his/her competences.

All additional steps after submitting the application for EU funding are up to the NGOs themselves. FoRS provides them with initial support, information, searching for the opportunity skill and the knowledge of how to apply. The rest is up to them. Everything regarding the application must be done before the actual submitting of the application. During the selection process, NGOs can't communicate with the committees (unless it concerns a technical aspect).

Regarding how long the process approximately takes from the submission of an application to the approval of a grant, it is precisely specified in the opportunity proposal and it differs from one another, depending on type and size of the project, the amount/form of grant, etc. There is always an exact schedule defining the deadlines attached to the proposal. Usually, the selection process consists of a first round, where only short versions of projects are being submitted, and second round, where out of these shortened projects a few are selected by the EU committee and encouraged to process a full and detailed version. The EU does not respect holidays and/or summer vacations, in other words, the deadline might be on 24<sup>th</sup> December, if this is what is stated in the proposal. The exact duration of the process is hard to generalize, usually it takes anywhere between nine to twelve months.

It is quite a long time if it is considered that the chances of winning are mostly due to high number of applicants and too narrow thematic focus of NGOs rather low. FoRS' opinion is that there is plenty of organizations thinking that it is not worth it, to invest that much time and effort to something that probably will not end up successfully. Medium or small-sized NGOs usually don't even have capacity for that – a determined employee who would take care exclusively of preparing the projects for submission. These NGOs may eventually hire an external employee who could focus exclusively on these projects. On the other hand, to hire an externalist costs extra money, which non-profit NGOs generally don't have. The “winning prize” is usually a lot of needed money, though, and it is a pity,



that only big NGOs with capacities enough for processing the applications can despite given difficulties reach them.

In fact, the difficulty of processing applications and communicating with the EU institutions affects the number of submitted applications from Czech NGOs. The general rules are very strict and NGOs that knows how to handle them (and have the capacity to follow them) have great advantage over others. Based on FoRS' experience, in the Czech Republic, there are not many NGOs which mastered this knowledge, especially between the small/medium-sized ones.

CONCORD created the "NO GO test" for NGOs to fill up before even applying for the EU grant. This test is to show whether it pays off to sacrifice time and energy for a project where the chances to win are so low or not. According to FoRS representative, this doesn't apply for big NGOs where they have dedicated departments that deal specifically with EU projects. These departments are submitting more projects at once and the chances of obtaining at least one are considerably higher. Another relevant factor when deciding "let's go for it/ let's not" is the limited/cancelled co-financing from government, mentioned above. A lot of NGOs simply don't have that much money to cover the missing percentage, in other words, the fact that the grant is not fully financed might be - for small/medium-sized NGOs - crucial, as they don't possess enough capital to co-finance it.

The complications explained in the previous paragraph are one of the reasons why NGOs are joining FoRS. In addition to advocating the common interests of NGOs, there is also an important pillar of capacity building in various forms, within working groups or informal meetings, as well as through training sessions. Every year, FoRS sends its member organizations a questionnaire in order to find out what topics are they interested in the most, so the future training sessions can be focused on what actually NGOs need and/or want to know. How to submit an EU application and all the processes connected to it is always in the first place. To sum it up, the help with EU applications is not the only reason for joining FoRS but it is one of them, needless to say, an important one.

### 4.3 Interviewed NGOs

Even though some of the FoRS members are governmental (such as Czech University of Life Sciences in Prague), the author of this thesis focuses only on non-governmental non-profit organizations. Moreover, in order to achieve as complex results as possible, the author's focus of interest was only small and/or medium-sized NGOs as they represent the majority of FoRS' members. As an identifier of the size was used the general classification of organizations - according to Commission Recommendation of 6 May concerning the definition of micro, small and medium-sized enterprises (Commission, 2003):

*Table 3 - Classification of S/ME*

<b>Enterprise category</b>	<b>Headcount: annual work unit</b>	<b>Annual turnover</b>	<b>Annual balance sheet total</b>
<b>Medium-sized</b>	< 250	≤ EUR 50 million	OR ≤ EUR 43 million
<b>Small</b>	<50	≤ EUR 10 million	OR ≤ EUR 10 million

Source: *own creation (European Commission, 2015, p. 11)*

- “Small enterprises are defined as enterprises that employ fewer than 50 persons and whose annual turnover or annual balance sheet total does not exceed EUR 10 million.
- Medium-sized enterprises are defined as enterprises that employ fewer than 250 persons and either have an annual turnover that does not exceed EUR 50 million, or an annual balance sheet not exceeding EUR 43 million.” (European Commission, 2015, p. 11)

Based on the number of employees and annual reports that are available on organizations' websites, all the interviewed NGOs were evaluated by the author as small/medium-sized enterprises. In this part, nevertheless, all the interviewed non-profit NGOs shall be introduced one by one, including information obtained by interviewing.

#### 4.3.1 **Diaconia Centre of Relief and Development**

Diaconia Centre of Relief and Development (Diakonie ČCE - Středisko humanitární a rozvojové spolupráce) was founded in 2011 as a new Center of Diakonie ČCE. It is the only Center of Diakonie ČCE that focuses on humanitarian and development cooperation in the Czech Republic and abroad. In the Czech Republic, it took over the coordination of flood assistance, which Diakonie has been dealing with since 1997. Its foreign activities have developed over time – historically, they were active in Eastern Europe (Moldavia, Georgia), Africa (Ethiopia, Zambia) and through EU AID volunteers in Nepal and Uganda.

Abroad, Diakonie ČCE - Středisko humanitární a rozvojové spolupráce assists in refugee camps and in humanitarian disasters relief centers (currently in Jordan, Lebanon, Cambodia, Myanmar and Mauritania). They organize foreign development cooperation (currently in Cambodia). Diakonie is also active in Ukraine (foster home and working with homeless people in Kiev). Apart from others, it trains volunteers in the Czech Republic and educates the public regarding sustainable development and migration (DEAR project).

The mission of Diakonie ČCE - Středisko humanitární a rozvojové spolupráce (Diaconia Centre of Relief and Development) is to provide humanitarian assistance to people affected by a natural disaster or a war conflict and to strengthen the responsibility and economic independence of the people they work with in their development projects. Diakonie ČCE is well aware of the interconnectedness of the world and its co-responsibility for it, and in this regard, they also want to contribute to a greater awareness in society.

Diakonie ČCE has 21 full-time employees and other part-time associates. It has been a member of FoRS since 2012. The initial impulse for joining the FoRS platform was the opportunity to establish cooperation and to coordinate their activities with other organizations. They were also interested in the FoRS educational programs.

As for Diakonie's cooperation with the EU, thanks to personal contacts, Diakonie has established the cooperation with a number of European organizations from individual Member States with whom they decided to submit a joint project under the DEAR programme of the European Commission in 2016. This three-year program was approved in 2018 and has been running since 2019.

When asked if being a member of FoRS actually helped in cooperation with the EU, they answered: “It helped partially – as a reference and an assurance in a way that we are a recognized organization. Membership in FoRS also helped us with gaining know-how about the possibility of obtaining EU subsidies in general and to share experiences with European projects of the same program with other member organizations.”

Through the cooperation with FoRS - with other member organizations working in the field of humanitarian and development cooperation, Diakonie gained the opportunity to stand out together against the Ministry of Foreign Affairs (ORS<sup>7</sup> and ČRA<sup>8</sup>), which are the two most important donors. Thanks to this cooperation, they have the opportunity to network and gather important industry information from both the FoRS Secretariat and other member organizations. As another advantage, they consider the possibilities of training the employees within their field.

However, Diakonie admitted they don't consider FoRS' assistance as key when applying for EU funding. They agree, on the other hand, that thanks to their membership in FoRS they had the opportunity to establish cooperation with other Czech NGOs that have historically implemented a project from the DEAR program and, therefore, can share their experiences and examples of a good practice with one another. Diakonie considers these advantages as a time and effort saving (thanks to FoRS). The initial reason mentioned above for joining FoRS was met, according to Diakonie.

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<sup>7</sup> Odbor rozvojové spolupráce – Department of Development Cooperation

<sup>8</sup> Česká rozvojová agentura – Czech Development Agency

#### 4.3.2 **Light for the World**

Light for the World (Světlo pro svět) was established in the Czech Republic in August 2007 as a sister organization of originally Austrian company Licht für die Welt, which has been successfully functioning since 1988. Currently, in addition to the Czech Republic and Austria, the international organization Light for the World also operates in Germany, Switzerland, Belgium, the Netherlands, the UK and the US.

It has built up an international reputation in the field of ophthalmology. It focuses on cataract surgeries, building new eye clinics and supporting of the education of ophthalmologists and opticians. They fight against the second most occurring cause of blindness in the world – infectious trachoma.

Světlo pro svět also promotes equal rights in education for everyone. They know from their own experience that inclusive schools work the best and that's why they support inclusive education projects where students can learn from one another.

This NGO is focusing on the treatment of blindness, improvement of quality of life and advocacy on behalf of people with disabilities in the least developed parts of the world, especially Africa.

Světlo pro svět's mission is to make a fairer world to all, including people with disabilities. The only chance of success when dealing with systemic inequality and poverty rate of people with disabilities around the world is to integrate them into all aspects of society. By excluding these people from society, we all are stuck in a vicious circle (disability causes poverty and poverty can also cause disability, since not even basic health care can be provided in case of injury).

Světlo pro svět has 6 employees/external collaborators and it has been a member of FoRS since 2008. Their expectations when joining FoRS were pragmatic. As their organisation is solely development cooperation focused, it is logical for them to participate in FoRS activities. Moreover, at the time they became the member of FoRS they were drawing on support from the Czech Development Agency, therefore, it was very important for them to be a part of the current events.

The Czech organization Světlo pro svět doesn't currently implement any of EU projects, nor its own projects in the terrain. The programs they have been fundraising for are being implemented by local partners under the supervision of the international organization the Light for the World International.

On question whether their initial expectations when joining FoRS were met or not they answered: "With regard to awareness of how the Czech Republic's foreign aid strategy has been developing, yes. Unfortunately the strategy of the Czech Development Agency is to support only organizations that have so-called „the Czech footprint“ and implement their own projects directly, which has deprived us of possibility of applying for institutional support."

#### 4.3.3 NaZemi – “OnEarth”

NaZemi is a Czech NGO established in 2003. NaZemi develops and promotes global education in the Czech Republic and strives for decent work opportunities in the world. They inform about working conditions, deal with politicians and focus on the responsibility of companies in their supply chain. For individuals and companies, they offer their own Fairtrade brands Fair Café and Fair Tea.

Interesting is their internal organizational structure which is based on self-management (non-hierarchical structure). That means that they have no superiors and subordinates and are managed by commonly agreed mechanisms - inspiration can be found for example in a book called Reinventing Organizations (Laloux, 2016).

NaZemi has been in FoRS since 2006 and has 11 permanent employees, several external ones, a team of lecturers and a large number of volunteers. Given that they deal especially with global education and development issues, joining FoRS seemed as a right choice. FoRS defends the interests of NGOs in this segment and provides them with a news service.

NaZemi has been participating in EU-funded programs, however, on question if being a member of FoRS helped them in cooperation with the EU they evaluated: "Rather not. The FoRS provided us with a training concerning the grants and it is a member of CONCORD which may have an impact on the form of grants. In general, however, we do

not perceive the help with grant on the EU level as a role of FoRS, moreover, we don't even think it has a capacity to do so. With FoRS we also have a joint European project led by NaZemi which we came up together as partners. On the national level, on the other hand, FoRS usually negotiates with the Czech Development Agency and defends the interest of NGOs.”

To sum it up, being a member of FoRS is not relevant for NaZemi when applying for EU funding, they would decide to submit an application even without FoRS' assistance. When dealing with the EU, FoRS didn't save to NaZemi any effort, nor time. Not that FoRS was working poorly, but they don't think it's much related to its (FoRS') function.

Initial expectations for entering FoRS, respectively, defending of interests and obtaining important information were according to NaZemi fulfilled.

#### **4.3.4 Helping Hands on the Way to Freedom**

Helping Hands on the Way to Freedom - Společnost Podané ruce was established out of former group of volunteers in 1991. It is a non-governmental non-profit organization providing primarily social services in the area of addiction and work with children.

They help people to free themselves from addiction or from a difficult situation that prevents them from having a full-fledged life and becoming involved in society. They provide these people with comprehensive support and professional services in the areas of prevention and treatment of addictive behavior, programs for children & youth and mental health.

Společnost Podané ruce has around 200 employees and has been a member of FoRS since 2007. The focus of their work is primarily in the Czech Republic, in the past, however, they implemented several international projects both as a project implementer or a partner, such as a project in Afghanistan or cooperation with the Andean countries in South America. They would like to use the FoRS membership in the preparation and implementation of another international projects in the future.

Currently, they have been implementing almost 20 projects supported from the EU (mainly from the OPZ<sup>9</sup>, iROP<sup>10</sup>, MAS<sup>11</sup> and Erasmus+ structural funds). These projects have been implemented through standard procedure – reaction to announced proposals, preparation of the project and its realization. Nevertheless, when preparing and implementing these projects, the membership in FoRS was relevant.

In case Podané ruce were preparing future international projects based on EU grants, the existence of FoRS as such would not decide when submitting an application, although they admit, it could be beneficial and that they might use FoRS' help in the future (especially in terms of searching of project partners, negotiating with the Czech Development Agency, etc.).

Společnost Podané ruce believes, that an important role of FoRS is to promote the NGOs' interests and needs in the area of an international development cooperation. Furthermore, the support of professionalism, education, etc. for these organizations. FoRS, according to them, fulfills this mission well (even though they haven't been currently using it).

#### **4.3.5 Nesehnutí - Independent Social Ecological Movement**

Nesehnutí was established in 1997 by splitting from Hnutí Duha (Duha Movement). Their credo is that they feel responsible for what is going on around us and they strive for changes leading to justice and equality. Nesehnutí wants an open and committed society capable of dialogue, based on respect for nature, human beings and animals. Therefore, they enhance communities' and individual's activities towards acting on the basis of environmental and social context. According to Nesehnutí, responsibility is an integral part of freedom.

Nesehnutí organization has approximately 30 employees in a non-hierarchical environment and has been within FoRS as an observer since 2018 and as a regular member since May 2019. The reasons why they joined FoRS were the possibility of better networking with other NGOs, coordination of the procedure and attitudes in advocacy activities,

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<sup>9</sup> Operační program zaměstnanost – Employment Operational Program

<sup>10</sup> Integrovaný regionální operační program – Integrated Regional Operational Program

<sup>11</sup> Místní akční skupiny – Local Action Groups



possibility to participate in the activities of working group called Policy – information and the possibility of influencing Czech Development Cooperation.

Currently, Nesehnutí has been participating in some EU financed projects. These projects weren't achieved with the help of FoRS, though. Thanks to FoRS, Nesehnutí was able to attend some CONCORD-based Learning and Experience Exchange networking events, on the other hand, their participation in FoRS and these events have not yet led to submitting an application for EU funding and it doesn't seem to be leading in the foreseeable future that way.

The expectations Nesehnutí had when joining FoRS (mentioned above) have been so far successfully fulfilled.

#### **4.3.6 Development Worldwide**

Development Worldwide is an NGO operating mainly in terms of development of capacities (expertise), intersectoral networking and improvement of development cooperation systems with the aim of enhancing development effectiveness. Their target group consists of experts and students working or educating in the field of development cooperation, representatives of state institutions involved in Czech ODA<sup>12</sup> including legislators, NGOs and the public and partners in developing and/or donor countries.

Between the flagships of their operating belong expert training sessions, mentoring and consultations (including 11 years of the European Program for Development Evaluation Training – EPDET), platform support (such as FoRS, CONCORD, CSO Partnership for Development Effectiveness, Czech Evaluation Society, International Development Evaluation Association) and about 16 years of cooperation with Vietnam (especially in the field of the environment or support for victims of dioxins, but also 4 years of the Miss Vietnam of the Czech Republic competition).

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<sup>12</sup> Official Development Assistance

Development WW works on a voluntary basis, unless there is a project funding. Currently it has 22 members and it is one of the founding members of FoRS (2002). The initial reasons for joining FoRS were to support the quality of Czech foreign development cooperation (from setting up the system to higher quality of individual projects) and cooperation of individual actors which is, according to them, an endless cycle, though.

DWW does not participate in any of the EU-funded programs, because they believe that there is excessive bureaucracy and financial demands for small NGOs and strange priorities in general. However, they do their best in order to help other organizations that are striving for European/other projects.

DWW's expectations of FoRS membership were met, even though they struggle with the "endless cycle" mentioned above. According to DWW, FoRS has built up a fairly important position, connecting many organizations and a lot of interesting people. State restrictions together with the inability of authorities to incorporate principles of effectiveness and partnerships (as much as transparency and predictability) or to use evaluation recommendations to improve project cycle management, however, boycott most of their efforts, especially in recent years. It is difficult under the current conditions to promote higher quality of NGOs' projects (when quality is not adequately valued, supported and, in fact, even required). At the same time, smaller NGOs are being pushed out of the market, especially those with slightly different set of priorities than those of the government or the European Commission.

#### 4.3.7 Fairtrade Czech Republic and Slovakia

Fairtrade Czech Republic and Slovakia (Fairtrade ČS) is an NGO established in 2004 that brings together organizations and individuals that are engaged in promoting the idea of fair trade. They are member of Fairtrade International, World Fair Trade Organization (WFTO) and, of course, Czech Forum for Development Cooperation – FoRS. Generally speaking, it is a platform of civil society organizations dealing with business ethics, global development, sustainable consumption, environmental protection and human rights. Since its establishment, they have been raising an awareness of the principles and meaning of Fairtrade in the Czech Republic (and Slovakia since 2014). They monitor Czech and Slovak market with Fairtrade products and help to promote conscious consumption which should lead to enhancing of Fairtrade products availability on the Czech and Slovak market. In addition, they work with the general public through the activities they organize or participate in, such as Fairtrade Towns, Fairtrade Schools, etc.

Fairtrade ČS has 8 members and 2 observers and has been a member of FoRS since 2010. The initial reasons for joining FoRS were interconnection with other development NGOs in the Czech Republic, access to training sessions organized by FoRS and the possibility of influencing national and transnational policies.

Thanks to Fairtrade ČS' cooperation with the Fairtrade International, they are involved in EU-funded programs. Help of FoRS wasn't in this case needed. The process of submitting the application is according to Fairtrade ČS always the same. In their case (they have been using the DEAR program – Development Education and Awareness Raising) the process has always two rounds, first round is mostly about their lead partner (that submits the project) which addresses all partners and prepares a „Concept Note“. After the approval of the project plan, complete documentation is prepared.

Even though they don't think that FoRS can be of any help when processing applications for the EU funded programs (at least not that they're aware of), Fairtrade ČS finds important to strengthen the role of Czech development organizations in the European context. For example, as FoRS is being a member of Concord platform, they can easily access information through it.

Fairtrade ČS does not think that FoRS has saved them any effort or time, on the other hand, their expectations and reasons for being a member of FoRS were different and those are fulfilled.

#### 4.3.8 **Glopolis**

Glopolis is an independent analysis and networking center established in 2004. Their vision is a cooperating non-profit sector, integral society and sustainable Czech Republic. They connect and encourage cooperation, trust and reflection between disciplines and social sectors. In the beginning of their functioning their mission was to mediate the debate on important global challenges (global poverty, global economy, trade and financial markets, climate change, food production, migration, financing of development cooperation/development) and to support the debate on the possibilities and ways the Czech Republic can contribute to their solution.

In the last year and a half, Glopolis has been going through quite a reform change. The key issues are becoming defense of democracy and rule of law. Glopolis is also working on topics related to sustainable economy (particularly in the financial markets and organic farming). It is generally less concerned with traditional development policy. These changes are also related to the gradual dampening of their FoRS activities.

Currently, Glopolis has 6 employees, 6 board members and 3 supervisory board members. Around 50 volunteers and trainees have gone through Glopolis so far, which has been appreciated by Glopolis, as volunteers are always very enthusiastic about the work but at the same time, not getting paid, which is economically convenient for every NGO. Glopolis has been in FoRS since 2006 and the reason for joining was its thematic focus – Glopolis focused on impacts of economic globalization on poor countries and its format – it acted as an analytical center. Their type of organization was (and still is) less represented among all members – an organization that does not directly implement development projects but focuses on policy, political and public debate and seeks to describe the systemic causes of problems in developing countries/sustainable development in general and to propose solutions based on analyzes. The expectations were to support the policy work of the constitution of developing organizations, develop not only practical but also analytical and policy work in this sector and participate in awareness-raising campaigns.

Glopolis currently participates in less EU-funded programs than it used to. They say that in a way, membership in FoRS played a role when obtaining EU grants. For example, junior colleagues participated in workshops organized by FoRS on EU grants. To some extent, FoRS membership gave legitimacy and its member organizations acted as one of the target groups in the projects. In some of the EU FoRS projects they were subcontractors or target group members, so they were involved in the activities. And vice versa to the FoRS Secretariat. However, they do not recall that they were submitting a joint project or that they were direct partners in EU program with FoRS. In most cases, they applied for projects in foreign consortia that led either Glopolis or European networks (E.g. Eurodad<sup>13</sup>, CAN Europe<sup>14</sup>, etc.) or organizations (E.g. Oxfam GB, Action Aid, Germanwatch, etc.).

When asked if the expectations were met, Glopolis answered: “ Yes, Glopolis has been long time one of the drivers of analytical/policy work at FoRS. We were part of a series of working groups that more or less directly influenced development policy or policies affecting this area.”

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<sup>13</sup> European Network on Debt and Development

<sup>14</sup> Climate Action Network Europe

#### 4.4 Summary of NGOs' Interviews

All the interviewed NGOs are either development cooperation, humanitarian aid and/or global development education and awareness focused, and they all belong under small or medium-sized organizations. The duration of their membership in FoRS differs, the oldest member (Development Worldwide) was one of the founders in 2002, whereas the youngest (Nesehnutí) only joined FoRS in May 2019.

Initial expectations often overlap. Generally, the main reasons for joining FoRS were:

- cooperation and coordination of activities with other organizations,
- FoRS educational programs – training sessions,
- having an overview of what is going on in the field,
- defending of NGOs' interests,
- news service,
- help with preparing and implementing international projects,
- possibility of influencing Czech Development Cooperation, moreover, national and transnational policies,
- participating in awareness-raising campaigns.

Out of eight questioned NGOs, six (which represents 75%) have been currently implementing some EU-funded program(s). All six organizations mentioned that these EU-funded projects are based on cooperation with partner NGOs (both Czech and international) and that FoRS wasn't in this case a key player (see the table num. 5).

By being a member of FoRS the NGOs gained mostly the opportunity to stand out together against the government, furthermore, the Ministry of Foreign Affairs (ORS<sup>15</sup> and ČRA<sup>16</sup>), which are two most important donors – FoRS is promoting NGOs' interests. Thanks to FoRS the NGOs can also network and gather important industry information among its members and strengthen the capacities within their field due to training sessions and general support of professionalism & education.

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<sup>15</sup> Odbor rozvojové spolupráce – Department of Development Cooperation

<sup>16</sup> Česká rozvojová agentura – Czech Development Agency

As we can see in the table num 5, all NGOs agreed that being a member of FoRS does not affect the decision whether to apply for an EU grant or not. Also, FoRS has not saved them any time and/or effort when processing the EU application.

Finally, every interviewed NGO admits that their initial expectations and reasons for joining FoRS, mentioned in a list above, have been met.

**Table 4 - Evaluation of NGOs**

Name of the NGO:	FoRS member since:	EU funding:	With FoRS' help:	Submission even without FoRS' help:	Were initial expectations met:
Diakonie ČCE	2012	YES	YES	YES	YES
Světlo pro svět	2008	NO	x	x	YES
NaZemi	2006	YES	NO	YES	YES
Spol. Podané ruce	2007	YES	NO	YES	YES
Nesehnutí	2019	YES	NO	YES	YES
Development WW	2002	NO	x	x	YES
Fairtrade ČS	2010	YES	NO	YES	YES
Glopolis	2006	YES	NO	YES	YES

Source: *own creation*

#### 4.5 SWOT Analysis

Based on obtained information from both FoRS' Secretariat and NGOs, a SWOT analysis was created. When creating the SWOT analysis, the author of the thesis focused on what are the advantages and disadvantages of being a small/medium-sized NGO when applying for EU grant, what are the chances of actually getting it and what should be the NGOs aware of before even applying. The SWOT analysis could help small/medium-sized NGOs with deciding whether to apply for EU funding or not, moreover, the SWOT analysis will be purposeful when evaluating hypotheses in chapter 5 Results/Evaluation.

#### 4.5.1 Small/Medium-Sized NGOs' (Potentially Applying for EU Funding) Point of View:

Table 5 - SWOT Analysis

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Possibility of building consortiums</li> <li>• Non-paid volunteers saving time and work</li> <li>• Trained personnel (via training sessions)</li> <li>• Partner NGOs, even internationally</li> <li>• Organization's mission &amp; vision strictly defined</li> </ul>	<ul style="list-style-type: none"> <li>• Too narrow thematic focus</li> <li>• Not enough money for covering the mandatory share of EU grant</li> <li>• No capacity for project making, nor money for external employees</li> <li>• Not having a representative directly in Brussels</li> <li>• Lack of long-term employed/experienced staff</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Platforms and Networks membership</li> <li>• Sharing of experiences, know-how &amp; skills among Czech NGOs</li> <li>• Donor agencies</li> <li>• Possibility of subgrants</li> </ul>	<ul style="list-style-type: none"> <li>• Big NGOs having more resources and capacities – employees and/or departments determined exclusively for EU projects</li> <li>• Government not being supportive enough</li> <li>• Big competition among NGOs, even internationally</li> <li>• Changing laws &amp; rules of EU funding is difficult to follow</li> <li>• Mostly projects end up with unsuccess → a lot of time and effort wasted</li> </ul>

Source: own creation



## **5 Results/Evaluation**

### **5.1 General Overview**

In the practical part of the thesis (chapter and subchapters 4) we were given deep analysis based on a personal interview with FoRS representative on how FoRS is functioning in general, what are its main tasks and who does FoRS cooperate with on both national and European level. Throughout this analysis, the reader was also provided with detailed information about the whole process of applying for EU funding, what are the possibilities, advantages/disadvantages and how FoRS is being helpful in this aspect.

In the following part, concrete NGOs are being introduced. Besides the information what are the NGOs about the reader can also find out the results of interviews made with each one of them. The results were included under the description of NGO as readable as possible, in order to enable the reader easy absorption of information.

Finally, based on all the information gained in the practical part, the SWOT analysis focusing on small/medium-sized NGOs' (potentially applying for EU funding) point of view was created.

Now, using all the acquired information and analyses, the evaluation of hypotheses shall be done.

## 5.2 Evaluation of Hypotheses

### 5.2.1 Hypothesis Num. 1

NGOs are seeking FoRS' help because they think it will save them time and effort when applying for EU grant.
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It is stated in the introduction part of the thesis that the main objective is to decide, whether the hypotheses num. 1 and 2 will be accepted or rejected.

As for the first hypothesis, information that will serve us for the evaluation is such information, that was obtained by interviewing NGOs. Based on the answers we can say that the reasons for joining FoRS are different than expected - help with EU funding application. Based on the data from table num. 5, all the NGOs that have been implementing EU project at the moment admitted that they are implementing them without FoRS' help.

The question of whether NGOs think the cooperation with FoRS will save them time and effort when dealing with the EU is in this case irrelevant, as the NGOs are not seeking FoRS' help with the aim of helping with EU projects in the first place. The real reasons for joining FoRS are according to NGOs - cooperation and coordination of activities with other organizations, FoRS educational programs – training sessions, having an overview of what is going on in the field, defending of NGOs' interests, news service, help with preparing and implementing international projects, possibility of influencing Czech Development Cooperation, moreover, national and transnational policies and participating in awareness-raising campaigns.

**Given these assumptions we can declare that the first hypothesis is rejected.**

### 5.2.2 Hypothesis num. 2

EU funding is more achievable by big NGOs than small/medium-sized ones.

Regarding the second hypothesis, relevant information, in this case, is the FoRS analysis. The respondent there literally mentions that the project proposals are targeted on big NGOs, such as Oxfam or Člověk v tísni because small/medium-sized ones don't have the capacity and experience big enough in order to coincide with the project criteria. The small/medium-sized NGOs only reach subgrants obtained as a subcontractor of the project.

According to FoRS, big NGOs have their employees directly in Brussels, so they are able to attend important meetings concerning concrete EU-funded projects. As another advantage FoRS considers the fact that big NGOs have employees, some of which even entire departments, that are exclusively dealing with EU projects only. Therefore, particular NGO is at the end of the day, able to hand in more than just one project which, of course, increases the probability of winning.

**Based on the facts mentioned above it is obvious that the second hypothesis is accepted.**

Given the acceptance of the second hypothesis, the results of Navrátil and Vaceková (2015) research, mentioned in the theoretical part of the thesis, on determinants of success of Czech NGOs' accession to EU funds can be extended. In terms of size of the organization respecting the general definition of SME (European Commission, 2015), big organizations have better chance to succeed compared to small/medium-sized ones.

Moreover, based on Navrátil and Vaceková's research, the two most relevant determinants are: Presence of an official function of fundraiser within the organization and Possession of organizational branches which, according to the author of the thesis, are both strongly linked to the size of the NGO (as from this thesis the reader already knows, big NGOs tend to have employees exclusively determined to deal with the EU projects as much as the more brunches the NGO has – both nationally and internationally, the bigger it usually is). Hence, not only are big NGOs more likely to achieve EU funding, but the factor of being big is the most favorable determinant when applying for EU support.

### 5.3 Recommendations

What can be learned from the evaluation of the hypotheses is the fact, that in the Czech Republic, some kind of organization/platform gathering small/medium-sized NGOs (with focus on development cooperation, humanitarian aid and global development education and awareness) is missing through which the NGOs could apply for an EU grant. As EU grants are usually very large, it should be taken more into account by NGOs. Also, Czech government should support NGOs' performance as much as it can in this regard, while it is currently the other way around. It is in the government's own interest to provide Czech NGOs with such support, since the NGOs can become more independent and self-efficient, therefore more effective. In the author's opinion, this could eventually save time, effort, and money to Czech government, as well as enhance NGOs' productivity at the same time. Steps should be taken in this regard and discussions held between the NGOs and Czech government so that both sides may be satisfied.

These steps might be for example:

- Reopening of the co-financing program under the auspices of Czech Development Agency called **trilateral cooperation** that worked well in the past. As the co-financing of NGOs on won project represents usually a lot of money, the support of the Czech government was often crucial. The participating parties were then not only the EU, and Czech NGO, but also the state of the Czech Republic.
- The government could with the help of big NGOs (in this case, for example, Člověk v tísni) develop **state organization/agency focusing on EU funding for NGOs**. As it has been already said above, in the beginning it might be a difficult step to take, the author of the thesis is, however, persuaded that at the end of the day, all the effort and money spent would pay off. This agency would help NGOs mostly with applying for EU funded projects but could be also helpful when evaluating the project (how was the funding effective, purposeful and what could have been done better).

The author would also recommend the EU foreign policymakers to focus some of the newly announced EU funded **projects exclusively on small/middle-sized NGOs** as the majority of the projects has been won by big NGOs. Not only it would enhance the competitiveness, therefore, quality of proposed projects among small/medium-sized NGOs but also the results might be surprisingly better, as the focus of small/medium-sized NGOs is narrower, hence, easier applicable and transparent.

Most of the interviewed NGOs admit they are implementing EU-funded projects through let's say coalition with partner NGO/s. From the literature review we already know that thanks to these coalitions, non-state actors become stronger, so obviously it is easier and more convenient for them. This fact should be enhanced and more supported by both state and non-state actors in the Czech Republic.

As for further research of this thesis, the author would appreciate if some researcher created an analysis of this EU funding-based coalition of partner NGOs - how is the work divided, money distributed, under what conditions, and more importantly, what are the results of such cooperation.

## 5.4 Limitations of the Research

There are many limitations of the research that can be named. Probably the most obvious one, unexpected and unpredictable, was the current global situation – the COVID 19 pandemic. Due to obligatory quarantine set by the Government of the Czech Republic, the researcher could not attend some of the interviews personally – which is generally considered the most valuable interview in qualitative research. The researcher didn't even get a chance to interview big NGOs in order to obtain the contrary point of view. This limitation, however, was later on evaluated as non-limiting, since the majority of FoRS members are small/medium-sized NGOs and the big NGO would only confuse the whole image.

As another limitation can be considered the sample of interviewed NGOs. FoRS has currently 27 members and 7 observing organizations (consisting of non-profit NGOs, foundations, international organizations, and academical institutions) and 3 observers – natural persons, whereas this thesis only focused on 8 of them. The sample is purely random, even though almost all of the member organizations (every non-governmental non-profit organization) were addressed with a request for an interview. The bigger the sample is the more objective are the results. Furthermore, the fact that not all of the interviewed NGOs are currently implementing any of EU funded projects might seem limiting, however, as it has been mentioned above, the sample of NGOs was strictly random to give the reader a better idea of reality in this regard.

Not to mention the general representation of NGOs in the Czech Republic. According to the Czech Statistical Office (CZSO, 2019), there were over 130 000 NGOs in the Czech Republic in 2017 (conducted of foundations, endowment funds, public benefit corporations, registered institutions, religious organizations, associations, furthermore, branch associations) out of which many are, for sure, implementing EU funded projects.

Last but not least, there is usually, especially concerning qualitative research, a noticeable aspect of subjectivity. The author of the thesis tried really hard not to take any side (for example regarding the small/medium-sized NGOs vs big NGOs), however, there is a possibility that after reading this thesis, one can feel author's sympathy towards particular matter more than towards others.

## 6 Conclusion

FoRS - Czech Forum for Development Cooperation – is a platform that gathers NGOs and other non-profit subjects all over the Czech Republic focusing on development cooperation, humanitarian aid and global development education and awareness. In the thesis, we have gone through detailed analysis based on a semi-structured interview with a representative of FoRS of how exactly is FoRS functioning, how does the cooperation between FoRS – NGOs – the European Union work, furthermore, how much is FoRS being helpful to NGOs when applying for EU funding.

Apart from FoRS, eight small/medium-sized NGOs were interviewed. The thesis focuses only on small and medium-sized NGOs in order to gain as objective information as possible, as the majority of FoRS members belongs under these criteria. Most of the information obtained by interviewing NGOs only proved what the representative of FoRS declared. Based on all findings, a SWOT analysis was created from small/medium-sized NGOs' (potentially applying for EU funding) point of view.

Not only did the interviews serve to analyze the current situation, but also to decide whether the two predetermined hypotheses shall be accepted or rejected. Hypothesis 1: NGOs are seeking FoRS' help because they think it will save them time and effort when applying for EU grant, hypothesis 2: EU funding is more achievable by big NGOs than small/medium-sized ones. For evaluation of the hypotheses served data gained by interviewing both FoRS representative and eight small/medium-sized NGOs.

Regarding the first hypothesis, all the NGOs that have been implementing EU project/s at the moment admitted that they are implementing it/them without FoRS' help. Generally speaking, NGOs are not seeking FoRS' help with the aim of helping with EU projects in the first place. The real reasons for joining FoRS are according to NGOs - cooperation and coordination of activities with other organizations, FoRS educational programs – training sessions, having an overview of what is going on in the field, defending of NGOs' interests, news service, help with preparing and implementing international projects, possibility of influencing Czech Development Cooperation, moreover, national and transnational policies and participating in awareness-raising campaigns. The first hypothesis was rejected.

Even though the European Union projects should primarily serve as an NGOs' tool to improve and increase the effectiveness of their activities, it is not so easy to reach them. It is a good thing that the EU rules of the challenge are strict and consistent so that grants do not fall into the hands of inappropriate candidates or are not misused. On the other hand, it is a pity that a lot of perfectly competent NGOs simply cannot reach them for a variety of reasons. Sometimes these reasons even lead to NGOs stopping their efforts. One of the main reasons is that EU project proposals are targeted on especially big NGOs, such as Oxfam or Člověk v tísni because small/medium-sized ones don't have the capacity and experience big enough to coincide with the project criteria. Therefore, the small/medium-sized NGOs only reach on grants through their partnerships with other NGOs (both regional and international) or via subgrants obtained as a subcontractor of the project. For Czech NGOs is definitely easier to obtain grants from the Czech Government or development agencies, even though, according to FoRS, the conditions for NGOs are getting worse. The second hypothesis is, however, accepted.

The author of the thesis believes that all the mentioned results are reliable and hopes they will be helpful. As a potential audience, the author considers NGOs deciding whether to join FoRS or not, NGOs considering submitting the application for EU projects, researchers focusing on EU funding opportunities or NGOs as such.



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## 8 Appendix

### 8.1 Interview - Diakonie ČCE

#### 1. Could you please introduce your organization?

##### a. What is its main purpose?

*The mission of the Diakonie ČCE - Středisko humanitární a rozvojové spolupráce (Diaconia Centre of Relief and Development) is to provide humanitarian assistance to people affected by a natural disaster or a war conflict and to strengthen the responsibility and economic independence of the people we work with in our development projects. We are well aware of the interconnectedness of the world and our co-responsibility for it, and in this regard, we also want to contribute to a greater awareness of society.*

##### b. How many members does it have?

*It has 21 full-time employees and other part-time associates*

##### c. How is it functioning?

*Diakonie ČCE - Středisko humanitární a rozvojové spolupráce provides humanitarian assistance both abroad and in the Czech Republic. In the Czech Republic, we are mainly involved when floods hit but also in general floods preparedness of cities.*

*Abroad we assist in refugee camps and in case of humanitarian disasters (currently in Jordan, Lebanon, Cambodia, Myanmar and Mauritania). We organize foreign development cooperation (currently in Cambodia). We are also active in Ukraine (foster home and working with homeless people in Kiev). We also train volunteers in the Czech Republic and educate the public regarding the sustainable development and migration (DEAR project).*

##### d. Its history

*It was founded in 2011 as a new Center of Diaconia ECCB. As the only Diaconia Center of the ECCB, it focuses on humanitarian and development cooperation in*

*the Czech Republic and abroad. In the Czech Republic it took over the coordination of flood assistance, which Diaconia has been dealing with since 1997. Its foreign activities have developed with time – historically we were active in Eastern Europe (Moldavia, Georgia), Africa (Ethiopia, Zambia) and EU AID volunteers in Nepal and Uganda.*

**2. How long has this organization been a member of FoRS?**

*Since 2012*

**3. What was the original reason for joining FoRS? What were the expectations?**

*The initial impulse was the opportunity to establish cooperation and to coordinate our activities with other organizations. We were also interested in FoRS educational programs.*

**4. Does your organization participate in any of EU-funded programs?**

**a. If YES, has being a member of the FoRS helped you in cooperation with the EU?**

*It helped partially – as a reference and an assurance in a way that we are a recognized organization. The membership in FoRS also helped us with gaining a know-how about the possibility of obtaining EU subsidies in general and to share experiences with European projects of the same program with other member organizations.*

**b. If NOT, for what reason? (then please skip to question 10)**

**5. How was the mutual cooperation with the EU established (with the aid of FoRS)?**

*Historically, thanks to personal contacts, we have established the cooperation with quite a number of European organizations from individual Member States with whom we decided to submit a joint project under the DEAR program of the European Commission in 2016.*

**6. What is the follow-up after applying for specific EU grant/financing/other (with the aid of FoRS)?**

*Currently we've been implementing the three-year DEAR project, which was approved in 2018 and has been running since 2019.*

**7. What have you gained through the cooperation with FoRS (members/secretariat), furthermore, with the EU? Please specify**

*Thanks to our membership in FoRS and cooperation with other member organizations working in the field of humanitarian and development cooperation, we gained the opportunity to stand out together towards the Ministry of Foreign Affairs (ORS and ČRA), which are our two most important donors. We have the opportunity to network and gather important industry information from both the FoRS Secretariat and other member organizations. We also appreciate the possibilities of training our employees within our field.*

**8. Would you decide to submit an application for EU funding even without FoRS' assistance? Please justify.**

*Yes, we don't consider FoRS' assistance as a key player in this particular case.*

**9. Has the membership in FoRS saved you some effort and time when dealing with the EU?**

*Yes partially – thanks to our membership in FoRS we had the opportunity to establish cooperation with other Czech NGOs that have historically implemented a project from the DEAR program and we can share experiences and examples of a good practice.*

**10. Were your expectations (mentioned in question 3) met?**

*Yes, they were.*

## 8.2 Interview - Světlo pro svět

### 1. Could you please introduce your organization?

#### a. What is its main purpose?

*Světlo pro svět - Light for the World is a NGO focusing on the treatment of blindness, improving of quality of life and advocacy on behalf of people with disabilities in the least developed parts of the world, especially in Africa.*

*Světlo pro svět is aiming a fairer world to all, including people with disabilities. The only chance of success when dealing with systemic inequality and poverty rate of people with disabilities around the world is to integrate them into all aspects of society. By excluding these people from society, we are stuck in a vicious circle (disability causes poverty and poverty can also cause disability, since not even basic health care can be provided in case of injury)*

#### b. How many members does it have?

*Světlo pro svět has 6 employees/external collaborators*

#### c. How is it functioning?

*Světlo pro svět has built up an international reputation in the field of ophthalmology. We focus on cataract surgeries, building new eye clinics, supporting of the education of ophthalmologists and opticians. We fight against the second most occurring cause of blindness in the world – infectious trachoma. Světlo pro svět also promotes equal rights in education for everyone. We know from our own experience that inclusive schools work the best that's why we support inclusive education projects where students can learn from one another.*

#### d. Its history

*Světlo pro svět was established in the Czech Republic in August 2007 as a sister organization of originally Austrian company Licht für die Welt, which has been successfully functioning since 1988. Currently, in addition to the Czech Republic and Austria, the international organization Light for the World also operates in Germany, Switzerland, Belgium, the Netherlands, the UK and the US.*



**2. How long has this organization been a member of FoRS?**

*Since 2008*

**3. What was the original reason for joining FoRS? What were the expectations?**

*As our organization is solely development cooperation focused, it is logical that we want to participate in FoRS activities. Moreover, at the time we became the member of FoRS we were drawing on support from the Czech Development Agency, so it was very important for us to be a part of the current events.*

**4. Does your organization participate in any of EU-funded programs?**

**a. If YES, has being a member of the FoRS helped you in cooperation with the EU?**

*No*

**b. If NOT, for what reason? (then please skip to question 10)**

*The Czech organization Světlo pro svět doesn't currently complement any of its own projects in the terrain. The programs we've been fundraising for are being implemented by local partners under the supervision of the international organization the Light for the World International.*

**10. Were your expectations (mentioned in question 3) met?**

*With regards to an awareness of how the Czech Republic's foreign aid strategy has been developing, yes. Unfortunately the strategy of the Czech Development Agency is to support only organizations that have so-called „the Czech footprint“ and implement their own projects directly, which has deprived us of the possibility of applying for institutional support.*

### 8.3 Interview – NaZemi

#### 1. Could you please introduce your organization?

##### a. What is its main purpose?

*We develop and promote global education in the Czech Republic and promote decent work opportunities in the world. We inform about working conditions, deal with politicians and focus on the responsibility of companies in their supply chain. For individuals and companies we offer our own fairtrade coffee brand Fair Café and tea Fair Tea.*

##### b. How many members does it have?

*11 permanent employees, several externals, a team of lecturers and quite a number of volunteers*

##### c. How is it functioning?

*We strive for self-management (non-hierarchical structure). That means that we have no superiors and subordinates and we are managed by commonly agreed mechanisms (inspiration can be found for example in a book called Reinventing Organizations.)*

##### d. Its history

*<https://www.nazemi.cz/cs/jsme-nazemi>*

#### 2. How long has this organization been a member of FoRS?

*Since 2006*

#### 3. What was the original reason for joining FoRS? What were the expectations?

*We deal with global education and development issues. The FoRS defends the interests of NGOs in this segment and also provides them with a news service.*

#### 4. Does your organization participate in any of EU-funded programs?

*Yes*

- a. If YES, has being a member of the FoRS helped you in cooperation with the EU?**

*It is hard to evaluate, but rather not. The FoRS provided us with a training concerning the grants and it is a member of CONCORD which may have an impact on the form of grants. In general, however, we do not perceive the help with grant on the EU level as a role of the FoRS, moreover we don't even think it has a capacity for it. With the FoRS we also have a joint European project led by NaZemi which we wrote together as partners. On the national level on the other hand, the FoRS usually negotiates with the Czech Development Agency and defends the interest of NGOs.*

- b. If NOT, for what reason? (then please skip to question 10)**

- 5. How was the mutual cooperation with the EU established (with the aid of FoRS)?**

*See above*

- 6. What is the follow-up after applying for specific EU grant/financing/other (with the aid of FoRS)?**

*See above*

- 7. What have you gained through the cooperation with FoRS (members/secretariat), furthermore, with the EU? Please specify.**

*See above*

- 8. Would you decide to submit an application for EU funding even without FoRS' assistance? Please justify.**

*Yes*

- 9. Has the membership in FoRS saved you some effort and time when dealing with the EU?**

*Rather not (not that the FoRS was working poorly but because we think it's not much related to its function).*

- 10. Were your expectations (mentioned in question 3) met?**

*In terms of defending of interests and obtaining information, yes.*

## 8.4 Interview - Společnost Podané ruce

### 1. Could you please introduce your organization?

#### a. What is its main purpose?

*We help people to free themselves from addiction or from a difficult situation that prevents them from having a full-fledged life and becoming involved in society. We provide them with comprehensive support and professional services in the areas of prevention and treatment of addictive behavior, programs for children & youth and mental health.*

#### b. How many members does it have?

*Approximately 200 employees*

#### c. How is it functioning?

*We are non-governmental non-profit organization providing primarily social Services in the area of addiction and work with children*

#### d. Sits history

*Redirection to websites and annual reports*

### 2. How long has this organization been a member of FoRS?

*Since 2007*

### 3. What was the original reason for joining FoRS? What were the expectations?

*The focus of our work is primarily in the Czech Republic, in the past, however, we implemented several international projects both as a project implementer or a partner, such as projects in Afghanistan or cooperation with the Andean countries in South Amerika. Apart from other, we would like to use a FoRS membership in the preparation and implementation of international projects in the future.*

### 4. Does your organization participate in any of EU-funded programs?

*Yes, we are currently implementing almost 20 projects supported from the EU (mainly from the OPH, iROP, LAG and Erasmus+ structural funds.)*

- a. **If YES, has being a member of the FoRS helped you in cooperation with the EU?**

*When preparing and implementing these projects we didn't use the FoRS' membership*

- b. **If NOT, for what reason? (then please skip to question 10)**

5. **How was the mutual cooperation with the EU established (with the aid of FoRS)?**

*The standard procedure – reaction to announced proposals, preparation of the project and realization of the project.*

6. **What is the follow-up after applying for specific EU grant/financing/other (with the aid of FoRS)?**

*For these projects, cooperation with FoRS is not relevant.*

7. **What have you gained through the cooperation with FoRS (members/secretariat), furthermore, with the EU? Please specify.**

*See above. However, I believe that an important role of FoRS is to promote the NGOs' interests and needs in the area of an international development cooperation. Furthermore, the support of professionalism, education, etc. for these organizations. FoRS, I believe, fulfills this mission well (even though we haven't been currently using it).*

8. **Would you decide to submit an application for EU funding even without FoRS' assistance? Please justify.**

*See above. And yes, even in the preparation of future international projects, the existence of the FoRS would not play a role for us when submitting an application, although it could be beneficial.*

**9. Has the membership in FoRS saved you some effort and time when dealing with the EU?**

*It's hard to say just yet, currently, we haven't been much benefiting from FoRS membership. Nevertheless, we consider preparing and implementing other international projects (Afghanistan, Moldova, ...) where we could benefit from our membership in the FoRS, for example in terms of searching of project partners, negotiating with the Czech Development Agency, etc.*

**10. Were your expectations (mentioned in question 3) met?**

*See above*

## 8.5 Interview - Nesehnutí

### 1. Could you please introduce your organization?

#### a. What is its main purpose?

*We are NESEHNUTÍ. We feel responsible for what is going on around us and we strive for changes leading to justice and equality. We want an open and committed society capable of dialogue, based on the respect for nature, human beings and animals. We enhance communities and individual's activities towards acting on the basis of environmental and social context. We accept responsibility as an integral part of freedom.*

#### b. How many members does it have?

*Approx. 30*

#### c. How is it functioning?

*Non-hierarchical management system*

#### d. Its history

*<http://nesehnuti.cz/historie-nesehnuti/>*

### 2. How long has this organization been a member of FoRS?

*Observer since 2018, the member since May 2019*

### 3. What was the original reason for joining FoRS? What were the expectations?

*The possibility of better networking with other NGOs, coordination of the procedure and attitudes in advocacy activities, possibility to participate in the activities of working group called the Policy – information and the possibility of influencing Czech Development Cooperation.*

### 4. Does your organization participate in any of EU-funded programs?

*Yes*

- a. If YES, has being a member of the FoRS helped you in cooperation with the EU?**

*No*

- b. NOT, for what reason? (then please skip to question 10)**

*Thanks to FoRS we were able to attend some CONCORD-based Learning and Experience Exchange networking events, on the other hand, our participation in FoRS and these events have not yet led to submitting an application for EU funding and it doesn't seem to be leading in the foreseeable future that way..*

**10. Were your expectations (mentioned in question 3) met?**

*Yes*



## 8.6 Interview – Development Worldwide

### 1. Could you please introduce your organization?

#### a. What is its main purpose?

*Mainly the development of capacities (expertise), intersectoral networking and improvement of development cooperation systems with the aim of enhancing development effectiveness*

#### b. How many members does it have?

22

#### c. How is it functioning?

*On a voluntary basis, more or less, unless there is a project funding*

#### d. Its history

*Between the flagships probably belong expert training sessions, mentoring and consultations (including 11 years of the European Program for Development Evaluation Training – EPDET), platform support (such as FoRS, CONCORD, CSO Partnership for Development Effectiveness, Czech Evaluation Society, International Development Evaluation Association) and about 16 years of cooperation with Vietnam (especially in the field of the environment or support for victims of dioxins but also 4 years of the Miss Vietnam of the Czech Republic competition).*

### 2. How long has this organization been a member of FoRS?

*We are one of the founding members.*

### 3. What was the original reason for joining FoRS? What were the expectations?

*To support the quality of Czech foreign development cooperation (From setting up the system to higher quality of individual projects) and cooperation of individual actors which is an endless cycle, though.*

**4. Does your organization participate in any of EU-funded programs?**

*No*

**a. If YES, has being a member of the FoRS helped you in cooperation with the EU?**

**b. If NOT, for what reason? (then please skip to question 10)**

*Excessive bureaucracy and financial demands for small NGOs, strange priorities. However, we do our best in order to help organizations which are striving for European/other projects.*

**10. Were your expectations (mentioned in question 3) met?**

*Yes, apart from the „endless cycle“ mentioned above. FoRS has built up a fairly important position, connecting many organizations and a lot of interesting people. State restrictions together with inability of authorities to incorporate the principles of effectiveness and partnerships (as much as transparency and predictability) or to use evaluation recommendations to improve project cycle management, however, boycott most of our efforts. Especially in recent years. It is difficult under the current conditions to promote higher quality of NGOs' projects (when quality is not adequately valued, supported and in fact even required). At the same time, smaller NGOs are being pushed out of the market, especially those with slightly different set of priorities than the government has (or the European Commission).*

## 8.7 Interview – Fairtrade Česko a Slovensko

### 1. Could you please introduce your organization?

#### a. What is its main purpose?

<https://fairtrade-cesko.cz/fairtrade/o-nas/>

#### b. How many members does it have?

*5 employees, 4 board members, 8 member organizations, 2 observers*

#### c. How is it functioning?

<https://fairtrade-cesko.cz/fairtrade/o-nas/>

#### d. Its history

*Annual reports on this link*

<https://fairtrade-cesko.cz/media/nase-materialy/>

### 2. How long has this organization been a member of FoRS?

*Since 2010*

### 3. What was the original reason for joining FoRS? What were the expectations?

*Interconnection with other development NGOs in the Czech Republic, access to trainings organized by FoRS, the possibility of influencing national and transnational policies*

### 4. Does your organization participate in any of EU-funded programs?

#### a. If YES, has being a member of the FoRS helped you in cooperation with the EU?

*NO, (FoRS wasn't involved)*

#### b. If NOT, for what reason? (then please skip to question 10)

### 5. How was the mutual cooperation with the EU established (with the aid of FoRS)?

*Thanks to our cooperation with the Fairtrade International*

**6. What is the follow-up after applying for specific EU grant/financing/other (with the aid of FoRS)?**

*I don't think FoRS is being helpful when processing applications for the EU (not that I'm aware of). The process is always the same, in our case (we've been using the DEAR program – Development Education and Awareness Raising) the process has always two rounds, first round is mostly about our lead partner (that submits the project) which addresses all partners and prepares a „Concept Note“. After the approval of the project plan, complete documentation is prepared.*

**7. What have you gained through the cooperation with FoRS (members/secretariat), furthermore, with the EU? Please specify.**

*Us specifically haven't gained anything. I find important to strengthen the role of Czech development organizations in the European context. For example, as FoRS is being a member of the Concord platform, we can access information through it.*

**8. Would you decide to submit an application for EU funding even without FoRS' assistance? Please justify**

*Yes as I mentioned above, in our case being a part of FoRS was relevant when submitting the application in the EU.*

**9. Has the membership in FoRS saved you some effort and time when dealing with the EU?**

*No, our expectations and reasons for being a member of FoRS are different and those are fulfilled.*

**10. Were your expectations (mentioned in question 3) met?**

Yes

## 8.8 Interview - Glopolis

### 1. Could you please introduce your organization?

#### a. What is its main purpose?

*To mediate the debate on important global challenges (global poverty, global economy, trade and financial markets, climate change, food production, migration, financing of development cooperation/development) and to support the debate on the possibilities and ways the Czech Republic can contribute to their solution.*

*In the last year and a half, Glopolis has been going through quite a reform change. The key issues are becoming defense of democracy and the rule of law. We are also working on topics related to sustainable economy (particularly in the financial markets and organic farming). We are less concerned with traditional development policy. These changes are also related to the gradual dampening of our FoRS activities.*

#### b. How many members does it have?

*Currently, Glopolis has 6 employees, 6 board members and 3 supervisory board members. Around 50 volunteers and trainees have gone through Glopolis so far, which has been much appreciated, as volunteers are always very enthusiastic about the work but at the same time, not being paid, which is for every NGO economically convenient.*

#### c. How is it functioning?

*The executive body is the Board of Directors, the Supervisory Board is a council and the management is being taken care of by the director appointed by the Board of Directors.*

#### d. Its history

<https://glopolis.org/vyrocnizpravy>

**2. How long has this organization been a member of FoRS?**

*Since 2006*

**3. What was the original reason for joining FoRS? What were the expectations?**

*Thematic focus – we focused on impacts of economic globalization on poor countries and because of the format – we acted as an analytical center. Our a type of organization was (and still has been) less represented among all members – an organization that does not directly implement development projects but focuses on policy, political and public debate and seeks to describe the systemic causes of problems in developing countries/sustainable development in general and to propose solutions based on analyzes.*

*expectations – support the policy work of the constitution of developing organizations, develop not only practical but also analytical and policy work in this sector, participate in awareness-raising campaigns*

**4. Does your organization participate in any of EU-funded programs?**

*Yes, currently less than in the past*

**a. f YES, has being a member of the FoRS helped you in cooperation with the EU?**

*In a way, membership in FoRS played a role when obtaining EU grants. For example, junior colleagues participated in workshops organized by FoRS on EU grants. To some extent, FoRS membership gave legitimacy and its member organizations acted as one of the target groups in the projects.*

*In some of the EU FoRS projects we were subcontractors or target group members, so we were involved in the activities. And vice versa to the FoRS Secretariat. However, I do not recall that we were submitting a joint project or that we were direct partners in EU program with FoRS. In the vast majority of cases, we applied for projects in foreign consortia that led either Glopolis or European networks (E.g. Eurodad, CAN, etc.) or organizations (E.g. Oxfam GB, Action Aid, Germanwatch, etc.).*

**b. If NOT, for what reason? (then please skip to question 10)**

*We didn't get any project directly via FoRS.*

**10. Were your expectations (mentioned in question 3) met?**

*Yes, Glopolis has long been one of the drivers of analytical/policy work at FoRS. We were part of series of working groups that more or less directly influenced development policy or policies affecting this area.*

## 8.9 Concrete Examples of Czech Development Cooperation Projects

- **Czech University of Life Sciences in Prague** – thanks to a project aiming increasing and improving the quality of agricultural education and education as such in Mongolia, with help of local partners new agricultural course - repairman and agricultural machinery driver, and other short-term agricultural courses at the Darchan Vocational Training Center were established. Thanks to the CULS' support, the local vocational school has been connected with local sellers of agricultural equipment and a local business incubator, with whom they organize training for the professional public, provide consulting services and organize awareness-raising activities throughout the region.
- **NaZemi** – draws attention to the human rights violations of employees of global South factories. Consumers can via the application “Obuj se do toho”<sup>17</sup> express their support for changing the rules in the footwear industry.
- **Podané ruce** – this company aims to train Afghan doctors, medical staff and local nonprofit organizations' employees to work with drug addicts in Kabul. It is the only organization operating directly in Afghanistan that has developed expertise in the area of a drug prevention and management. It shares methodologies and know-how with local experts. The links with local people which Podané ruce has developed in time, are now important players in an enforcement of systematic changes in the area of drug prevention and work with drug addicts (Miléřová and Šrámková, 2017, p. 24).

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<sup>17</sup> Eng - Go for it