1. Basic Information

1.1. Désirée Number
CZ00-02-01

1.2. Title
Civil Society Development / Support to Roma Integration Initiatives

1.3. Sector
Political Criteria

1.4. Location
Civil Society Development Foundation, Czech Republic

2. Objectives

2.1. Wider Objective
The candidate country has achieved stability of institutions guaranteeing democracy, the rule of law, human rights and respect for and protection of minorities.

2.2. Immediate Objectives
The Immediate Objectives of this Project are to:

- Support civil society organisations (CSOs) operating in the Czech Republic through the provision of specifically targeted grant support to strengthen the professional skills of CSOs:
  - Supporting information and training activities for CSOs and project grant activities,
- Provide a special emphasis on CSO activities in the field of the further integration of the Roma community into Czech society, supporting training/education, legal assistance and social integration projects.

2.3. Accession Partnership / NPAA Priority
The Accession Partnership (December 1999) highlights the following priorities for action:

- **Short-term:** Implement actions contained in the government resolution of 7 April 1999 on Roma including provision for the necessary financial support at national and local levels; implement measures aimed at fighting discrimination (including within the public administration); foster employment opportunities and increase access to education;
- **Medium-term:** strengthen policies and budgetary means, at national and local levels, to continue improving the situation of the Roma.

The NPAA (May 1999) highlights the following priorities (section 1.2.):

- Produce a nation-wide plan for education towards tolerance and the respect for human rights. The plan will feature approaches to education on human rights in general and on respect of differences (racial, nationality, religious, etc.).
- Adoption of amendments to laws or new laws linked to further regulations, which should contribute to improving the protection of human rights (the amendment or renewal of special supervision by the State Prosecutor’s Office on compliance with lawfulness, supervision in places of punishment, custody or police detention, the institute of inaugurating cases, the institute of ombudsman, etc.).

3. Description

3.1. Background / Justification
There are presently approximately 50,000 civil society organisations (CSOs) in the Czech Republic. A new Act on Foundations entered into force in 1998, leading to dramatic restructuring of the sector; while a potential up-dating of the Act on the Association of Citizens, which regulates civil associations, will lead to more changes.

With regard to tax conditions, CSOs may subtract 30% from their tax base which should, however, be at least CZK 100,000 (approximately € 3,000) and at most CZK 3,000,000 (approximately € 90,000). A legal entity may subtract from its tax base donations to a maximum value of 2% of the tax base (with a minimum amount of CZK 2,000 / approximately € 60). A physical entity may subtract the value of donations, the total value of which is no more than 10% of the tax base (with a minimum amount of 2% of the tax base, being not less than CZK 1,000 / approximately € 30).

NROS was originally established in 1993, acting as local management unit for the utilisation of Phare support to civil society development (both National and Multi-Country Programmes). NROS has thus acted, since its establishment, as an umbrella organisation supporting the overall advancement of the CSO sector in the Czech Republic, primarily as a resource and information centre supporting enhanced professional standards and capacities for CSOs, plus as a grant provider to co-finance specific CSO activities in selected sectors.

Between 1993 and the end of 1999, NROS provided grant support to around 1,800 projects with the total amount of support approximately 8.5 M€. NROS continues to receive a huge number of project applications per grant round (300-400), around 50% of which are worthy of support. However, due to insufficient funding, only approximately 20% of the requested funding can be satisfied, i.e. project budgets are reduced (see Annex 8 NROS - Requests and Allocations 1993-99).

As NROS has expanded, in recognition of its expertise and its continuous provision of support to CSOs across the country, so has its ability to support the strengthening of the CSO sector, both with a broadening of its financial resource base and with its recent focus of support to CSO activities closely linked to EU accession issues (Roma integration, EuroCitizen etc.).

In aiming to provide a sustainable source of funding for the non-profit sector beyond Phare, NROS has recently undertaken efforts to establish sustainable funding for the sector, with an emphasis on the diversification of funding for future activities. This has led to NROS securing specifically targeted grants from other sources (the Small Projects Programme, the Mott Foundation, the British Know How Fund, Bosch Stiftung).

Additionally, in 1998 NROS launched a sustainability project in co-operation with Czech TV, which takes the form of an annual fundraising campaign, known as the “Help the Children!” campaign (based on the BBC Children in Need Appeal from the UK). The second year of the campaign has been launched, and will culminate in a fundraising TV broadcast, Easter 2000.

NROS has also been involved with the preparation of a development plan for the Czech non-profit sector in co-operation with the Donors’ Forum (an association of donor organisations - meetings are attended by an EC Delegation representative).

In line with NROS’ strategy for the diversification of its grant-giving base, the immediate priorities for NROS are twofold:

- Continue providing support to CSOs active in areas related to EU accession (specifically Roma integration activities, human and minority rights activities, the development of institutions guaranteeing democracy, the rule of law, human rights, etc.), for which NROS will act as manager of Phare Programme funds,

- The provision, in target sectors agreed with individual grant providers/philanthropists, of project funding for CSO activities, for which NROS will act as manager of non-Phare Programme funds, plus

3.2. Linked Activities
Positive evaluations of NROS and its past management of Phare funds have been made by Charities Aid Foundation, OMAS and the European Court of Auditors. It has gained widespread respect and an excellent reputation in transparent grant-giving (which is in accordance with the Commission’s Vademecum for Grant-Giving Procedures) and with regard to non-conflict of interest issues. It functions both as a Phare Implementing Agency and as a Czech grant-giving foundation and must conform with the respective regulations and requirements of each role.

The activities outlined in this Fiche are closely linked to those of Project CZ 9804-06 Improvement of the Integration of the Roma Community into Czech Society and the Strengthening of Civil Society Organisations (CSOs), with a Phare allocation of 2 M€, which is currently being implemented by NROS. In that Project, CSOs serve to provide a platform for joint activities between members of the Roma community and the majority Czech society; raise visibility for members of the Roma community; raise public awareness about Roma issues; and help to promote the number of Czech public figures from the Roma community. The current Roma integration programme is, to a large extent, operated by representatives of the Roma community (the Advisory Group), amongst which it has been widely accepted and welcomed. It has also built up a good reputation amongst the target group.

NROS also co-operates and co-ordinates where possible with other EU support mechanisms working in the Czech non-profit sector, such as the Social Welfare Initiative Fund, the Democracy, LIEN and Partnership Programmes, the Leonardo Programme and the future Access Programme (whilst avoiding overlap).

NROS maintains close contact with Civil Society Development Programmes in other Candidate Countries, and with other donor organisations active in the Czech Republic, such as the Open Society Fund, the Canada Co-operation Fund, the British Know How Fund and participates in the Czech Donors’ Forum (an association of foundations/donor organisations). NROS maintains contact with non-profit sector protagonists worldwide, including as a partner organisation of the International Youth Foundation (IYF), member of CIVICUS and the European Foundation Centre.

Regarding NROS’ sustainability, both as a sector support organisation, plus as a resource centre/grant provider, NROS, in line with the Act on Foundations, is restricted in its use of funds to cover its operational/management costs (for this purpose, NROS has established an endowment to eventually cover such costs). The endowment may also cover grant support to CSOs, although this can still be provided for via specific donor contributions. The only possibility for state support to Foundations is through a one-off endowment contribution from the Foundation Investment Fund (NIF), established as part of the coupon privatisation process.

### 3.3. Results / Outputs

The Outputs to be delivered and the Guaranteed Results to be achieved via this Project, include:

- Continue the current Roma integration programme established under the 1998 Programme (Dživas Jekhetane), with grant support to be provided to approximately 120 projects, covering: training and education projects; advocacy and legal aid projects; integration activities between the Roma community and the majority Czech society:
  - Approximately 120 projects will receive support;
  - Development of equal opportunities for disadvantaged Roma children and youth, through integrated educational and leisure time activities promoting mutual understanding, citizenship, identification with society and links between young persons in regions with a high minority concentration;
  - Improved advocacy and legal aid to prevent discrimination and promote the integration of the Roma community;
  - Improved integration of the Roma community into Czech society;
→ Improved public awareness regarding Roma issues;
→ Increased number of successful and visible Roma CSOs via capacity building measures for CSOs representing minority groups.

• Continue the current CSO grants programme, with grant support to at least 150 projects serving to improve the efficiency of CSO activities, and to develop sustainable local information, financial and human resources within the non-profit sector

→ Information activities: grant support to help CSOs improve their PR skills/activities, promote public awareness with regard to CSO activities and the non-profit sector, and to improve co-operation between CSOs, and civil activity on local and regional levels;

→ Training activities: grant support to help the increasing number of CSOs to develop overall professional standards, including project planning, management, monitoring, evaluation, communication/fundraising skills, long-term special courses at universities etc.;

→ Project activities: grant support to CSOs’ project activities, in the area of protection of human rights including gender/minority rights; to help develop institutions guaranteeing democracy, the rule of law, human rights etc, according to the Copenhagen Criteria.

→ Support of operating costs related to the management/implementation of this Project in accordance with the 1998 Memorandum of Understanding on NROS operating costs, ie with a degressive trend. Qualitative and transparent management of the grant provision process provided by the Implementation Agency NROS, promoting the development of civil society and also further enhancing the reputation and visibility of Phare.

3.4. Activities / Inputs

This Project consists of three contracts/small grant funds:

A Dživas Jekhetane (Living Together) Roma Integration Programme
B Strengthening of CSOs
C Project Operational Costs

A. Dživas Jekhetane (Living Together) Roma Integration Programme

Grant support shall be given to approximately 120 projects (1.35 M€). Grants will be awarded from € 1,000 to € 30,000. There will be approximately three calls for proposals. NROS has established an Advisory Board composed of experts in Roma issues (a representative of the Inter-Ministerial Roma Commission, a representative of the Council on Nationalities, independent public figures, and representatives of the Roma community), which shall continue to recommend support to specific projects for approval by the NROS Board of Directors.

There is no formal contract as such with the Czech Governmental Office but co-ordination is ensured through the members of the Advisory Board. NROS will ensure consultations before the submission of project applications; project monitoring and assistance, and training will be made available for Roma activists. Supported projects shall fall into the areas leading to the Results outlined in section 3.3 above. (See Annex 5 Grant-Giving Procedures).

B. Strengthening of CSOs

Grant support shall be given to at least 150 projects (1.35M€). NROS proposes to concentrate on specific aspects with regard to the current situation in the Czech Republic as relevant to the Accession Partnership; and on the specific role of the non-profit sector.

There will be approximately three calls for proposals, and the evaluation of project applications shall be conducted in two phases by an ad-hoc evaluation committee composed of experts from the given area of support. Recommendations for grant support will be given to the NROS Board of
Directors for final approval. Supported projects shall fall into the areas leading to the Results outlined in section 3.3 above. The grant procedures will be strictly based on the Commission’s Vademecum (see Annex 5 for further details).

C. Project Operational Costs

Phare support (0.3 M€) will be provided, to cover the operational costs for NROS acting as grant manager for the Phare funds provided in the Project’s first two sub-component funds. This will allow NROS to provide grants to the CSO sector. Grantees are contractually bound to promote the image of the EU by mentioning Phare support in all relevant printed documents, public announcements etc. NROS starts to use a new EU-based logo from February 2000.

NROS shall continue to place emphasis on the promotion of its public image and on fundraising activities partly through the services of an information officer; contacting potential donor organisations - including corporate and private donors; participation in various non-profit sector conferences, meetings, seminars, etc - on both a national and an international level.

4. Institutional Framework

NROS is an independent Czech Foundation with a 7-person Board of Directors, which is the decision-making body with regard to Foundation activities, and a 3-person Supervisory Board (see Annex 6 NROS - Board of Directors / Supervisory Board).

Recommendations for grant support are made to the Board of Directors by the relevant evaluation committees (the general procedural steps for project selection/evaluation are detailed in Annex 5).

For activities related to the integration of the Roma community into Czech society, NROS has established a 9-member advisory board composed of experts in Roma issues (a representative of the Inter-Ministerial Roma Commission, a representative of the Council on Nationalities, a representative of the Council on Foundations, two independent public figures, and representatives of the Roma community), which shall recommend support to specific projects for approval by the NROS Board of Directors.

For the strengthening of CSOs, the evaluation of projects shall be conducted through two rounds of evaluation by an ad-hoc evaluation committee composed of experts from the given area of support.

The Government Office has provided a letter of support for Phare funding to be channelled via NROS. The Government Office is the central state administration office responsible for the promotion and progressive development of the non-profit sector - for which reason it heads the Council on Non-Profit, Non-Governmental Organisations (of which NROS is a member); and in early 1998 established the Inter-Ministerial Roma Commission.

A five-year Sectoral Development Strategy has been prepared in co-operation with other members of the Czech Donors’ Forum (which is an association of foundations/donor organisations - an EC Delegation representative regularly attends Donors’ Forum meetings and is thus aware of its activities including the Sectoral Development Strategy).

5. Detailed Budget (in M€)

<table>
<thead>
<tr>
<th>Project Components</th>
<th>Investment Support</th>
<th>Institution Building</th>
<th>Total Phare (= I + IB)</th>
<th>National Co-financing</th>
<th>IFI</th>
<th>TOTAL M€</th>
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<td>Strengthening of CSOs</td>
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<td>0.578 **</td>
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</table>
6. Implementation Arrangements

6.1. Implementing Agency

This Programme shall be managed by the Implementing Agency Civil Society Development Foundation (NROS), which is an independent Czech legal entity registered under the Act on Foundations.

The Contact Person is: Ms Hana Šilhánová, PAO / NROS Director, Civil Society Development Foundation (NROS), Jelení 15/196, 118 00 Prague 1, Czech Republic, tel. +420-2-33356173, fax +420-2-33354708, e-mail nros@nros.cz.

6.2. Non-Standard Aspects

Project components A and B will be contracted via a small-scale grant/fund type delivery mechanism, following regular Calls for Proposal. Further details on grant-awarding procedures, in compliance with the Commission’s Vademecum, are provided in Annex 5.

Project component C (operational costs), will be contracted following DIS Manual procedures.

6.3. Contracts

This Project consists of three contracts/small grant funds, with the following financial allocations:

A  Dživas Jekhetane (Living Together) Roma Integration Programme – 1.35 M€
B  Strengthening of CSOs – 1.35 M€
C  and Project Operational Costs – 0.3 M€

7. Implementation Schedule

Start of Tendering/Call for Proposals: 3Q/00
Start of Project Activity: 1Q/01
Project Completion: 2Q/03

8. Equal Opportunity

Equal opportunity principles and practices for women and members of minority groups in ensuring equitable access to funding available through the Project will be guaranteed. Areas of support include gender issues and minority rights; and equal opportunities are ensured with regard to training courses prepared by grantee organisations in CSO management, etc. The Roma integration programme places emphasis on the participation of representatives of the Roma community, for example in the advisory board and the Assistance and Monitoring Service.

9. Environment

The investment components of this Project all relate to Institution Building/Civil Society Development activities.

10. Rates of Return
The investment components of this Project all relate to Institution Building/Civil Society Development activities.

11. Investment Criteria

The investment components of this Project all relate to Institution Building/Civil Society Development activities.

12. Conditionality and Sequencing

This Proposal corresponds entirely to the requirements of the Accession Partnership, the Regular Report, the Copenhagen Criteria and the Phare National Programme.

NROS shall continue to ensure that the EU is accorded maximum credit and visibility - particularly through its grantees, which are contract bound in this regard.

NROS continues to receive further sources of co-financing support (see Annex 4 Other Sources of Funding and Annex 7 NROS - Co-Financing and Fundraising Forecast Schedule).

Grantee organisations are required to provide co-financing from other sources in the amount of 10% of project costs for Roma integration projects and 30% of project costs for civil society development projects.

Annexes to Project Fiche

1. Logframe Matrix
2. Detailed Implementation Chart
3. Cumulative Contracting and Disbursement Schedule for the Project (in MEUR)
4. Other Sources of Funding
5. Grant-Giving Procedures
6. NROS - Board of Directors / Supervisory Board
7. NROS - Co-Financing and Fundraising Forecast Schedule
8. NROS - Requests and Allocations 1993-99
## Logframe Matrix

### Civil Society Development / Support to Roma Integration Initiatives

<table>
<thead>
<tr>
<th>Wider Objective</th>
<th>Indicators of Achievement</th>
<th>Information Sources</th>
<th>Assumptions and Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>The candidate country has achieved stability of institutions guaranteeing democracy, the rule of law, human rights and respect for and protection of minorities</td>
<td>- Greater participation by CSOs in decision-making on the national, and local levels, Acceptance of CSOs as an integral part of civil society (increased public awareness voluntary work and philanthropy)</td>
<td>- Surveys, research, Policy papers of central, district government, Monitoring media</td>
<td>- Governmental and private sectors and the public do not appreciate the role to be played by CSOs, or CSOs can not meet expectations</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Immediate Objective</th>
<th>Indicators of Achievement</th>
<th>Information Sources</th>
<th>Assumptions and Risks</th>
</tr>
</thead>
</table>
| - Reinforce, promote and increase the self-sustainability of civil society organisations (CSOs) operating in the Czech Republic through the provision of specifically targeted sustainable aid to strengthen the professional skills and sustainability of CSOs:  
  ° Supporting information and training activities for CSOs and project grant activities, - Provide a special emphasis on CSO activities in the field of the further integration of the Roma community into Czech society, supporting training/education, legal assistance and social integration projects | - Increased civil involvement and support for the non-profit sector from the government, donors, general public, - Co-operation developed between CSOs working in similar fields, - Increased number of local events, quality of information and other services for the public, - Increased professional skills of individual CSOs, - Approximately 100 civil society development projects and 80 Roma integration projects supported from Phare financing by the end of 2002 | - Reports on employment and the level of education, - Research studies, special reports, analytical and comparative studies, - Media coverage, - Audits and annual reports by individual CSOs, project reports etc., - Public opinion poll, - NROS monitoring and evaluation | - Openness by the Czech media and general public towards Roma issues, - Co-operation between the non-profit, the government and the private sectors on national and local levels, - Supportive legal and fiscal structures, - High quality information and programme publicity materials |

<table>
<thead>
<tr>
<th>Results</th>
<th>Indicators of Achievement</th>
<th>Information Sources</th>
<th>Assumptions and Risks</th>
</tr>
</thead>
</table>
| - Continue the current Roma integration programme established under the 1998 Programme (Dživas Jekhetane):  
  ° Approximately 80 projects will receive support;  
° Improved advocacy and legal aid to prevent discrimination and promote the integration of the Roma community;  
° Improved integration of the Roma community into Czech society; | - Increased number of Roma children registered at Czech elementary and secondary schools, and universities, - Increased number of media programmes and cultural activities covering Roma issues | - Governmental reports and statistics, - NROS research, monitoring, evaluation reports | - Adequate media coverage and public interest in Roma issues, - Professional and motivated CSO staff and quality CSO projects |
Development of equal opportunities for disadvantaged Roma children and youth, through integrated educational and leisure time activities promoting mutual understanding, citizenship, identification with society and links between young persons in regions with a high minority concentration;

- Improved public awareness regarding Roma issues;
- Increased number of successful and visible Roma CSOs via capacity building measures for CSOs representing minority groups.

- Continue the current CSO grants programme:
  - Information activities: grant support to help CSOs improve their PR skills/activities, promote public awareness with regard to CSO activities and the non-profit sector, and to improve co-operation between CSOs, and civil activity on local and regional levels;
  - Training activities: grant support to help the increasing number of CSOs to increase their overall professional standards including project planning and management, monitoring and evaluation, communication/fundraising skills, participation on long-term special courses at universities etc.;
  - Project activities: grant support to CSOs’ project activities, in the area of protection of human rights including gender/minority rights; to help develop institutions guaranteeing democracy, the rule of law, human rights etc, according to the Copenhagen Criteria.

- Greater number of Roma citizens working in local and state administration
- More evidence of punishment with regard to discrimination against people of Roma origin
- Established CSO partnership, coalition and networks – on local and regional levels
- Increased availability of quality publications/information in the media
- Fewer cases of discrimination and violence
- Improved legal aid for people with handicaps
- Improved public attitude towards minority groups
- Increased professional skills of NROS staff

- Annual reports, publications
- Monitoring of published materials and of the media
- Publication of directories, databases and other information
- Surveys of end users, feedback reports

### Activities

**The Phare Programme grant will primarily be disbursed in the form of small grants, together with support for operational and running costs.**

**Dživas Jekhetane**: Grant support shall be given to approximately 80 projects; grants shall be awarded from € 1,000 to € 30,000; there will be approximately 3 calls for proposals; NROS will also ensure consultations, project monitoring and assistance and training for Roma activists.

**Strengthening of CSOs**: Grant support shall be given to at least 100 projects; there will be approximately 3 calls for proposals; NROS will ensure consultations, project monitoring and assistance and training for CSO staff.

**Commitment of Government to the development of a civil society**
## Detailed Implementation Chart for the Project

### Annex 2

<table>
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## Cumulative Contracting and Disbursement Schedule for the Project (in M €)

### Annex 3

### Cumulative Quarterly Contracting Schedule (M €)

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<th>Project</th>
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### Cumulative Quarterly Disbursement Schedule (M €)

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</table>
Other Sources of Funding

NB: All of the sources below respect the importance of a corresponding contribution to operational costs, except in the case of the Help the Children! campaign, where only interest from the funds raised serves for operational purposes.

Bosch Stiftung - NROS expects to receive a contribution of DEM 1 million (MEUR 0.5) during the year 2000, in order to develop child and youth programmes in the Czech Republic over a period of three years.

British Know How Fund - NROS received a grant in the amount of EUR 10 000 approx. to support technical assistance from the BBC Children in Need Appeal on which the project is based. An application has been made for further funding to cover PR activities in 2000.

Charles Stewart Mott Foundation - Grant awarded in 1999 in the amount of EUR 70 000 approx. for the period 1999-2000, for a research project on philanthropy and volunteerism.

Foundation Investment Fund (NIF) - The establishment of this governmental fund represents a type of “restitution” of foundation assets, by strengthening the endowment of Czech foundations. In 1999, the Czech state selected NROS to receive a contribution to its endowment from the Foundation Investment Fund so that it would use the interest to support projects working in the area of human rights. This amount has been placed in the foundation endowment and its use is dependent on strict criteria. The lump sum must remain in the foundation endowment, and only the annual interest can be used for the support of projects in the area of human rights, plus 20% for management costs.

Foundation Investment Fund (NIF) I - The first of two one-off (ie unrepeatable) contributions from the Foundation Investment Fund (NIF) was awarded to NROS by the Czech government in 1999 (MEUR 1.078), to be used in the form of a foundation endowment (ie the interest may be used to support projects in the area of human rights issues).

Foundation Investment Fund (NIF) II - Anticipated contribution from the 2nd round (MEUR 0.56), which shall eventually be made in the year 2000 as the second of two one-off (ie unrepeatable) payments to the foundation endowment.

Help the Children! Campaign - Annual nationwide fundraising campaign launched by NROS in co-operation with Czech Television in 1999, at which point a total of EUR 150 000 was raised to help support projects working with threatened or disadvantaged children. This amount has already been fully contracted. The second year of the campaign has already been launched, and shall culminate with a fundraising TV broadcast on Easter Monday 2000. NROS shall use only the interest on the amount raised to cover management costs. The project also aims to strengthen philanthropy within the Czech Republic.

Small Projects Programme
NROS received an allocation in the amount of EUR 35 000 to support the launch of the Help the Children! campaign and related PR activities.
Grant-Giving Procedures

(In accordance with the standards outlined in the Commission’s Vademecum)

General Principles

- Grants are awarded on the basis of an open tender.
- The grant programmes are widely publicised (on the NROS website, in the non-profit sector press and elsewhere).
- The criteria for project evaluation are announced together with the call for proposals.
- A specified contribution must be identified from other sources by the recipient organisation.
- Details with regard to all supported projects are announced to the general public (also available in the NROS annual report).
- The NROS board of directors approves projects for grant support on the basis of recommendations made by the relevant evaluation committee.

Guidelines for Use by the Evaluation Committees

Evaluate sections A, B, C and D below according to a 1-10 points system (where 10 represents the highest mark possible per section) and write the subtotal per section in the column marked „total“ of the evaluation table (maximum number of points per project is 40).

A. Project Relevance

- Area of project activity and its relevance in the given field of activity.
- Importance of project activity / Relevance of project activity, method of resolving situation, expected results and impact on target group.
- Impact on the public, benefit for civil society development.

B. Content and Preparation of Project Application

- Comprehensibility, clarity, accuracy.
- Formulation of aims, definition of target group.
- Clarity of the implementation plan and its relation to personnel and timetable of activities.

C. Finances

- Relevance, economy, justification and authenticity of the budget.
- Financial contribution by other partners, confirmation of other sources of financing.

D. Anticipated Ability to Implement

- Experience, management skills, annual report.
- Professional skills required.
- Co-operation with local administration and with other partners, recommendations and opinions on project.
- Implementation of previous projects (organisations previously supported by NROS).
**Points Scale for Sections A-D**

<table>
<thead>
<tr>
<th>Grade</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inadequate</td>
<td>0-2</td>
</tr>
<tr>
<td>Adequate</td>
<td>3-4</td>
</tr>
<tr>
<td>Good</td>
<td>5-6</td>
</tr>
<tr>
<td>Praiseworthy</td>
<td>7-8</td>
</tr>
<tr>
<td>Excellent</td>
<td>9-10</td>
</tr>
</tbody>
</table>

**Overall Sub-Total by One Evaluator**

<table>
<thead>
<tr>
<th>Grade</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inadequate</td>
<td>0-7</td>
</tr>
<tr>
<td>Adequate</td>
<td>8-15</td>
</tr>
<tr>
<td>Good</td>
<td>16-23</td>
</tr>
<tr>
<td>Praiseworthy</td>
<td>24-31</td>
</tr>
<tr>
<td>Excellent</td>
<td>32-40</td>
</tr>
</tbody>
</table>

NB: Each project has a corresponding evaluation table showing the number of the project evaluated, the name of the organisation, a list of all projects submitted in the past together with the requested and eventually allocated amount, the area of activity in which the project was (or is being) evaluated, a commentary - if appropriate (eventually the approved budget), the amount allocated, whether the annual report was attached and for which period and a table, in which you are requested to write the marks allocated for the project in question, eventually other comments (i.e., apart from proposals to reduce the budget and other comments, thoughts that occur to you whilst reading the project). A commentary with regard to the current grant round should be completed only in the case where it is necessary to mention something; if the annexes are incomplete; or if some information is missing from the evaluation table.

If there is any type of relationship between you and the organisation in question, please do not make an evaluation (write „Involved“ in the table). Your evaluation will be calculated on the basis of the average score reached by the other evaluators.

**Method of Evaluating NROS Projects Within the Framework of the Phare Programme**

**Approach**

1. Establishment of Grant Regulations (according to the approved Phare work programme).

The following points are specified:

- the aims of the programme
- who is eligible to apply for a grant
- priorities or areas of support
- what is eligible for support
- what is not eligible for support
- conditions for grant applications (financial limits, percentage of funding to be covered by the applicant, accountancy methods for the grant awarded and payment instalments, number of copies)
- evaluation criteria for submitted applications
- implementation period
- formal requirements
1. Preparation of a grant application form together with guidelines showing how to complete it and how to prepare a project.

2. Announcement and publication of details regarding the programme, including the deadline.

3. Individual consultations with project applicants, explanation of the programme, the areas of activity and the priorities. Aid in the preparing concepts for the most appropriate project formulations, the most specific data, help with budget issues.

4. Collection and registration of all grant applications (applications are gathered according to a previously specified date within the framework of a grant round. Applications are stamped with the date they are received by the NROS secretariat.). Applications are checked through to see whether they are complete (number of copies, ICO - organisation registration number, statutes), and are then allocated a number and sorted per area of support, or eventually transferred to a more suitable one.
   - Formal control - checking through and clarification of contestable data, telephone calls to applicants in the case where further clarifications are needed.
   - Transfer of data on all projects to database.
   - Comments by grants department staff on issues which are not clearly written into the project.

5. Preparation of project applications for evaluation by the evaluation committee (including downloading of evaluation tables from the database) as follows:
   - List of projects submitted in the past, and any grants awarded.
   - Book-keeping of grants awarded in the past.
   - Annual report.
   - Other sources of financing.
   - Recommendations and support from the local administration.
   - Respect of regulations with regard to project preparations.

6. Establishment of evaluation system

   There are different models of evaluation committee, but three types are used at NROS:
   - A combination of external specialists and NROS staff (Civil Society Development Programme). The evaluation committee is composed of 6 members. External specialists rotate, in order to have a different opinion of projects submitted; members of the board of directors within the evaluation committee ensure an element of continuity.
   - An advisory board composed exclusively of experts in the given area (Roma Integration Programme (D?ivas Jekhetane). The committee is composed of 9 members.
   - An evaluation committee composed of experts in children’s issues from the regions; media representatives to ensure transparency in the award of funding; and one NROS representative. The evaluation committee evaluates only in the given region, ie Prague, Bohemia or Moravia (Help the Children! campaign). Each of the 3 evaluation committees is composed of 7 members.

Applicants are requested to supply an adequate number of copies of the project application, according to the number of members of each evaluation committee.

1. Submission of grant applications to individual members of the evaluation committees. Members are acquainted with evaluation methods, criteria and priorities.

2. Return of marked projects. Preparation of evaluations into a table, preparation of applications in digressive order according to the number of points received.

3. Discussion of projects between evaluators in digressive order.
   - Funding is distributed amongst projects with marks above a certain cut-off point as agreed by the evaluation committee, or until the funding is exhausted.
1. Submission of the list of projects recommended for support to the board of directors.
2. Approval of proposed projects by the board of directors - the chairperson of the relevant evaluation committee puts forward proposed projects.
3. Information to grant applicants on the results of the evaluations, preparation of letters of notification.
   - Letters with a positive reply also contain an invitation to sign a contract with NROS.

There are 3 possible types of support:
- full amount;
- reduced targeted amount;
- reduced amount without specified purpose.

Consultations with grant applicants with regard to the proposed budget modification if relevant.

1. Preparation of contracts for the award of grants (annexes: accountancy table, guidelines for the preparation of reports, examples of accountancy).
2. Meetings with successful grant applicants and signature of contracts (collective instructions on how to prepare interim and final reports, and how to prepare grant book-keeping).
3. Publication of supported projects.

The following activities take place as follow-up:
- Evaluation of projects.
- Checking through of interim and final reports, checking through of accounts of individual projects.
- Correspondence with regard to the grant-making process.
- Approval of modifications during the implementation of supported projects.
- Use of the database of organisations and projects.
- Monitoring visits to supported organisations and inspection of the project implementation.

Specific Examples
- CSDP 13th grant round - deadline October 1998. 548 projects were submitted. A total amount of MEUR 4.87 approx. was requested. 189 projects received grant support in the total amount of MEUR 0.92 approx.
- CSDP 15th grant round - deadline 17.05.1999. 361 projects were submitted. A total amount of MEUR 2.55 approx. was requested. 122 projects received grant support in the total amount of MEUR 0.41 approx.
- CSDP 16th grant round - 375 projects were submitted. A total amount of MEUR 3 approx. was requested. 68 projects received grant support in the total amount of MEUR 0.33 approx.
- Roma Integration Programme: 1st round - 176 projects were submitted. A total amount of MEUR 2.4 approx. was requested. 46 projects received support in the amount of MEUR 0.54 approx.
- Roma Integration Programme: 2nd round - 115 projects were submitted. A total amount of MEUR 1.27 approx. was requested. 29 projects received support in the amount of MEUR 0.14 approx.
- In 1998, 1061 projects were submitted. A total amount of MEUR 9.8 approx. was requested. 452 projects received grant support in the total amount of MEUR 2.2 approx.
- In 1999, 268 projects were supported (including 41 projects within the framework of the Help the Children! campaign) in the total amount of MEUR 1.5 approx.
**Evaluation Procedure**

*Evaluation Committee*

- The work of the evaluation committee is to study, judge and award a number of points to projects according to the proposed evaluation criteria.

- Following the study, judging and award of points to each project, the evaluation committee shall hold a meeting and, under the leadership of a chairperson, recommend projects to the board of directors for the award of grants - including a 20% reserve of the whole amount awarded and, in case of the reduction of a grant, it shall propose budget items for which the grant may be used.

- Projects shall be discussed in digressive order according to the number of points awarded. Recommendations for grant support shall be made with regard to projects falling within a certain points borderline, as agreed by the majority of the evaluation committee (ie projects falling below this level shall be considered as below average). If the total amount of requested funding by quality projects far exceeds the amount budgeted by the foundation, the evaluation committee shall recommend projects for the award of grants up to the total allocation of the amount available, again in a digressive manner according to the number of points awarded, plus a 20% reserve.

*Board of Directors*

- Analyses proposals made by individual evaluation committee groups and approves the award of grants to selected projects.

- The opinion of each evaluation committee group shall be transferred through the member of the board of directors who chaired the relevant meeting of the evaluation committee. A list of all submitted projects shall be made available to the board of directors. Projects may be sent back to the evaluation committee in the case of discord.
NROS - Board of Directors / Supervisory Board

BOARD OF DIRECTORS

Chair
Mr Josef ALÁN
Independent Consultant

Deputy Chair
Mr Jirí VOLF
Ministry of Finance of the Czech Republic

Deputy Chair
Ms Helena DLUHOŠOVÁ
Office of the President of the Czech Republic – Political Department

Member
Ms Eva VAVROUŠKOVÁ
Society for Sustainable Living

Member
Ms Olga STANKOVICOVÁ
Oriental Department of the Academy of Sciences - Library

Member
Ms Jirina ŠIKLOVÁ
Faculty of Philosophy of the Charles University - Department of Social Work

Member
Mr Robert TAMCHYNA
Czech Radio

SUPERVISORY BOARD

Ms Olga NOVÁ KovÁ
Ministry of Finance of the Czech Republic

Mr Zdenek VANEK
Information Technology Demonstration Centre

Ms Hana FRÍSTENSKÁ
Governmental Council on Non-Profit Non-Governmental Organisations
## NROS - Co-Financing and Fundraising Forecast Schedule (all figures are in EUR)

### PERIOD: Year 1998

<table>
<thead>
<tr>
<th>Item</th>
<th>Phare</th>
<th>Help the Children!</th>
<th>Bosch Stiftung</th>
<th>NIF I</th>
<th>other (British Know How Fund)</th>
<th>Phare in %</th>
<th>Non - Phare in %</th>
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<tbody>
<tr>
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<td>0</td>
<td>0</td>
<td>0</td>
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<td>0</td>
<td>0</td>
<td>26 200</td>
<td>88</td>
<td>12</td>
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<td>0</td>
<td>26 200</td>
<td><strong>98</strong></td>
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<tr>
<td><strong>TOTAL %</strong></td>
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<td>0</td>
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### PERIOD: Year 1999

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<th>Item</th>
<th>Phare</th>
<th>Help the Children!</th>
<th>Bosch Stiftung</th>
<th>NIF I</th>
<th>other (Mott)</th>
<th>Phare in %</th>
<th>Non - Phare in %</th>
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<tr>
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<td>0</td>
<td>0</td>
<td>4 700</td>
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<td>16</td>
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<td><strong>TOTAL</strong></td>
<td>2 264 211</td>
<td>135 000</td>
<td>0</td>
<td>0</td>
<td>7 700</td>
<td><strong>94</strong></td>
<td>6</td>
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<td><strong>TOTAL %</strong></td>
<td>94,1</td>
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### PERIOD: Year 2000

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<tr>
<th>Item</th>
<th>Phare</th>
<th>Help the Children!</th>
<th>Bosch Stiftung</th>
<th>NIF I</th>
<th>other (Mott)</th>
<th>Phare in %</th>
<th>Non - Phare in %</th>
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</thead>
<tbody>
<tr>
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<td>1 555 500</td>
<td>140 000</td>
<td>171 400</td>
<td>38 800</td>
<td>50 000</td>
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<td>20</td>
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<td>180 250</td>
<td>10 000</td>
<td>38 900</td>
<td>9 700</td>
<td>10 000</td>
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<td><strong>TOTAL</strong></td>
<td>1 735 750</td>
<td>150 000</td>
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<td>48 500</td>
<td>60 000</td>
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**Annex 7**
### PERIOD Year 2001

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<tr>
<th>Item</th>
<th>Phare (incl. Phare 2002)</th>
<th>Help the Children!</th>
<th>Bosch Stiftung</th>
<th>NIF I+II</th>
<th>other</th>
<th>Phare in %</th>
<th>Non - Phare in %</th>
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### PERIOD Year 2002

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<th>Item</th>
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<th>NIF I+II</th>
<th>other</th>
<th>Phare in %</th>
<th>Non - Phare in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>grants</td>
<td>1 000 000</td>
<td>210 000</td>
<td>119 000</td>
<td>117 600</td>
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<td>69</td>
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<tr>
<td>management</td>
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<td>21 800</td>
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<td>140 800</td>
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<td>TOTAL %</td>
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### PERIOD Year 2003

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<th>NIF I+II</th>
<th>other</th>
<th>Phare in %</th>
<th>Non - Phare in %</th>
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</thead>
<tbody>
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<td>117 600</td>
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<td>29 400</td>
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<td>147 000</td>
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<tr>
<td>TOTAL %</td>
<td>69</td>
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<tr>
<td>Phare</td>
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<td>Phare Programmes</td>
<td></td>
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<tr>
<td>Help the Children!</td>
<td>35 000</td>
<td>Fundraising campaign launched in 1999. A grant was awarded from the</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>35 000</td>
<td>Small Projects Programme in 1999 for management costs. Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>costs for the upcoming periods shall be covered by interest on the</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>amount raised and other grants. CZK 5.2 million (MEUR 0.5)</td>
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</tr>
<tr>
<td>Bosch Stiftung</td>
<td>500 000</td>
<td>NROS expects to receive a contribution of DEM 1 million (MEUR 0.5)</td>
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<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>1 000 000</td>
<td>from the Bosch Stiftung during the year 2000, in order to develop</td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>child and youth programmes in the Czech Republic.</td>
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<td>Foundation Investment Fund (NIF) I</td>
<td>1 078 056</td>
<td>The first of two one-off (ie unrepeatable) contributions from the</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>38 810 000</td>
<td>Foundation Investment Fund (NIF) was awarded to NROS by the Czech</td>
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<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>government in 1999, to be used in the form of a foundation endowment</td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>(ie the interest may be used to support projects in th</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Foundation Investment Fund (NIF) II</td>
<td>555 600</td>
<td>Anticipated contribution from the Foundation Investment Fund (NIF)</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>20 000 000</td>
<td>(2nd round), which shall eventually be made in the year 2000 as the</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>second of two one-off (ie unrepeatable) payments to the foundation</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>endowment. The table shows the use of anticipated an</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>other - British Know How Fund</td>
<td>9 900</td>
<td>Grant for travel/technical assistance awarded in 1998 within the</td>
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<td></td>
<td>356 000</td>
<td>framework of the Help the Children! campaign.</td>
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<tr>
<td>other - Mott Foundation</td>
<td>70 000</td>
<td>Grant awarded in 1999 for the period 1999-2000, for a research project</td>
<td></td>
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<tr>
<td></td>
<td>70 000 USD</td>
<td>on philanthropy and volunteerism.</td>
<td></td>
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</tr>
</tbody>
</table>
NROS - Requests and Allocations 1993-99 - Per Region (36 CZK per EUR)  

Requested | Allocated

16,751,518

4,558,181 (27%)
NROS - Requests and Allocations 1993-99 - Per Activity Type (36 CZK per EUR)