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Executive summary

Development cooperation is an integral part of the Czech foreign policy, with a special attention to good governance, human rights, including gender equality, and sustainable public institutions, in line with the relevant international framework. The Czech development policy is further oriented on sharing of transition experiences, in particular in relations with Western Balkans and Eastern Europe and in the framework of multilateral cooperation.

Over the last couple of years, the Czech Republic has transformed its development co-operation system to make it more focused, more coherent and more effective. It has also increased progressively the volume of its official development assistance (ODA) during the last decade. Based on the positive conclusions of the accession review conducted by the OECD Secretariat the Czech Republic became 26th member of the OECD’s Development Assistance Committee (DAC) in May 2013.

The focus on poverty reduction and development effectiveness principles are firmly established by the Act on Development Cooperation and further elaborated by the Strategic Concept on Czech Development Cooperation for the period of 2010-2017. Clear criteria guide the allocations of bilateral assistance in the form of Annual Plans submitted to the Government. The Strategy for Multilateral Development Cooperation was adopted in 2013.

The Czech Republic recognizes that the important role of ODA has to be further shaped and better accompanied by other substantial contributions to solving global issues. To this end, the Czech Republic supports the mobilization of other financial resources beyond aid. In this respect, the Czech Republic promotes broader participation of private sector in development and strives to enhance cooperation between public, civil and private sectors for development.

The Czech Republic’s ODA amounts to 0.11% GNI in 2014, which remains below the intermediary goal agreed at the EU level (0.33% ODA/GNI). The volume of aid has been flat in absolute terms as against the year 2013, although it has dropped slightly as a percentage of GNI due to a growing economy. Multilateral aid accounts for more than 2/3 of total ODA with the bulk consisting of contributions to the EU budget. Bilateral ODA is reasonably concentrated, since 8 out of 10 top recipients are among the priority countries as defined by the current Strategic Concept, while the last 2 are countries with comprehensive humanitarian need.

In line with the recommendation from the Special Review conducted by DAC in 2006, the institutional set-up for Czech development cooperation was significantly transformed and streamlined between 2007-2010. There is now a clear division of labour between MFA responsible for policy making and the Czech Development Agency (CzDA) for implementation. Other line ministries are also involved and are represented in the Council for Development Cooperation. Steps have been taken to strengthen human capacities, both in numbers and trainings provided, as well as to increase the field presence. An inter-ministerial coordination mechanism to deal with impacts of other policies on development (PCD) is in place, too.

The Czech Republic subscribes to the Paris/Accra/Busan aid effectiveness principles although capacity and legal constraints prevent it from fully implementing all these principles, in particular
the use of country systems and aid untying. Three-year budgetary outlooks provide for reasonable degree of predictability. The process of programming is aligned to the priorities of partner countries and the Czech Republic also engages in EU joint programming in several countries. The Czech Republic engages and exploits synergies with a broad range of partners – private sector, CSOs, academia, municipalities as well as other donors and international organisations.

The Czech Republic applies a robust result-based methodology, in particular at the project level, and uses indicators set by partner countries when possible. The focus of monitoring is gradually shifting from activities and outputs to more general and sustainable outcomes. Evaluation function is independent, and follows standard DAC criteria; evaluation reports are discussed and disseminated. Results of Czech aid are widely communicated to the public with emphasis on global development education and the use of social media.

The Czech Republic applies the Good Humanitarian Donorship principles. There is a separate budget for humanitarian assistance and its allocations are guided by annual operational strategies. In addition to rapid responses to natural and human-made disasters due attention is also devoted to protracted crises, including prevention and resilience-building. There is a clear chain of decision-making and good cooperation across the government, including the civilian-military interface. The Czech humanitarian responses are well coordinated with international partners, in particular with UN and EU.

Both the public and the government supports in the Czech Republic are in particular given to the immediate humanitarian assistance. In relation to development, the Czech public demands efficient activities with sustainable results. A broad public discussion is envisaged on the implementation of the Agenda 2030 for Sustainable Development in the Czech Republic. In this connection, the recommendations from the first DAC peer review of the Czech Republic will be duly reflected.
1  Towards a comprehensive development effort

1.1  Global development issues

1.1.1  Relation to the global development landscape

20 years have already passed since the Czech Republic – as the first transition country in the Central and Eastern Europe – resumed the governmental foreign assistance programme and graduated from a recipient country to a donor of development and humanitarian assistance. In line with the current concept of the Czech foreign policy, the Development Cooperation Strategy of the Czech Republic for 2010-2017 sets the contribution to poverty reduction and economic and social development of partner countries as the principle goal, and thus aimed to enhance security and stability of the world. The main commitment in this area is based on the recently expired Millennium Development Goals (MDGs) and the new Agenda 2030 for Sustainable Development, including the Sustainable Development Goals (SDGs). The Czech Republic is prepared to closely monitor implementation of the goals at the global level and promote it as the upcoming ECOSOC member (2016-18).

Good governance and respect for human rights, including gender equality, and the rule of law are considered an essential stimulus for successful development – this issue has been a priority for the Czech Republic in the intergovernmental negotiations on the Agenda 2030. In the Czech foreign policy the promotion of human rights has its own concept and financial programme for developing and transition countries. It focuses mainly on strengthening of the civil society, broad political and public participation, institution building, rule of law, freedom of independent media, and promotion of equality and non-discrimination. Membership of the Czech Republic in the UN Human Rights Council (2011-2014) can be perceived as another commitment to continue the active promotion of human rights.

The Czech Republic, for historical reasons, closely follows the development behind the eastern border of the EU and in the Western Balkans, where it supports development efforts of these countries and endeavours to pass on its own experience with the process of political, economic and social transformation; both bilaterally and through international organizations.

The rapidly changing global context brought about changes in the international development discourse, which are part of the new Agenda 2030 and have been reflected in the priorities of the Czech development cooperation. In particular, diversion from the North-South development paradigm and the emphasis on the responsibility of all countries for their own development is welcomed. The Czech Republic supports a differentiated approach towards partner countries and stresses that official development assistance (ODA) must act as a catalyst for further development. Special focus needs to be paid to the least developed countries (LDCs) and fragile states. Yet a coordinated global approach is necessary, involving a broad range of policies which are an integral part of strategic partnerships with all stakeholders and at all levels. These topics are reflected in the Strategy for Multilateral Development Cooperation for the period of 2013-2017, which was written in order to maximize opportunities for the Czech Republic arising from membership in international organizations active in the field of development cooperation and humanitarian assistance.
Due to its size, the Czech Republic considers the engagement at multilateral level to be very important component of its development policy. In December 2015 a successful international agreement on climate change (COP21) was achieved, which, together with Agenda 2030 and the Addis Ababa Action Agenda (AAAA) on financing for development, will form a new framework for global sustainable development in the coming fifteen years. These agreements will then be reflected in the internal as well as external policies of the Czech Republic, including reflection of new global commitments and trends (e.g. migration and development topics) in the upcoming strategy of development cooperation for the period after 2017. Continued efforts on policy coherence for sustainable development will remain its integral part.

1.2 Policy coherence for development

1.2.1 Political commitment and policy statements
Policy coherence for development (PCD) is a principle of the Czech Republic’s development cooperation which is anchored in the Development Cooperation Strategy of the Czech Republic for 2010-2017, where the Czech Republic commits itself, in accordance with the UN, OECD and EU principles to emphasize PCD at both national and EU level. The Czech Republic strives to carry out PCD within the government by raising inter-ministerial interests and awareness as a first step. The Development Cooperation Strategy for 2010-2017 stipulates the need to harmonize and coordinate ODA policy guidelines with other policies such as trade, agriculture, environmental protection, migration, and investment, and further specifies how to seek possible policy cooperation and coordination among related agencies for the benefit of development partners.

1.2.2 Policy coordination mechanism
Policy coordination mechanisms for PCD include institutionalised councils on development cooperation and sustainable development at inter-ministerial level, regular dialogue between ministries, official agencies and Parliament, informal contacts between civil servants and representatives of civil society organisations as well as ad-hoc meetings on issues related to PCD if required. At the local level, coordination is ensured through Embassies where political, security, commercial, development and agricultural attachés work together.

The Department of Development Cooperation and Humanitarian Assistance of the MFA serves as a focal point of PCD having the primary task to initiate and coordinate the inter-ministerial dialogue and to facilitate the civil society engagement in the formulation and implementation of strategies. Furthermore, it is part of the EU expert group on PCD and the OECD National Focal Points Network.

There are three main instruments for policy coherence in the Czech Republic.

I. **The Council for Development Cooperation**, established in 2007, is an inter-ministerial coordinating body, administered by the Department of Development Cooperation and Humanitarian Assistance of the MFA, chaired by the Deputy Minister of Foreign Affairs responsible for development policy. The Council includes representatives of all concerned ministries, the Office of the Government, Czech Development Agency, Czech Statistical Office, Czech Forum for Development Cooperation (a platform of Czech NGOs dealing with development cooperation and humanitarian assistance), Business Platform for Development
Cooperation, and Union of Towns and Municipalities of the Czech Republic. This regular consultative mechanism on the governmental level has been successfully working since January 2008 and ensures participation of all ministries involved in the government decision-making process as well as of all relevant non-governmental actors. PCD has regularly been on the Council meetings agenda.

II. The Council of the Government for Sustainable Development, re-established in 2014, administered by the Unit of Sustainable Development of the Office of the Government and chaired by the Prime Minister, is an advisory body to the Government. There are 8 committees subject to the Council: 1) committee for socio-economic development; 2) strategic management, analyses and implementation of sustainable development; 3) landscape, water and biodiversity; 4) sustainable energy; 5) sustainable municipality; 6) sustainable transport; 7) education for sustainable development; and 8) committee for coordination of Czech positions on sustainable development at international level. The Council and its committees include representatives of central and local government bodies, social partners, academia, and non-governmental organizations. The committees develop strategies for sustainable development of the Czech Republic in their respective fields, and work as consulting and external examination/peer review platform. From 2015 onwards the Council, in co-operation with the committees and the Unit of Sustainable Development coordinates the implementation of the Agenda 2030 and will as appropriate redefine and update the Strategic Framework for Sustainable Development in the Czech Republic.

III. Preparatory process for the meetings of the Government (Council of Ministers), each proposal to be submitted to the Government is discussed during inter-ministerial preparatory consultations. The MFA can, therefore, express its views on other policies including their development impact. A similar inter-ministerial consultation mechanism (Committee for EU) is also in place for coordination of EU policies.

1.2.3 Systems for analysis, monitoring and reporting
The Czech Republic submits reports to the EU, as the contribution to the bi-annual PCD report, and to the OECD. There is no mandatory PCD reporting for Czech authorities; although there have been ad hoc briefings organised for Members of the Parliament on various development-related topics (trade, migration, security).

The MFA and the CzDA cooperate closely with the Czech think-tank Glopolis (www.glopolis.cz), which has issued numerous studies and reports on PCD at both the national and international level, financed mainly thanks to the financial support from the CzDA and EU. The publications are written for experts (NGOs, public administration, specialized journalists), as well as the general public and media. In the past years Glopolis in cooperation with the MFA and the MoA organized several public debates on PCD.

Based on the Commitment to Development Index issued by the Centre for Global Development, the Czech Republic ranks 18 out of 27 countries with relatively high scores in the environment, finance and technology components of the index.
1.2.4 Illustrations of policy coherence for development in specific areas

In the period 2012-2013 food security was chosen as a pilot issue. The MFA cooperated closely with the MoA and the Czech think-tank Glopolis to ensure coherence of Czech policies in this field. As a part of the research that was conducted by the think-tank, a study was published and a seminar was held in June 2012. Another seminar on the relationship of agriculture and development and the need to keep activities of the MoA coherent with development agenda was realized in November 2013. The study focused on the impacts and coherence of the EU Common Agricultural Policy (CAP) and the EU development policy, with a detailed look on the role of the Czech agricultural sector and the Czech foreign trade in agricultural production. It introduced practical measures which could be implemented by the Government of the Czech Republic in the areas of agricultural trade and climate change.

Currently the PCD areas of significant interest are migration and a higher involvement of private sector in the development cooperation of the Czech Republic. Other thematic issues are tackled ad hoc. Since 2014 the Deputy Minister for economic diplomacy has organized several round tables to combine activities of private, civil and public sectors within development cooperation. The first round table’s main aim was to inform the private sector about different development instruments available. The following round tables focused on cooperation opportunities and instruments available in the particular priority countries of the Czech Development Cooperation.

1.3 Financing for development

The Czech Republic considers ODA to be an important contribution to development, but ODA cannot meet the challenges of sustainable development alone. In agreement with the Monterrey Consensus on Financing for Development and the Addis Ababa Action Agenda, the Czech Republic wishes to use ODA to leverage other sources of finance in general, and from the international private sector in particular. This is done in full compliance with the strategic orientation of EU development policy as laid down in the “Agenda for Change”.

The Czech Republic also shares the view that international trade is an engine for inclusive economic growth and poverty reduction, and contributes to the promotion of sustainable development. A universal, rule-based, open, transparent, predictable, inclusive, non-discriminatory and equitable multilateral trading system under the World Trade Organization (WTO), while meaningful trade liberalization continues, has been therefore steadily promoted by the Czech Republic.

In order to gain additional means to finance the development cooperation the Czech Republic supports the improvement of tax collection and strengthening of convenient domestic environment in our partner countries and building essential public services.

1.3.1 ODA as a catalyst

The Czech Republic recognizes the reaffirmed collective commitment of the European Union to achieve the 0.7 per cent of ODA/GNI target within the time frame of the post-2015 agenda, and is committed to contribute to the achievement of the EU collective target of 0.15 to 0.20 per cent of ODA/GNI to the least developed countries in the short term, and to reach 0.20 per cent of ODA/GNI to the least developed countries within the time frame of the post-2015 agenda.
The Czech Republic recognizes the importance of providing the most resources to those partner countries most in need and with the least ability to mobilize their own resources. The Czech Republic continuously strives for additional resource mobilization from other sources, public and private. Additional significant domestic public resources, supplemented by international assistance as appropriate, will be essential contribution to sustainable development and the achievement of the sustainable development goals.

The Czech Republic welcomes the current OECD DAC debate on modernization of Official Development Assistance and development of a new statistical measure tailored to the SDG framework (TOSSD – Total Official Support for Sustainable Development).

1.3.2 Role of the private sector in development

The Czech Republic recognizes private business activities, investments and innovations to be major drivers of productivity, inclusive economic growth and job creation, and creates better conditions and convenient environment for private sector engagement in and beyond the development cooperation.

The MFA seeks to stimulate open public communication and discussion on the topic of the involvement of the private sector in development cooperation. Regular round tables mentioned in the previous chapter and the support given by the MFA and the CzDA to the Business Platform for Development Cooperation are good examples in this regard. The Platform, financially supported by its members and also by CzDA and the MFA, systematically elaborates on the topic of “Business and Development” and creates awareness of this issue within the business community in the Czech Republic. In addition, some other Czech ministries held specialized seminars on the topic of the involvement of the private sector in development cooperation targeted on subjects from the specific field of interest.

The Czech Republic currently uses four main tools for cooperation with the private sector:

1) Public procurement – traditional instrument through which ODA projects are implemented. The procurement processes are treated with due diligence. Intersection of value added quality of individual bids and the lowest bid price is taken into account in tenders.

2) Business Development Partnership Programme (programme of development-economic partnership) – a co-financing scheme which supports private sector projects that are of commercial interest for the companies involved and at the same time in the interest of the target country and its development. The intention is to build partnerships and to enhance cooperation of the Czech businesses with local partners in developing countries. The principle of this cooperation must be based on realistic business plans of Czech entities that also meet the social needs in a developing country. This means that the business plan addresses real and well-defined social issues.

3) Feasibility Study Programme – the intent of the programme is to enhance involvement of the private sector in development cooperation through the reimbursement of costs necessary for preparation of a feasibility study. The aim of the study is to objectively identify and examine the strengths and weaknesses of implementation of proposed development and economic projects. These projects are based on realistic business plans of Czech entities,
while simultaneously meeting social needs in the partner country. Documentation drawn from the studies will serve as a necessary basis for securing funds for project implementation.

4) **Aid for Trade Programme** – the programme is administered by the MoIT with the aim to support trade facilitation and impacts of WTO liberalisation on partner countries.

### 1.3.3 Development official finance instruments and flows

Each country has primary responsibility for its own economic and social development. The Czech Republic respects each country’s policy space and leadership to implement policies for poverty eradication and sustainable development. At the same time the Czech Republic is aware that only well-functioning local businesses and industries can guarantee economic growth, create jobs and satisfy the demand for goods and services. Therefore, the Czech Republic has been considering establishment of a development finance institution or a bank that could provide equities, loans and funds contributing to job creation, increased revenues for a country’s treasury, local competence building and improved working conditions in development countries. However, any particular steps have not been taken yet.

### 1.3.4 Tracking and reporting non-ODA flows

In line with relevant DAC questionnaires in the CRS++ format, the MFA continues to elaborate more on future extending of information on Other Official Flows (OOF) and Private Flows from the Czech official sector agencies. MFA’s ambition for future is to enhance as well its reporting of private funds spent by Czech NGOs on development cooperation. Following commitments on financing for development as set in the Monterrey Consensus and Doha Declaration, the Czech Republic also intends to report information regarding non-ODA development finance in the annual questionnaire used as a basis for completing the EU Accountability Report on Financing for Development.

### 1.4 Key Reference Documents: Chapter One

- Development Cooperation Strategy 2010-2017;
  


- Concept of the Czech Republic’s Foreign Policy;


- Statute of the Council of Development Cooperation.

2 Policy vision and strategic orientations

2.1 Policies, strategies and commitments

Development cooperation is an integral part of the Czech Republic’s foreign policy and contributes to the achievement of its objectives. The strategic objective of the Czech development policy is to eradicate poverty and promote security and prosperity through effective partnership, enabling poor and under-developed countries to carry out their development goals. The Czech Republic is aware that aid alone is not enough – the key stimuli are: democratic forms of governance, sustainable economic growth, the integration of developing countries into international trade, social development and environmental protection.

Since 2010 the Act on Development Cooperation and Humanitarian Assistance has formed the legal basis for the Czech ODA system. The Act defined basic principles and objectives, roles of the MFA and other central authorities, and established the CzDA as the implementation tool within the Czech development cooperation. As for the humanitarian assistance, the Act provided its broad definition and divided competences among the MFA and the MoI, while also harmonizing the assistance with the existing system of integrated emergency management.

The current Development Cooperation Strategy of the Czech Republic for the period of 2010-2017 was also approved in 2010. Besides its other aims, the Strategy formulated the mid-term ODA Policy, updated the goals of the Czech development cooperation, as well as its principles, while also defining priority territories and sectors. This key strategic document determined the direction to be taken by development cooperation over the medium term and took account of the Sustainable Development Strategic Framework of the Czech Republic, where one of the Czech Republic’s objectives, as a member of the EU, UN and OECD, is to meet the international commitments. Mid-term evaluation of this concept was conducted in 2013. Within its framework the development cooperation activities during the previous period were assessed and recommendations for both territorial and sectoral priorities for the next period were formulated. Gradual reduction in the number of priority countries and sectors was suggested, while also possible options for modifying territorial focus in response to the current foreign policy developments in priority countries were outlined.

The Czech Republic’s development policy is based on partnership with recipient countries. It is driven by demand from partner countries and by their needs, which are generally defined in national development strategies (e.g. Poverty Reduction Strategy Papers). The Czech Republic accentuates involvement of all stakeholders (governments, elected representatives, civil society organizations) at all stages of the project cycle in order to strengthen ownership, and thus the effectiveness of cooperation.

Strategic orientation of the Czech development cooperation is in line with internationally accepted goals and priorities, such as the Millennium Declaration (2000), the World Summit on Sustainable Development (2002) and the UN Conference on Sustainable Development (2012). Basic principles of the Czech development cooperation are based on the European Consensus on Development (2005), the Paris Declaration on Aid Effectiveness (2005) and Accra Agenda for Action (2008) and Busan
Partnership for Effective Development Cooperation (2011). In addition, the process of negotiating the post-2015 agenda for sustainable development has brought some new elements to be added.

2.2 Decision-making – rationale for allocation of resources

2.2.1 Approach to allocating bilateral and multilateral aid

Bilateral and multilateral activities of the Czech Republic have been aimed at fulfilling the Millennium Development Goals (MDGs) and are intended to contribute to the Sustainable Development Goals (SDGs) as well. At the same time, the Czech Republic strives to honour its commitments arising from its membership of the EU, UN and OECD in order to earn its place as one of the developed providers of assistance.

Allocations for bilateral aid budget are prepared by the MFA in cooperation with other stakeholders and in consultation of the Council for Development Cooperation in the form of the Annual Plan for Development Cooperation with the rolling bi-annual outlook. The Plan contains comprehensive allocations for priority partner countries (structured according to the respective priority sectors), scheduled contributions for projects implemented by multilateral organizations (according to existing agreements and strategies), grants (development education, trilateral cooperation, partnerships on non-state level, programme of development-economic partnership and local small-scale projects), means for development scholarships, annual humanitarian assistance budget, and the administrative costs for the CzDA. The allocations are approved by the Government for the coming year with a rolling outlook for another two years.

Allocations of multilateral funds (IFIs, EU, UN) depend in most cases on (legally binding) agreements with these organisations and are mainly handled by the MoF. The MFA is particularly involved in the decision making at the EU level, where different programmes financed by EU external assistance instruments are discussed and approved by the EU member states. The MFA also prepares a proposal (based on the Multilateral Development Cooperation Strategy of the Czech Republic) of voluntary contributions to programmes and funds which is subject of approval by the government. Contributions to the funds of some ODA-eligible specialized international organisations and multilateral agreements are paid by line ministries, which are responsible for the implementation of the given agenda of the concerned international institutions at the national level.

In the long run, multilateral assistance exceeds bilateral assistance (71:29). The reason for this has traditionally been the mandatory character of the former (the Czech Republic is obliged to pay contributions to the organisations it is a member of). The increasing contribution of the Czech Republic towards the EU institutions (including the part dedicated to development assistance) currently presents the most important share in the Czech Republic’s multilateral official development assistance.

2.2.2 Approach to multilateral ODA

In 2013 the Czech Republic adopted the Strategy for Multilateral Development Cooperation for the period 2013-17, which provides a conceptual framework for a coherent, strategic and results-oriented Czech engagement within the multilateral development cooperation. The main goal of the strategy is to support the effective allocation of funds to development and humanitarian activities
that are pursued by multilateral organisations, while also contributing to a balanced representation of the Czech Republic in their managing and executive bodies, and to direct participation of Czech experts in multilateral development projects. The Czech Republic supports various efforts to make operational activities of multilateral agencies more effective and coordinated, such as the UN Delivering as One initiative.

According to the strategy the main principles of the Czech multilateral development cooperation are aid effectiveness of the development co-operation; sustainable financing of development; partnership for development and policy coherence for sustainable development. Thematic priorities focus on support of human rights and democratic principles; economic development of partner countries; sustainable agriculture; social development and environment.

2.2.3  Approach to bilateral ODA
Since approval of the ODA Strategy in 2010 a number of steps were made towards the implementation of priorities set by this document (especially approval of bilateral cooperation programmes with individual priority partner countries) and towards a more strategic involvement of the Czech Republic in development cooperation and further improvement of the effectiveness of the Czech assistance.

In line with international recommendations, the Czech Republic reduced the number of programme countries (i.e. those having the highest priority) to five: Afghanistan, Bosnia and Herzegovina, Ethiopia, Moldova and Mongolia. Bilateral development cooperation is further pursued with project countries: Georgia, Cambodia, Kosovo, the Palestinian Autonomous Territories, Serbia and Zambia, that continue receiving assistance of redefined focus and scope. The country cooperation programmes were finalised for the ongoing programme period (until 2017) with five above mentioned programme countries. The programme documents contain, among others, up-to-date information on the Czech development cooperation in each of the countries – including a list of priority sectors that the Czech Republic provides with its continuous support – as well as geographical focus of the planned assistance. Priority sectors are based on general priorities of the international community and also reflect the division of labour among different donors. For the period since 2010, the Czech Republic has identified five priority areas within its development cooperation: environment, agriculture, social development, economic development and the support of democracy, human rights and social transition. Cross-cutting principles include good governance, respect for human rights, including gender equality, as well as protection of environment and climate, and are reflected in all development activities.

In 2012, a new Strategy for Government Scholarships Programme for students from developing countries, covering the period of 2013-2018, was approved by the government. The strategy aims to remove flaws in the previous system, as well as to simplify the scholarship awarding process and make it more transparent. Selection of scholars has been made more effective. For the first time, electronic application forms and an on-line test of academic potential have been introduced at the very beginning of the application process. An electronic register of all applicants was set up, including information for students. Furthermore, Czech university teachers currently have the opportunity to be sent to developing countries as part of the newly established scheme under the CzDA.
2.3 Policy issues - other instruments

2.3.1 Transfer of transitional experience

Across all sectors of development cooperation the Czech Republic strives to capitalize on its expertise in social transformation, institution building and consolidation of reforms by transferring Czech experience to developing and transition countries.

2.3.2 Focus on Democracy and Human Rights

Protection of human rights, including gender equality, and support of democratization processes worldwide belong to traditional priorities of the Czech foreign policy. The Transition Promotion Programme is a democracy assistance financial instrument of the MFA established in 2005. The aim of the programme is to support democracy and human rights by using the Czech Republic’s recent experience in the democratization of the country. Projects within this programme are implemented in cooperation with Czech civil society organizations and their local partners, underpinning the importance of civil society in democratization processes. The main thematic areas are support of free civil society and human rights defenders, media and access to information, rule of law and good governance.

2.3.3 Economic and Political Transitional Experience

The Czech Republic during its transition period of 90’s demonstrated the need for coherent development strategies, in order to go „beyond aid“, and focused on priorities such as trade promotion, industrialization, technology transfer, and human resources development. Nowadays, the Czech Republic aims to actively contribute to global efforts to identify alternative paradigm for international development cooperation going beyond aid, while enhancing aid effectiveness at the same time.

The expertise is provided both bilaterally, by a new programme called “Government and civil society” which in 2012 supplemented the well-functioning programmes of development cooperation such as "Transformational Economic and Financial Cooperation", "Security and Illegal Migration" and "Aid for Trade"; and through international organizations. Multilaterally, the Czech Republic focuses especially on cooperation with UNDP, through the Czech Trust Fund at the UNDP Regional Centre for Europe and CIS. Furthermore, assistance and technical support to developing and transition countries of Eastern Europe and the CIS countries and the Western Balkans are provided by regular contributions.

The Czech Republic pays attention to projects, which allow demonstrating its comparative advantages to the partner country’s state administration, including its experience in the process of transition towards stable institutions building and transition from a centrally planned economy to the market-oriented one. Where appropriate, the Czech knowledge is shared on political transition, reform of justice and government, privatisation, modification of the tax system and building of market environment.

2.3.4 Fragile and Conflict-Affected States

To join the international commitment to build peace in conflict-affected countries such as Afghanistan, Palestine, Iraq and Yemen, the Czech Republic supports their reconstruction and transformation. Afghanistan is one of the Czech Republic’s priority countries according to its
Development Strategy. Main pillars of the Czech development presence in Afghanistan are support of agriculture and education sectors. Especially as part of the efforts to strengthen their governance, the Czech Republic operated the Provincial Reconstruction Team (PRT) in Logar Province (2008-2013) to implement reconstruction and development projects and to take part in international efforts to secure peace in Afghanistan.

With the aim to secure economic and social stability in the Palestinian Autonomous Territories (PAT), which are among the poorest regions of the Middle East, the Czech Republic has been providing assistance to PAT since the 90s, especially in the fields of energy, water management and agriculture.

The Czech Republic has also paid long-term attention to Iraq. The current objectives of the Czech development and transformation activities in Iraq are support of democracy by assistance in building the civil society through training government officials and running local educational projects; support of increasing living standard by technical assistance in reconstruction projects via small-scale projects; and providing humanitarian assistance to refugees.

The Czech Republic is also a member of a relatively small group of countries which belong to the “Friends of Yemen” organization. The aim of this initiative is to assist the Yemeni government in the necessary economic and social reforms – the Czech Republic was active mainly in the field of agriculture education and training.

The Czech Republic is engaged in international dialogue related to the assistance to war-torn and disaster-affected countries mainly via its membership in UN, EU, NATO and OECD and its contribution to selected programmes and activities. The Czech Republic will continue to join international efforts to support fragile states, by following global recommendations and referring to best practices of other donor countries.

2.3.5 Relationship between development and humanitarian programmes
In the course of the last years, the need to focus on risks and vulnerability has emerged as a priority for more effective aid delivery. The MFA’s ongoing efforts to create synergies between development and humanitarian programmes are based on close coordination between various stakeholders (line ministries, CzDA, multilateral organisations and NGOs), which allows for quick decisions in terms of committing financial contributions for unexpected crises and disasters.

The Czech Republic has become a member of the Good Humanitarian Donorship initiative and, within this framework, is convinced of the essential value of the principles 8 and 9 highlighting the importance of improving links between relief and development.

2.4 Key Reference Documents: Chapter Two
- Strategy for Government Scholarships Programme for students from developing countries for the period of 2013-2018;
  
Information on Government Scholarships;

Act on Development Cooperation and Humanitarian Aid;

Development Cooperation Strategy 2010-2017;


Report by UNDP: “Commercial Follow-up to Official Development Assistance of the Czech Republic: Facilitating Sustained and Strategic Private Sector Engagement”.
3 ODA allocations

3.1 Overall ODA volume

The Czech ODA provided by all ministries, agencies, municipalities and provinces totalled USD 212.15 million in 2014 amounting to 0.11 % of gross national income (GNI). In spite of significant exchange rate decrease the Czech ODA increased slightly in comparison with 2013. The ODA/GNI ratio remained stable in the last years.

Figure 1 - ODA allocations over the period 2007-2014 (both in terms of volumes and as a percentage of GNI)

Table 1 - Main components of Czech ODA (2014)

<table>
<thead>
<tr>
<th>Component</th>
<th>Allocation (mil. USD)</th>
<th>Share (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bilateral ODA</td>
<td>62.57</td>
<td>29.50</td>
</tr>
<tr>
<td>Grants</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budget support</td>
<td>0.96</td>
<td>0.45</td>
</tr>
<tr>
<td>Bilateral core contributions, pooled programmes and funds</td>
<td>3.15</td>
<td>1.48</td>
</tr>
<tr>
<td>Projects and project type interventions</td>
<td>30.42</td>
<td>14.34</td>
</tr>
<tr>
<td>Experts and other technical assistance</td>
<td>5.45</td>
<td>2.57</td>
</tr>
<tr>
<td>Scholarships</td>
<td>5.15</td>
<td>2.43</td>
</tr>
</tbody>
</table>
# Debt relief

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Debt relief</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Administrative costs</td>
<td>4.43</td>
<td>2.09</td>
</tr>
<tr>
<td>Other in donor expenditures</td>
<td>13.01</td>
<td>6.13</td>
</tr>
</tbody>
</table>

## Multilateral ODA

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>United Nations</td>
<td>9.91</td>
<td>4.67</td>
</tr>
<tr>
<td>EU</td>
<td>127.17</td>
<td>59.94</td>
</tr>
<tr>
<td>World Bank Group</td>
<td>7.88</td>
<td>3.71</td>
</tr>
<tr>
<td>Regional Development Banks</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Other multilateral agencies</td>
<td>4.62</td>
<td>2.18</td>
</tr>
</tbody>
</table>

## Total ODA (0.11% of GNI)

<table>
<thead>
<tr>
<th>Total ODA (0.11% of GNI)</th>
<th>Amount (2014)</th>
<th>Amount (2016)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>212.15</td>
<td>100</td>
</tr>
</tbody>
</table>

Figure 2 - Main components of Czech ODA (2014)
3.1.1 ODA targets
Since 2005 the Czech Republic has supported the common efforts and targets set by the EU to continuously increase ODA and will strive to reach the target of 0.33 % of GNI until 2030. It is to be noted that during and after the period of the financial and economic crises, when some restrictive budgetary measures were introduced by the Czech Government, the ODA budget was not reduced.

3.1.2 ODA trends and plans to meet targets

Table 2 - Development of Czech ODA 2007-2014 (disbursements in mil. USD and as % of GNI)

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>ODA total</td>
<td>178.86</td>
<td>249.14</td>
<td>214.71</td>
<td>227.56</td>
<td>250.46</td>
<td>219.63</td>
<td>210.88</td>
<td>212.15</td>
</tr>
<tr>
<td>of which: bilateral ODA</td>
<td>80.94</td>
<td>117.11</td>
<td>101.04</td>
<td>79.36</td>
<td>76.95</td>
<td>66.44</td>
<td>57.04</td>
<td>62.57</td>
</tr>
<tr>
<td>of which: multilateral ODA</td>
<td>97.92</td>
<td>132.03</td>
<td>113.68</td>
<td>148.20</td>
<td>173.51</td>
<td>153.20</td>
<td>153.84</td>
<td>149.58</td>
</tr>
<tr>
<td>ODA in % of GNI</td>
<td>0.11%</td>
<td>0.12%</td>
<td>0.12%</td>
<td>0.13%</td>
<td>0.13%</td>
<td>0.12%</td>
<td>0.11%</td>
<td>0.11%</td>
</tr>
</tbody>
</table>

Figure 3 - Development of Czech bilateral and multilateral ODA (2007-2014)

3.1.3 ODA reporting and forward looking information
The Czech Republic reports annually on its ODA in accordance with the converged statistical reporting directives for the creditor reporting system of the OECD DAC. Since 2014, the Czech Republic has used on a pilot basis the ODA Reporting Database provided by the European Commission. The Czech Republic also participates in the Indicative Forward Spending Plans.
The Czech Republic is not a signatory of the International Aid Transparency Initiative (IATI). However, it is continuously contributing to improving transparency in the field of development cooperation, and both the MFA and the CzDA publish all newly started projects and programmes on their websites.

In order to better monitor ODA-predictability at an international level, the Czech Republic supports the necessary adaptation and strengthening of the OECD/DAC statistical reporting system. To ensure comparability, reliability and maintenance of statistical data, the Czech Republic is in favour of using OECD/DAC standards for all ODA-related databases at a global level as well as in partner countries. The Czech Republic therefore welcomes and participates in the DAC Surveys on Aid Allocations and Indicative Forward Spending Plans.

3.2 Bilateral ODA allocations

The focus of the Czech bilateral development cooperation lies on projects implemented under the auspices of the CzDA in priority countries: Afghanistan, Bosnia and Herzegovina, Ethiopia, Moldova and Mongolia (countries with a bilateral cooperation program) and Cambodia, Georgia, Kosovo, the Palestinian Autonomous Territories, Serbia and Zambia (project countries).

A total of 123 bilateral projects were implemented by CzDA in partner countries in 2014, with a total volume of USD 1.72 mil. Trilateral projects, grants to non-governmental organizations, global development education, development cooperation awareness projects and many others were implemented under the auspices of the CzDA in 2014 as well.

In 2014 the MFA implemented, in cooperation with the Czech Embassies, 157 local small scale projects in 53 partner countries and 14 projects of Business Development Partnership in 9 countries.

In the same year the MFA realized projects within the Transition Promotion Program that aims to support democracy and human rights, creation and strengthening of democratic institutions, rule of law, civil society and good governance worth a total of USD 2.78 mil.

Other Czech government bodies and authorities contributed to bilateral development cooperation as well: the Ministry of Finance through the programme of Technical Cooperation Assistance in Public Financial Management, Ministry of Industry and Trade through the programme of Aid for Trade and the Ministry of Interior through programmes in the area of security.

3.2.1 Geographical allocations


The Czech Republic’s engagement in priority countries takes into account local demand, activities implemented by the international community and own aims, knowledge, strengths and capabilities.

Bilateral ODA is reasonably concentrated – 8 out of 10 top recipients are among the priority countries as defined by the current Strategic Concept.
### Table 3 - Distribution of Czech bilateral assistance by income group

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Least developed countries (LDC’s)¹</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other low income countries</td>
<td>0.86</td>
<td>1</td>
<td>0.37</td>
<td>1</td>
<td>0.23</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lower middle income countries</td>
<td>22.67</td>
<td>29</td>
<td>23.97</td>
<td>36</td>
<td>22.41</td>
<td>39</td>
<td>27.37</td>
<td>44</td>
</tr>
<tr>
<td>Upper middle income countries</td>
<td>13.59</td>
<td>18</td>
<td>11.09</td>
<td>17</td>
<td>11.49</td>
<td>20</td>
<td>10.73</td>
<td>17</td>
</tr>
<tr>
<td>Unallocated by income</td>
<td>18.38</td>
<td>24</td>
<td>9.18</td>
<td>14</td>
<td>10.66</td>
<td>19</td>
<td>9.91</td>
<td>16</td>
</tr>
<tr>
<td>Total</td>
<td>76.95</td>
<td>100</td>
<td>66.44</td>
<td>100</td>
<td>57.04</td>
<td>100</td>
<td>62.57</td>
<td>100</td>
</tr>
</tbody>
</table>

### Table 4 - Distribution of Czech bilateral assistance by region

<table>
<thead>
<tr>
<th>Region</th>
<th>2011 mil. USD</th>
<th>2011 %</th>
<th>2012 mil. USD</th>
<th>2012 %</th>
<th>2013 mil. USD</th>
<th>2013 %</th>
<th>2014 mil. USD</th>
<th>2014 %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sub-Saharan Africa</td>
<td>8.26</td>
<td>11</td>
<td>7.09</td>
<td>11</td>
<td>6.66</td>
<td>12</td>
<td>7.14</td>
<td>11</td>
</tr>
<tr>
<td>South and Central Asia</td>
<td>17.58</td>
<td>23</td>
<td>18.82</td>
<td>28</td>
<td>9.96</td>
<td>17</td>
<td>11.07</td>
<td>18</td>
</tr>
<tr>
<td>Other Asia and Oceania</td>
<td>7.99</td>
<td>10</td>
<td>6.94</td>
<td>10</td>
<td>7.11</td>
<td>12</td>
<td>5.55</td>
<td>9</td>
</tr>
<tr>
<td>Middle East and North Africa</td>
<td>4.74</td>
<td>6</td>
<td>6.05</td>
<td>9</td>
<td>6.02</td>
<td>11</td>
<td>4.88</td>
<td>8</td>
</tr>
<tr>
<td>Latin America and Caribbean</td>
<td>1.96</td>
<td>3</td>
<td>1.20</td>
<td>2</td>
<td>1.44</td>
<td>3</td>
<td>1.24</td>
<td>2</td>
</tr>
<tr>
<td>Europe</td>
<td>20.02</td>
<td>26</td>
<td>19.06</td>
<td>29</td>
<td>18.24</td>
<td>32</td>
<td>25.59</td>
<td>41</td>
</tr>
<tr>
<td>Unspecified</td>
<td>16.40</td>
<td>21</td>
<td>7.28</td>
<td>11</td>
<td>7.61</td>
<td>13</td>
<td>7.10</td>
<td>11</td>
</tr>
<tr>
<td>Total</td>
<td>76.95</td>
<td>100</td>
<td>66.44</td>
<td>100</td>
<td>57.04</td>
<td>100</td>
<td>62.57</td>
<td>100</td>
</tr>
</tbody>
</table>

¹Africa regional/multi-country and South of Sahara Africa regional/multi country not included.
Table 5 - Top ten recipients of Czech ODA in 2014

<table>
<thead>
<tr>
<th>Country</th>
<th>mil. USD</th>
<th>Country</th>
<th>mil. USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Ukraine</td>
<td>8.3</td>
<td>6. Georgia</td>
<td>2.9</td>
</tr>
<tr>
<td>2. Afghanistan</td>
<td>5.8</td>
<td>7. Europe, regional</td>
<td>2.8</td>
</tr>
<tr>
<td>3. Moldova</td>
<td>5.0</td>
<td>8. Mongolia</td>
<td>2.7</td>
</tr>
<tr>
<td>4. Ethiopia</td>
<td>3.7</td>
<td>9. Kosovo</td>
<td>2.2</td>
</tr>
<tr>
<td>5. Bosnia and Herzegovina</td>
<td>3.7</td>
<td>10. Syria</td>
<td>1.9</td>
</tr>
</tbody>
</table>

Share of bilateral ODA

| Top 5 recipients | 42% |
| Top 10 recipients | 62% |
| Top 20 recipients | 77% |

3.2.2 Sector allocations

Sector allocations reflect the priorities as set out in the Strategy of development cooperation 2010-2017. Water and sanitation, agriculture and education feature high on the list of sectors for bilateral development projects.

Table 6 - Distribution of bilateral ODA by sector (2011-2014) – disbursements

<table>
<thead>
<tr>
<th>Sector allocations</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>mil. USD</td>
<td>%</td>
<td>mil. USD</td>
<td>%</td>
</tr>
<tr>
<td>SOCIAL INFRASTRUCTURE &amp; SERVICES</td>
<td>38.26</td>
<td>50</td>
<td>33.11</td>
<td>50</td>
</tr>
<tr>
<td>ECONOMIC INFRASTRUCTURE &amp; SERVICES</td>
<td>5.65</td>
<td>7</td>
<td>4.47</td>
<td>7</td>
</tr>
<tr>
<td>PRODUCTION SECTORS</td>
<td>6.56</td>
<td>9</td>
<td>5.40</td>
<td>8</td>
</tr>
<tr>
<td>MULTISECTOR / CROSSCUTTING</td>
<td>2.57</td>
<td>3</td>
<td>1.37</td>
<td>2</td>
</tr>
<tr>
<td>HUMANITARIAN ASSISTANCE</td>
<td>3.97</td>
<td>5</td>
<td>4.95</td>
<td>7</td>
</tr>
</tbody>
</table>
### 3.3 Multilateral ODA channel

Multilateral cooperation is an essential part of the Czech development policy, as it accounts for more than 2/3 of the total ODA volume. The most important share of the multilateral ODA represents the contribution to the European Institutions for the European Development Fund and for the regular EU development budget that reaches approximately 80% of the total multilateral assistance.

In general, the Czech Republic supports multilateral organisations through core contributions and also by financing specific programmes, as well as through financial contributions to joint projects (trust funds). Another successful example of multilateral cooperation is the Czech-UNDP Trust Fund established in 2000. The Trust Fund supports sharing the experiences, best practices and lessons learned from the Czech transitional period. Through trainings and secondments of national staff to the UNDP Regional Office, the Trust Fund also strengthens Czech capacities for ODA project management and evaluations.
Table 7 - Development of multilateral ODA (2011-2014)

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>mil. USD</td>
<td>mil. USD</td>
<td>mil. USD</td>
<td>mil. USD</td>
</tr>
<tr>
<td>United Nations Agencies</td>
<td>8.37</td>
<td>7.84</td>
<td>9.93</td>
<td>9.91</td>
</tr>
<tr>
<td>European Union Institutions (Budget and EDF)</td>
<td>143.13</td>
<td>117.65</td>
<td>118.23</td>
<td>127.17</td>
</tr>
<tr>
<td>World Bank Group</td>
<td>15.65</td>
<td>16.86</td>
<td>8.09</td>
<td>7.88</td>
</tr>
<tr>
<td>Regional Development Banks</td>
<td>5.61</td>
<td>4.72</td>
<td>3.84</td>
<td>0.00</td>
</tr>
<tr>
<td>Other agencies</td>
<td>0.75</td>
<td>6.13</td>
<td>13.76</td>
<td>4.62</td>
</tr>
<tr>
<td><strong>Total ODA</strong></td>
<td><strong>173.51</strong></td>
<td><strong>153.20</strong></td>
<td><strong>153.84</strong></td>
<td><strong>149.58</strong></td>
</tr>
</tbody>
</table>

Figure 5 - The Czech multilateral assistance by channel

3.2 Key Reference Documents: Chapter Three

➡️ Relevant ODA documents for the Czech Republic.

4 Organisation fit for delivering the development co-operation programme effectively

4.1 Institutional system
In previous years the Czech Republic undertook a number of measures to create an effective development cooperation system, including its institutional backing. This reform had been influenced by the recommendations from the DAC Special review conducted in 2006. First and foremost, a transformation of the institutional set-up of bilateral development cooperation was completed several years ago. Making the development cooperation budget a responsibility of the MFA and the establishment of the CzDA were among the key outputs of the transformation. The transformation included ratification of the Act on Development Cooperation and Humanitarian Assistance (No. 151/2010 Coll.) and approval of the Development Cooperation Strategy of the Czech Republic 2010-2017 by the government.

4.1.1 Leadership and management
See Chart of Institutional Set-up in Annex.

4.1.2 Internal coordination at HQ
Ministry of Foreign Affairs

The Ministry of Foreign Affairs (MFA) maintains the coordination role in bilateral grant aid and multilateral aid to the UN and other multilateral organizations, prepares strategic documents, annual Plans of Bilateral Development Cooperation as well as mid-term forecasts, provides for the evaluation of development projects and programmes and manages the CzDA. It also oversees the implementation of democratic transition assistance. MFA also chairs the Council for Development Cooperation (see below).

The Department of Development Cooperation and Humanitarian Assistance is composed of three divisions: i) Bilateral Development Cooperation Division, ii) Multilateral Development Cooperation Division, and iii) Humanitarian Assistance and Evaluation Division. The Department of Human Rights and Transition Policy executes, among others, the agenda of democratic transition cooperation.

Czech Development Agency

Based on the Act on Development Cooperation and Humanitarian Assistance, the Czech Development Agency (CzDA) is the government agency subordinated to Ministry of Foreign Affairs. It is responsible for bilateral grant aid and technical cooperation to support the socio-economic development of, and cooperative partnerships with, partner developing countries. In line with the government's annual plans, it manages projects with sectoral focuses on education, health, governance, water, agriculture and fisheries, and industry and energy in five programme and six project countries. The CzDA is responsible for the implementation of development cooperation, including the identification of suitable projects, organisation of selection procedures (both public tenders and grant calls), signing of contracts and project monitoring.
The CzDA is also in charge of sending teachers and experts to developing countries, Business Development Partnership Programme, promotion of trilateral projects of Czech organizations, support of participation of Czech entities in the European financial instruments and promotion of development activities of Czech regions and municipalities in priority countries. In addition to projects abroad, it organizes grant tenders for projects of global development education and awareness raising in the Czech Republic and capacity building of development related NGOs and their platforms.

All the CzDA officers work in its headquarters in Prague. The CzDA does not have branches (offices) in partner countries yet. However, the recent adoption of the “Strategic Vision of the Czech Development Agency” will enable the establishment of such offices in some of the priority countries starting in 2016. Issues related to project implementation (identification, formulation, monitoring) are addressed during business trips of CzDA staff in the respective territories. Communication with target project beneficiaries, partners from state and local governments and the donor community in partner countries is conducted primarily through the Czech embassies (there are both development related diplomats and local coordinators in the priority countries) and remotely (in electronic form) – personal meetings of the CzDA staff with beneficiaries and partners are only possible when the CzDA staff is travelling to the territory.

Ministry of Finance

In compliance with the legislative provisions, the Ministry of Finance (MoF) is responsible for the Czech Republic’s engagement in international financial organizations, financial bodies of the OECD, EU and other international financial institutions. With regard to the multilateral ODA, the MoF is responsible for payments to the EU, EDF and IFIs (EBRD, EIB, WB Group etc.). MoF is also an important partner in the approval process of the annual ODA Plan. After the plan is approved by the government, it releases appropriate funds from the state budget and sends them to the MFA.

In respect of bilateral ODA, the MoF implements Technical Assistance Programme for partner institutions in developing countries in the area of public finances.
Council for Development Cooperation

The Council for Development Cooperation provides for inter-ministerial coordination and coherence of the goals and priorities of development cooperation and other instruments of government policy, within the scope laid down in the Council’s Statute and approved by the government. The Council is chaired by the Deputy Minister of Foreign Affairs with responsibility for development policy; an observer status is enabled for platforms gathering non-governmental organisations, municipalities and entrepreneurs. The Council for Development Cooperation meets every two to three months at the level of deputy ministers or their representatives. There are various working groups (e.g. related to evaluations, the concept of development cooperation, etc.) that operate continuously or as needed.

Other partners

Based on their fields of expertise, other central administrative agencies, local governments, and public institutions also conduct various modalities of international development cooperation, in the form of project aid and training program. The Ministry of Education, Youth and Sports (MoEYS) in cooperation with MFA and Ministry of Health is responsible for providing governmental scholarships for students from developing countries.

The comparative advantage of the Czech Republic in the field of transition experience is put to good use in particular by three ministries – the Ministry of Finance (MoF), the Ministry of Interior (MoI) and the Ministry of Industry and Trade (MoIT). MoF shares its knowledge and experience of economic transformation process, good governance, preparations for EU accession and the application of the EC/EU aquis with foreign partners under the Financial and Economic Transformation Cooperation Programme. MoI manages the Security Development Cooperation Programme for countries of Western Balkans that is aimed at capacity building of local security forces. MoIT is in charge of the Aid of Trade Programme that primarily entails assistance for the formation of trade policies, supporting conditions and a regulatory trade framework, with particular assistance for state administration in setting rules and strategies and in removing administrative barriers. Also other ministries play an important role in providing specialized experts for preparation, monitoring and evaluation of the development projects.

4.1.3 Internal coordination in partner countries

The embassies of the Czech Republic in priority countries play an important role in the identification and formulation of suitable projects and monitoring the project implementation; they are an important contact point for government and other institutions of the partner countries, as well as for all entities implementing Czech assistance. They also implement local small-scale projects and take part in the selection process of scholarship applicants.

4.2 Adaptation to change

4.2.1 Managing the organisational change

As mentioned above, the adoption of the ODA Act (no. 151/2010 Coll.) in 2010 led to the successful transformation of the development cooperation system. The CzDA was established and the MFA
became the main coordinator of the ODA system, having responsibility for the majority of funds for bilateral development cooperation.

The CzDA was established in 2008 as a successor of the Development Centre (the UNDP-MFA project in the period of 1999-2007). Upon completion of the transformation of the development cooperation system and in collaboration with the MFA a medium-term vision was prepared by the CzDA to strengthen its capacities, and submitted it to the Government in November 2015. The vision is to strengthen the Agency’s staffing capacity and strengthen the CzDA’s presence in partner countries. In 2016, it will analyse the legislative framework in order to provide more effective development cooperation in line with international principles (Paris, Accra, Busan).

Changes in the structure were also held at the MFA, in connection with the Civil Service Act, which came into force in 2015. In terms of ODA it applies to rather technical changes (systematization of work places, the new structure of the MFA, etc.). Division of tasks and responsibilities between various departments of the Ministry and CzDA is detailed in the Project Cycle Methodology, which was adopted in 2011. Currently the necessary steps are taken to prepare an updated Methodology which should reflect the new structure of the Ministry of Foreign Affairs and strengthen the CzDA.

4.2.2 Incentives for innovations
The CzDA responds to the changing environment for international development, among others through introduction of new aid delivery modalities. Since 2014 the CzDA has been implementing feasibility studies for follow-up support and funding from international commercial sources. In 2015 the CzDA started a programme of sending experts to partner country institutions to provide the Czech transformation experience (a similar programme was introduced in the MFA for sending of experts to the international organizations). Moreover the Agency took over the partnership programme for private sector (formerly piloted under the auspices of the MFA). Introduction of additional modalities (e.g. delegated cooperation, pooled funds with other donors, direct budget support), however, faces legal and budgetary constraints.

Adaptation to change is a managed process in the CzDA. The Agency has set strategic objectives, which are broken down into annual plans of activities. All employees can participate in the plan design in the form of brainstorming debates. Various activities are being implemented in micro teams composed of officers across different departments. Fulfilment of the activities is continuously monitored with the help of quantitative indicators. The employees’ contribution to meet strategic objectives is linked to their evaluation and remuneration. To support innovation, the CzDA has subscribed to the Doing Development Differently Initiative in late 2014.

4.3 Human resources

4.3.1 Staffing levels, composition and location
For the organizational structure of the MFA and the CzDA see Annex.

4.3.2 Staff development
With steadily increasing volumes of ODA, the MFA and the CzDA are making endeavours to reform the organizational structures and develop human resources to the changing needs including new territorial and sectoral priorities of the Czech development cooperation system in order to respond
effectively to global challenges. In principle, the level of human resources for development co-operation in priority countries should be commensurate with the volume of ODA going to that country.

Within the MFA the agenda of development cooperation falls under the section of non-European countries, economic and development cooperation. Department of Development Cooperation and Humanitarian Assistance consists of three units (bilateral development cooperation, multilateral development cooperation, and humanitarian assistance and evaluation). It is operated by a total of 13 people, including the director and two administrative staff. The agenda of transformation cooperation falls under the Department of Human Rights and Transformation Cooperation, which is a part of the multilateral security section. Transformation cooperation projects in this department are processed by three officers. MFA does not have any specialized attorneys who would handle ODA. Furthermore the translation support is lacking, translations are usually outsourced or processed directly by individual officers.

At embassies of the Czech Republic in priority countries the development agenda is covered by specialized diplomats who make a total of 11 people. The proportion of their work connected with development agenda differs in each country (from 100% to 30%). Their work is supported by local coordinators for development cooperation – at the moment the number is 13 people at embassies of the Czech Republic in priority countries. Professional development of the Ministry staff is constantly reinforced through participation in various training and practice sessions.

In the CzDA 17 officers are currently employed, of which 14 per full and three per part-time jobs. Some specifically defined activities (e.g. accounting, providing legal and expert services) are provided by external partners. At the end of 2014 41% of the CzDA staff were men and 59% women. All employees of CzDA have education and skills that match Agency focus activities. To improve the effectiveness of the CzDA performance in the project cycle management and monitoring the organizational structure was adapted in 2015 and now it consists of:

- **Office of the Director and Administration Division** (Director of the CzDA + 2 employees);

- **Department for Relations with Partners** (5 employees), which covers domestic agenda (grant programmes, cooperation with business and non-profit sector, communication with the public) and foreign agenda (cooperation with foreign donors and international organizations);

- **Territorial Department** (4 employees), which deals with identification, monitoring and communication with partner countries;

- **Project Formulation Department** (5 employees) for project preparation and organization of tenders.

In the case of processing of specific documents or dealing with highly expert issues, particularly in the preparation of technical parts of tender documents, the CzDA usually uses services of experts from selected ministries and state institutions, academia, or services of independent external specialists for the region or territory. Due to inadequate human capacity in the long run the CzDA seeks to
strengthen these capacities, and also to establish functional branches (project offices) in the priority countries of Czech development cooperation. A proposal was drafted to strengthen the personnel (to the target of at least 28 officers in 2017 – of which 4 abroad) and subsequently submitted to the Government, which approved it in December 2015. The CzDA provides a system for training, assessment and career growth of employees. In 2014, CzDA adopted an internal directive on the training of employees, under which employees are encouraged to participate in language courses and vocational training (especially for the project cycle). Moreover ad hoc internships are organized in foreign agencies (e.g. in the Austrian ADA or UNDP regional office in Istanbul).

Each ministry implementing ODA projects employs 1-2 people that have development cooperation in their job description. Proportion of this agenda varies depending on the number of projects the ministry implements.

The Czech Republic also supports capacity building in development cooperation of the civil society—and strives to create and systematically manage a pool of human resources composed of country-specific experts, consultants, students, volunteers and others. The Czech Republic is developing human resources and consultants in development studies and feasibility surveys, in sharing development experiences, and implementing and evaluating projects. Furthermore, in order to educate new experts in international development cooperation, the Czech government is supporting curriculum development at graduate schools for international studies, while expanding internship opportunities and several JPOs at development cooperation related multilateral organizations.

4.4 Key Reference Documents: Chapter Four


 redirectTo: Development Cooperation Strategy of the Czech Republic 2010-2017;


 redirectTo: Strategic Vision for Strengthening Capacities of the Czech Development Agency.

5 Delivery modalities and partnerships help deliver quality aid

5.1 Budgeting and programming process

5.1.1 Budgeting process
The annual Plan for Bilateral Development Cooperation with the rolling bi-annual outlook represents the budget framework for the Czech bilateral ODA. The Plan for the coming year is approved by the Government in June and includes rolling bi-annual outlook. The Plan contains comprehensive allocations for priority partner countries (structured according to the respective priority sectors), scheduled contributions for projects implemented by multilateral organizations (according to existing agreements and strategies), grants (development education, trilateral cooperation, partnerships on non-state level, business development partnership programme and local small-scale projects), means for development scholarships and evaluation and promotion, annual humanitarian assistance budget, and the administrative costs for the CzDA and local coordinators. The allocations are approved by the Government for the coming year with a rolling outlook for another two years.

The Plan for Bilateral Development Cooperation is always based on the strategy (concept) of development cooperation. The current strategy is valid for seven years (from 2010 to 2017), which contributes to higher continuity in priority countries and sectors. Plan for the coming year is based on already approved outlook, thus ensuring continuity and predictability. It is possible to make some minor adjustments, to increase or decrease financial amounts in some chapters. It is also possible to react flexibly to the changing situation in the world. The two-year outlook provides for the possibility of longer-term planning, because most projects are planned for three years.

The CzDA complies – as the other stakeholder in the Czech development cooperation – with the relevant government resolution on the Plan for Bilateral Development Cooperation for the respective year (with an indicative view of the next two years – i.e. a three-year planning cycle). The plan enables predicting budgets for individual countries and sectors in three years ahead. In line with this time horizon bilateral projects implemented abroad are prepared as standard three-year (or shorter) projects, but it is currently not possible to prepare projects with a time horizon that would go beyond the government's plan.

The identification of project proposals is based on information requested from relevant institutions in partner countries. The data supplied should allow preparation of projects in the relevant time (i.e. usually three years) and budget horizon.

For grant projects, the calls for proposals are designed similarly to include a standard three-year duration of the project, however, in certain specific cases (e.g. grants provided for implementation within the Czech Republic) the implementation time can be shorter (but not less than one year).

In exceptional cases, the period of implementation of grant projects can be extended over a three-year standard range – but only provided that the ODA budget enables this and there exists demand declared in the partner country. For projects implemented through public procurement the extension of the standard and in the tender documents specified implementation period is rather difficult, because it could lead to a breach of tender conditions.
Within the Czech ODA the direct financial transfers to partner institutions are used only in a minimal number of cases (de facto only in the case of Palestine and partly in Afghanistan) and the vast majority of projects (with the exception of local small-scale projects) are implemented by Czech entities. In individual and justified cases the CzDA also uses a model of direct purchases in target partner countries (with the limit of max. CZK 1 mil. per contract) – this model is used almost exclusively for the purchase of individual items, e.g. medical technology and consumer goods, whose acquisition in the place of implementation is more economical than imports from the Czech Republic.

Anti-corruption mechanisms meet the standards required by the valid Czech legislation and the OECD guidelines. Project implementers are obliged to provide information on the use of CzDA funds in the form determined by the contract (procedures for projects implemented though grants and through procurement are different). Regarding direct financial transfers (gifts) the responsibility to oversee the use of funds provided is defined in the relevant Memorandum of Understanding and is executed by the territorially competent embassy of the Czech Republic and, where appropriate, by the CzDA as well.

5.1.2 Programming process

The Development Cooperation Strategy of the Czech Republic for the period 2010-2017 formulated the mid-term ODA Policy, updated the goals of Czech development cooperation, as well as its principles, while also defining priority territories and sectors. When determining territorial priorities the following criteria were taken into account:

- Bilateral and development relations with the Czech Republic;
- The need for development cooperation from the partner country (the level of socio-economic development);
- Readiness of a country to accept assistance (the main indicator of a country’s readiness to accept development cooperation is the existence of a strategy document for poverty reduction and long-term sustainable development (Poverty Reduction Strategy Paper - PRSP) or similar documents (e.g. national development plans, sustainable development strategies, strategic plans and action programmes in different sectors);
- Consideration of the division of labour with other donors.

These principles are described in more detail in the above mentioned strategy. Programming at country level is guided by multi-annual country cooperation programmes (accessible at the MFA website) and operationalised through development cooperation agreements. The country programmes were prepared together with the partner country, and thus react to its needs.

In addition to the cross-cutting emphasis on the principle of good governance, the provision of ODA is not subjected to any conditionality. Programmes also take into account the comparative advantages of the Czech Republic as a donor and sectoral division of labour with other donors. The Czech Republic has been involved in the process of joint EU programming in Ethiopia, Moldova and Georgia, which are in various stages of progress.
5.1.3 Use of country system

For legal and capacity constraints, the provision of Czech bilateral projects is rather centralized and implemented mostly through Czech entities. With the exception of Palestine (and Afghanistan, to some extent) where standard modalities are not possible, the Czech Republic does not provide budget support. However, CzDA’s medium-term vision intends to increase the range of modalities as well as decentralise decision making by increasing its staff presence in the field. For implementation of development projects in partner countries the Czech Republic prefers to use their own structural arrangements. Our volumes of assistance are not so great to create parallel structures.

Due care is also devoted to technical assistance and capacity building of partner countries' institutions. Under the transition cooperation programme which aims to contribute to the creation and strengthening of democratic institutions, rule of law, civil society and the principles of good governance, projects that promote good governance are implemented. Good governance is supported both cross-sectorally – through consistent observance of transparency in all stages of implementation, with an emphasis on community involvement in the process of deciding on the design of the project - and thematically through specific projects aimed at improving the performance of public administration.

Occasional problems with visas for contractors, deduction of VAT, duties, etc. are dealt by different means (general agreement, letters to embassies, etc.), depending on the country.

5.1.4 Analysis of risks and opportunities informs planning and programming

Risk analysis is carried out at a general level in the preparation of the programme and subsequently during formulation of individual projects. Implementing partners have to undertake a general risk assessment in the course of the grant application procedure. Anti-corruption clauses are included in all contracts and budget support agreements. Within the agency, several mechanisms are in place aiming at preventing fiduciary risks. These include segregation of duties, more-eyes-principle, declarations of impartiality and evaluation committees for the provision of funds, code of conduct, examining the financial and factual correctness of programmes and projects, periodic risk management and internal and external audit. Furthermore, the Supreme Audit Office of the Czech Republic concluded a comprehensive control of the Czech Development Cooperation system in October 2015.

5.1.5 Untying and conditionality

The Czech Republic is continuously changing the whole ODA system to increase its ratio of untied aid. Most of its bilateral aid is untied with the exception of imputed students costs (scholarships), refugee costs, administrative costs and technical assistance. Bilateral projects – as described in the previous chapters – are funded either through public procurement for services, works and supplies or through grants. In the first case the rules are compliant with the EU legislation on tenders. All tenders – even though they are announced at the CzDA headquarters – are open to suppliers from all countries (there is no limitation to companies from the Czech Republic only). In recipient countries only local small-scale projects are tendered at the embassies of the Czech Republic. In the second case the current legislative framework for ODA does not enable providing grants to other than Czech entities. This should be changed with the planned legislative changes, which should allow the CzDA to organize tenders in the partner countries.
With the general exception of good governance criteria for the selection of partner countries, the Czech Republic does not apply any political or economic conditions for the provision of its ODA. At the EU level, the Czech Republic has supported the "more for more" principle under the assumption that the criteria and conditions are mutually agreed by EU partner countries.

5.2 Partnerships

5.2.1 Division of labour and joint approaches
For the Czech Republic the division of labour has become an important concept underpinning our development assistance. In line with the EU Code of Conduct on Complementarity and the Division of Labour in Development Policy, the Czech Republic actively supports these efforts at all levels and restricts participation to three (in exceptional cases more) sectors in a given partner country.

The Czech Republic participates in coordination mechanisms of the donor community with the governments of partner countries. Representatives of the Czech Republic participate in the EU Joint Programming (e.g. Ethiopia, Georgia, Cambodia, Moldova). In some sectors, we also act as the "lead donor". In selected countries we cooperate with some of the larger donors (Austria, Germany, Israel, Japan, Norway, Slovakia, Sweden, and USA).

Due to the division of labour and in line with recommendations of the EU and OECD/DAC, the Czech Republic has significantly narrowed its geographical focus in the past years and will strive to continue in this trend in upcoming years. Currently only five countries remain priority programme partners of the Czech Republic and further project interventions are going on in six more priority countries.

5.2.2 Accountability
At the global level, the Czech Republic reports to a number of international initiatives designed to enhance accountability, for instance the OECD/DAC Forward Spending and Aid Allocation Survey. The Czech Republic also contributed to the first Monitoring Report of the Global Partnership for Effective Development Cooperation, as well as the EU Progress report “The Busan commitments: an analysis of EU progress and performance” (working title).

5.2.3 Partnerships
The Czech Development Cooperation is based on partnership with a broad range of actors, including government entities, civil society organisations (CSOs), private sector, parliaments, universities and research institutions.

In the framework of cooperation and communication with the Czech development constituency the CzDA focuses primarily on strengthening relations with the overarching platforms of major non-state actors and bodies implementing programmes and projects of the Czech ODA. Among them we can name in particular the Czech Forum for Development Cooperation (FoRS) – the association of non-governmental organizations and universities, as well as the Business Platform for Development Cooperation (PPZRS) and the Association of Towns and Municipalities (SMOČR). The CzDA provides subsidies on regular basis to support the activities of these umbrella organizations.

The Busan meeting strengthened and underlined the importance of cooperation with the private sector and this has been a key priority for the Czech Government. The MFA’s and CzDA’s cooperation
with private sector actors produced a programme called Business Development Partnership Programme, which was launched in 2013. This programme presents a framework for collaboration with private sector actors and its purpose is to mobilise the private sector’s resources – financial, innovation and competence.

The Business Platform for Development Cooperation (PPZRS), which was established in 2007 and is regularly supported by the CzDA in an annual capacity-building scheme, enjoys membership of the Council for Development Cooperation. Thus Czech business representatives can take part in policy discussions, comment on drafted documents, etc. On the level of aid implementation, private sector companies implement around 40% of all bilateral development projects (in 2013). The MFA and the PPZRS strive to motivate Czech business companies involved in development cooperation to respect corporate social responsibility principles and to develop inclusive business models that offer the potential for both commercial success and development impact. The Ministry of Foreign Affairs and PPZRS organize seminars for entrepreneurs to participate in EU projects and projects of other international donors.

On the international stage the CzDA has been a member of the European network of donor agencies Practitioners’ Network for European Development Cooperation for several years. Members of the Platform represent 12 development agencies of the EU Member States and the European Commission (ADA-Austria, AECID-Spain; AFD-France, BTC-Belgium, CzDA-Czech Republic; DFID-UK; EuropeAid-EC, GIZ, InWEnt, KfW-Germany; Lux-Development-Luxemburg; SAMRS-Slovakia).

With other European fellows the CzDA regularly consults implementation of the Aid Effectiveness commitments, the European Consensus on Development and the European Code of Conduct on the Complementarity and the Division of Labour and pursues opportunities for innovative tools suitable for Czech development cooperation, which would allow the Czech Republic to fulfil international obligations in the field of development cooperation.

Since December 2013, the CzDA has also been an observer in the network of European agencies EUNIDA. Unlike Practitioners’ Network EUNIDA is more focused on the implementation of development co-funded by the EU.

In the implementation of bilateral projects the Agency communicates or directly cooperates with many foreign donors: for example, with USAID in Bosnia and Herzegovina, Serbia, Moldova and Georgia (among others as well under the “Emerging Donors Challenge Fund”), with the Swedish Development Agency (SIDA) in Bosnia and Herzegovina and with the Austrian Development Agency (ADA) in Moldova. In November 2013 ADA and CzDA signed a memorandum on cooperation in the sector of water and sanitation in Moldova.

Consultations and exchange of experience are ongoing with the German Development Agency (GIZ), the Japanese Agency for International Development (JICA) and the Israeli agency MASHAV (e.g. in Ethiopia and Georgia). Furthermore, the CzDA also cooperates with international organizations such as UNDP and UNOPS. Among the new partners that the CzDA started to cooperate with, we can name the Sovereign Order of the Knights of Malta, with whom the cooperation was initiated in Palestine in October 2014.
5.2.4 Civil Society Organisations
The cooperation with Civil Society Organizations (CSOs) is very fruitful. The Czech government recognizes CSOs as crucial partners in its international development cooperation endeavours. It collaborates closely with CSOs and academia including universities and research institutes both as policy advocates and project implementing organizations in its ODA programmes.

On the policy level, the CSO platform Czech Forum for Development Cooperation (FoRS) is a member of the Council for Development Cooperation and its different sub-committees and is frequently consulted on various issues including the drafting of policy documents. The CzDA has financially supported the CSO platform regularly in an annual capacity-building scheme. On the level of aid implementation, the CzDA supports CSOs project proposals in tenders or calls for proposals, with CSOs annually implementing approximately 45% of all bilateral development projects. That figure includes specific grant schemes for development education and awareness and for capacity building of CSOs, particularly of small organizations or those new to the field. In addition, CSOs implement a significant proportion of the Czech humanitarian assistance. CzDA also announces calls for proposals in a special programme within the trilateral cooperation. In this framework it provides financial support to entities that have succeeded in EU projects or financed by other donors. Czech CSOs share in these projects is growing every year, as well as CzDA’s budget for this item. In accordance with the principles of the Government’s subsidy policy the CzDA is currently considering agreements on long-term cooperation with selected proven CSO partners. Direct support to local CSOs in our partner countries is prohibited by the Czech legislation although they often participate in implementing of projects as partners of Czech CSOs. The MFA also supports CSOs’ activities in developing countries through its Transition Programme, e.g. through active involvement of the civil society in democratisation processes in the third countries.

5.3 Fragile states

5.3.1 Country strategies on conflict and fragility
The Czech Republic does not have a comprehensive strategy for development cooperation in fragile states; however, as far as possible it follows the principles of "New Deal for Engagement in Fragile States." Among its territorial priorities, however, we can find Afghanistan and Palestinian Autonomous Territories (and Yemen till the end of 2014). Furthermore, the Czech Republic actively participates in the reconstruction of Iraq, provides comprehensive assistance to Syria and several African countries. This is done primarily through humanitarian assistance and local small-scale projects. In case of conflicts or other potentially dangerous situations the MFA, respectively the Government reacts quickly and flexibly.

5.3.2 Coordination with government and other donors
Afghanistan is one of the Czech Republic’s priority countries according to its Development Strategy. Main pillars of the Czech development presence in Afghanistan are support of agriculture, education, and water and sanitation sectors. Resilience building is another strategic task. Especially as part of the efforts to strengthen their governance, the Czech Republic successfully operated the Provincial Reconstruction Team (PRT) in Logar Province (2008-2013) to implement reconstruction and development projects and to take part in international efforts to secure peace in Afghanistan.
With the aim to secure economic and social stability in the Palestinian Autonomous Territories which are among the poorest countries of the Middle East, the Czech Republic has been providing assistance to Palestine since the 1990s, especially in the fields of energy, water management and agriculture. The development cooperation is completed by comprehensive humanitarian assistance.

The Czech Republic has also paid long-term attention to Iraq. The current objectives of the Czech development and transformation activities in Iraq are support of democracy by assistance in building the civil society through training government officials and running local educational projects; support of increasing standard of living by technical assistance in reconstruction projects via local small-scale projects; and providing humanitarian assistance to IDPs and refugees.

5.3.3 Programme delivery modalities in fragile contexts

The Czech Republic is engaged in international dialogue related to help war-torn and disaster-affected countries mainly via its membership in UN, EU, NATO and OECD and its contribution to selected programmes and activities. The Czech Republic will continue to join international efforts to support fragile states, by following global recommendations and referring to best practices of other donor countries.

5.4 Key Reference Documents: Chapter Five

- Methodology of Project Cycle Management for Bilateral Development Cooperation of the Czech Republic;
  
  http://www.mzv.cz/jnp/cz/zahranicni_vztahy/rozvojova_spoluprace/koncepce_publikace/koncepce/metodika_projektoveho_cyklu.html (in Czech);

- 5 Country Strategy Programs for the Period 2011-2017 (Afghanistan, Bosnia and Herzegovina, Ethiopia, Moldova, Mongolia);
  


- A new Strategy for Aid for Trade is under preparation.
6 Results management, transparency and accountability

6.1 Results-based management system

6.1.1 Development co-operation policies, strategies, plans, budget and programming

Results, transparency and accountability have been at the centre of all Czech development cooperation reforms since 2007. The main legislative framework is the Act on Development Cooperation and Humanitarian Assistance no. 151/2010 Coll. The need for this first legislative provision was based primarily on increasing aid volumes, the need to streamline the system and to clarify the roles of main actors in development cooperation.

Detailed procedures for implementation of bilateral ODA projects are listed in the Project Cycle Methodology for Bilateral Development Projects, which further defines the role and the procedures of the actors in development cooperation.

The Methodology was drafted in the second half of 2010 jointly by the Ministry of Foreign Affairs and the CzDA. It came as a continuation of the 2006 Project Cycle Manual that defined the roles and responsibilities of individual stakeholders of bilateral development cooperation in the newly transformed system. This involved, most notably, the definition of tasks and responsibilities of the applicable departments of the Ministry of Foreign Affairs of the Czech Republic that actively participate in development cooperation on behalf of the Czech Republic, including the Department of Development Cooperation and Humanitarian Assistance, territorial departments and embassies of the Czech Republic, as well as the CzDA and other related entities.

The methodology is designed to meet the requirements of the project cycle that consists of logical steps towards the effective completion of goals within the development cooperation of the Czech Republic. As a rule, it consists of the following stages: 1. Programming; 2. Identification; 3. Formulation; 4. Implementation and Monitoring; and 5. Evaluation. The methodology defines each of the individual stages of the project cycle and sets the procedures to be followed by individuals in each of the stages, while also laying down the standards for documents used within projects.

Performance of activities and outputs under contract / grant decisions for individual projects is monitored by the CzDA. Monitoring is carried out mainly through the analysis of interim, annual and final reports, and through monitoring missions (in cooperation with embassies of the Czech Republic, local partners and authorities, and where appropriate with external sector specialists). Due to the absence of permanent representation of the Agency in priority countries and in view of the limited capacity of the embassy personnel the in-depth monitoring of projects in the place of their implementation can be carried out at most twice a year.

The purpose of monitoring is to provide the implementer, the CzDA, the Ministry of Foreign Affairs and local partners and beneficiaries an adequate information about the progress and results of projects and programmes of development cooperation needed for effective management and possibly for necessary modifications in response to changing conditions and the experience gained. Where they exist, the CzDA uses the results indicators for monitoring set out by partner countries in their national and sectoral development strategies.
In line with efforts to improve the effectiveness and impact of development projects the CzDA is gradually moving from monitoring activities and outputs according to results-oriented project management (and thus monitoring). For this purpose, in 2015 the CzDA introduced a new form for project monitoring.

Given that medium-term programmes of cooperation exist for only half of the priority countries of the Czech development cooperation (and in addition, these programmes do not contain measurable indicators), monitoring results are useful especially at the level of individual projects. CzDA’s priority, however, is to introduce results-based management at the level of programmes. In 2015, the CzDA prepared two pilot sector programmes (water and sanitation in Moldova and agriculture in Ethiopia) which include measurable indicators. We expect that for the next programming period after 2017 the results-based management framework will be a standard part of new programmes with partner countries.

6.1.2 Approach to results measurement

Ongoing assessment of the results is carried out in the context of monitoring when information on activities and outputs in relation to the approved schedule and budget is systematically collected. Moreover, the level of achievement of the stated objectives and goals of the project are assessed. The purpose of monitoring is to provide the implementer and the CzDA sufficient information about the progress and results of the project necessary for effective management and possibly for modifications of the project, depending on changing conditions and the experience gained.

The project implementation is inspected and monitored by the Agency in cooperation with the embassy. Internal monitoring is part of the project management and involves regular documentation of implementation activities, achievement of project outputs and expenditure of human and financial resources. The outcomes of the annual internal monitoring consist of stage plans, interim, annual and final reports and financial reports, which the implementer of the project/supplier is obliged to submit to the relevant Czech embassy and CzDA. Based on an assessment of these reports the CzDA decides on the release of funds for implementers/suppliers (in case the financial means are released gradually and in stages).

External monitoring consists in verifying the information provided in interim and annual reports. This information is verified during a project site visit by the relevant embassy of the Czech Republic, then during a possible monitoring mission of the CzDA officers. Embassy monitors projects in its territory continuously and regularly, at least twice a year, and pays attention to the broader impact and linkages projects may have (with responsible state and local authorities).

A monitoring mission can also be part of monitoring process and it is usually conducted by the CzDA officers (or external experts invited by the CzDA). The mission enables them to get acquainted with the course of the project implementation on the ground and permits for possible changes in the project and communication with target groups and project beneficiaries.

Upon the project completion, it is followed by a phase of evaluation – see Chapter 6.
6.1.3 Monitoring individual programme results in fragile contexts

In fragile states the monitoring rules are similar, but they differ in the degree of possibility to visit the project sites. The obligation to submit annual and stage plans, interim, annual and final reports and financial reports remains unchanged. Depending on the current situation and the individual context, the CzDA/embassy of the Czech Republic may postpone the date of submission of these reports, or decide on the means of submission (in local language, without reports in Excel, etc.). If the security or climate situations (floods, earthquakes, etc.) does not allow for a visit, monitoring of the project site can be dropped, and the results are assessed only on the basis of written reports provided by the implementer or possibly reports from the beneficiaries or other project participants.

6.2 Evaluation system

6.2.1 Evaluation policy and evaluation unit

In order to improve aid effectiveness the transformation of the Czech ODA system (2007 – 2012) has introduced major institutional changes in the ODA system. According to the Act, the Strategy and the Project Cycle Methodology for Bilateral Development Projects the MFA is responsible for evaluations of development projects as of 2012. The evaluations focus mostly on individual development projects or groups of sector-specific projects, as well as programmes or sectors of bilateral development cooperation. The current Czech evaluation system has been transformed in line with the OECD-DAC Principles for Evaluation for Development Assistance and applies the DAC Evaluation Quality Standards for Development Evaluation. Systematic consideration of mainstreaming cross-cutting principles defined by the Strategy and of visibility of the projects is being assessed as well. To enhance accountability and transparency all evaluation reports are published on the MFA website both in Czech and English.

Within the MFA, the Department of Development Cooperation and Humanitarian Assistance, division of Humanitarian Assistance and Evaluation, provides for the evaluation of development projects and programmes. There is one supervisor and one person at the division, whose agendas include, among others, management of external evaluations. Strategic evaluations of country and sector programmes, cross-cutting issues, and feedback processes of evaluation recommendations as well as Terms of Reference and evaluation reports are consulted regularly with the CzDA management. Currently, because of the Humanitarian Assistance and Evaluation division’s personal capacity, up to three strategic evaluations can be managed per year in order to guarantee the quality of evaluation reports.

In 2014 the MFA conducted 4 sector evaluations of development activities and a meta-evaluation (assessment of 20 evaluation reports of 2012 - 2013 including the evaluation system settings assessment).

6.2.2 Independence of evaluation

In order to obtain independent, objective and reliable information on development outcomes, the MFA commissions evaluations of development projects or programmes to external consultants who are contracted on public tenders basis. Evaluators are required to comply with the OECD-DAC evaluation criteria and other quality standards; written declaration of independence is part of evaluators’ participation. All evaluation reports are accessible on the MFA website both in Czech and English.
6.2.3 Planning and budgeting for the evaluation of development assistance activities

Every year an evaluation plan is prepared to reflect the policy needs and management priorities of the Czech bilateral ODA. The draft is submitted by the MFA in close cooperation with the CzDA, for suggestions to the evaluation working group of the Council for Development Cooperation, and consequently approved by the Council and the management of the MFA. Evaluation plans are published at the MFA website.

The evaluation plan for 2016 was endorsed by the Council for Development Cooperation and published at the MFA website in December 2015. Evaluation budget is prepared as part of the annual Plan for Development Cooperation and contains, among other comprehensive allocations, means for evaluation tenders (for 2016 and 2017 each 5 million CZK, respectively).

6.2.4 Evaluation partnerships and strengthening capacity

As a member of OECD–DAC, the MFA representatives participate regularly at DAC EVALNET meetings and share the outcomes of the Czech evaluation reports with other members. The Czech Republic has supported the UN Evaluation Resolution at the end of 2014.

In order to enhance the internal evaluation capacity building the MFA cooperates with the Czech Evaluation Society and through evaluation tenders it contributes to the creation of evaluation capacities. The document entitled Sustainability of the Czech Development Cooperation Projects was published by FoRS in 2014. At annual meetings the evaluation working group under the Council for Development Cooperation discusses the evaluation work plans, methodological issues and follows the evaluation results including the feedback mechanism to follow up recommendations.

6.3 Institutional learning

6.3.1 Learning from and using evaluation findings

In accordance with good practice, all evaluation reports are presented and discussed at dissemination seminars. Once suggestions of the reference group and implementers are dealt with by the evaluation team, the evaluation reports are published on the MFA website. Recommendations arising from the previous year are dealt with each by each in a written formalised management response process by both the CzDA and the MFA, and are subsequently used to identify future development cooperation with the relevant countries and sectors. Evaluation working group under the Council for Development Cooperation receives complete information on how the recommendations had been incorporated into practice.

The Czech evaluation system has been evaluated in an independent assessment in 2014 (meta-evaluation). As one of its most important recommendations, all evaluation findings and recommendations from 2014 evaluation cycle had been discussed at a separate meeting in January 2015 by all evaluation participants and incorporated by MFA in 2015 Terms of Reference. Management response to recommendations from evaluation reports is undertaken in writing by both the MFA and the CzDA.

6.3.2 Knowledge management

Transmission mechanism of evaluation recommendations into practice is established both at an individual project level and at the system level.
The CzDA is acquainted with the results of evaluations carried out, has the right to comment on them, and to comment the text of evaluation reports. All evaluations include a standard list of recommendations (with an indication of importance from the perspective of the evaluator) and the CzDA regularly elaborates its statement to these recommendations for the Ministry of Foreign Affairs and the relevant Working Group of the Council for Development Cooperation. If the recommendations are accepted, both at the practical level (specific projects) and the systemic level (recommendations of a more general nature), they are subsequently implemented within the standard project cycle and within the project management.

The recommendations at the level of individual projects are being discussed with implementers of these projects and, where relevant (e.g. further phases of the project are still ongoing), they are implemented in the ongoing implementation. Regarding evaluation of an ended project, recommendations from the evaluation are incorporated within the identification and formulation of project documentation of new / follow-up projects.

On the system and process level, recommendations are generally aimed at setting mechanisms in the different stages of the project cycle (e.g. elaboration of coherent sector programmes, increased emphasis on results-oriented monitoring, consistent use of itemized budgets for cost-effectiveness analysis etc.). These system and process recommendations have already been continuously activated and are used by the CzDA to better set the processes necessary for preparation of future projects and to improve the CzDA’s work as a whole. Example: In response to some system recommendations, CzDA has prepared two pilot sector programs.

In addition to the evaluations the CzDA receives feedback also through independent surveys (Yearbook of Foreign Policy, published by the Institute of International Relations, NGO reports AidWatch etc.). The CzDA encourages a culture of learning by annually organizing thematic meetings and brainstorming sessions with the participation of all employees. Generally, the low number of employees and flat organizational structure facilitate dissemination of knowledge across the CzDA.

6.4 Communication, accountability, and development awareness

6.4.1 Transparency and accountability

By providing continuous information on the outcomes, projects and results of development cooperation, the Czech Republic strives to increase the general level of support dedicated to development assistance. The Czech development policy is transparent, open to public discussion involving other state institutions, non-governmental organisations, businesses and academia, as well as other stakeholders.

Annual information on Czech development cooperation is published on the websites of the Ministry of Foreign Affairs and the Czech Development Agency. Czech strategic and programme documents, information on the intentions and activities within bilateral and multilateral development cooperation, overview of findings from previous years, information on humanitarian assistance provided by the Czech Republic to foreign countries, rules for selecting and implementing bilateral development projects and information on published competitions, evaluation reports concerning
the implemented bilateral development projects, as well as minutes from meetings of the Council for Development Cooperation are available to the public.

Since its establishment in 2008, the CzDA has been striving for maximum transparency and information openness. Information on all completed projects and respective financial allocations is publicly available on its website. The Agency also elaborates regular annual reports which contain detailed information about all its activities. The CzDA also provides information about project outcomes in the partner countries, wherein cooperation with local authorities it prepares and distributes informational materials relating to individual CzDA activities in that country. In addition, the CzDA provides information on its activities to individuals from the public and Czech and foreign media.

The MFA and CzDA activity is also regularly monitored by NGOs associated in the FoRS platform that processes documents both for the European report AidWatch and its Czech version. The CzDA also cooperates with the association IATI and is assessed annually in terms of the so-called Aid Transparency Index.

### 6.4.2 Communicating results and risks

The MFA and the CzDA communicate development results and lessons learnt of its development programmes on their websites. The MFA elaborates annually the Development Report that clearly presents results and impacts achieved by its programmes. Both organisations aim to create broad awareness about an agreement on the importance of development cooperation in the Czech society by communicating results and effects of development interventions where available, to create awareness about and understanding for global development issues, and to inform transparently on achievements and challenges of ongoing work and in international development cooperation.

Communication of the results focuses on stakeholders ranging from decision makers to civil society organizations, businesses and the broader public. Channels of communication include the webpage of the CzDA (www.czda.cz), social media, publications, public awareness campaigns, targeted public seminars and panel discussions, media work and the like.

In 2015 both MFA and the CzDA have implemented a number of communication activities to the public within the framework of the European Year for development.

### 6.4.3 Raising development awareness

Public and political support is a key prerequisite for the effective implementation of development cooperation, with public awareness, therefore, being of great importance. The effort to share information on the results and benefits of development cooperation with citizens is also inspired by the desire to stimulate greater public involvement in the long term. Recent public opinion polls confirm that around 80% of Czech citizens are positive about providing assistance to poorer countries.

The Ministry of Foreign Affairs, as the coordinator of development cooperation, implements its own additional awareness-raising activities including publishing of printed materials, operation of website pages, conferences, seminars, and cooperation with journalists.
Global development education has been steadily and actively promoted by the MFA, the CzDA, academic sector and NGOs. Under the grant scheme for promotion of global development education and awareness, the CzDA supports every year projects up to 15 million CZK and other projects co-financed by the European Union and implemented in other EU countries. Partly owing to these grants, the number and impact of educational activities focusing on development and global issues at schools of all levels have been steadily on the rise within the Czech Republic.

6.5 **Key Reference Documents: Chapter Six**

- Act on Development Cooperation and Humanitarian Assistance;
  

- Development Cooperation Strategy of the Czech Republic 2010-2017;
  

- Project Cycle Methodology for Bilateral Development Projects;
  

- Plan of Evaluations of Czech Development Cooperation Projects in 2016;
  

- Evaluation Reports and Summaries of Evaluation Reports;
  

- Information, Statistics, Publications;
  

  
7 Humanitarian assistance

7.1 Strategic framework

7.1.1 Humanitarian policy and/or strategic framework
Humanitarian assistance (HA) is an integral and distinct part of the Czech foreign policy. By providing HA the Czech Republic express its solidarity with the citizens of countries affected, in particular, by natural disasters or armed conflicts. When providing HA, the Czech Republic follows, above all, the principles and good practices of Good Humanitarian Donorship (GHD), which it officially endorsed in 2006, as well as the principles and goals of the EU Consensus on Humanitarian Assistance of 2007.

The provision of HA is based on the Act on Development Cooperation and Humanitarian Assistance which entered into force in July 2010. According to this Act, the humanitarian assistance is defined as a set of activities financed from the national budget in order to prevent loss of life and injury, to alleviate suffering and to restore basic living conditions of people after an emergency, as well as to mitigate long-lasting consequences of emergencies and to prevent their occurrence and negative consequences.

The main commitments and principles of the Czech HA are also reflected in the Development Cooperation Strategy 2010-2017. The cooperation with the UN, EU, ICRC or IOM in the humanitarian area is based on the Strategy of Multilateral Development Cooperation 2013-2017.

The annual HA Operational Strategy represents the strategic framework for the use of the annual HA budget. It provides a basic overview of the goals of the Czech HA on the background of the global humanitarian needs and international commitments. Amounts for food assistance, DRR and LRRD/resilience are included in this annual plan; recovery needs after previous sudden onset emergencies are reflected as well. The Strategy is broadly shared with global humanitarian community as well as with the Council for Development Cooperation. The Operational Strategy is reviewed in July in a mid-term review, which reflects the original prospects against the current humanitarian challenges.

According to the Act on Development Cooperation and Humanitarian Assistance, the main responsibility for provision of HA abroad is divided between the MFA (= HA outside of the EU and European Economic Area) and the MoI (= HA inside of the EU and European Economic Area), which also serves as the national contact point for the international crisis mechanisms. The annual HA budget is fully included into the MFA budget and predominantly used outside of the EU.

7.1.2 Approach towards recovery and transition
Both the Act and the Operational Strategy count with support of the early and total recovery as part of HA, in addition to immediate assistance, usually up to two years after the disaster, and with the incorporation of measures to prevent future similar disasters (in the form of construction and local planning measures and through awareness building). The Czech Republic supports recovery both in terms of urgent needs of the beneficiaries and due to efforts to maximize the efficiency and effectiveness of the invested funds.
Furthermore, in the areas of protracted conflicts (Somalia, Syria) the Czech Republic seeks to promote activities aimed at restoring livelihoods of IDPs and adaption of refugees and local communities in the resettlement sites towards their further sustainable development.

In the priority countries of the Czech development cooperation we support linking humanitarian and development activities according to specific conditions of the respective countries, which is reflected both in the Concept of Development Cooperation of the Czech Republic and in the relevant bilateral programmes, e.g. with Afghanistan and Ethiopia.

7.1.3 Approach towards disaster risk reduction and resilience

Disaster risk reduction (DRR) and strengthening resilience belong among the main strategic priorities for the HA of the Czech Republic and the EU. The Czech bilateral HA is based on the wording of the Act, the relevant conclusions of the EU (Council Conclusion on the EU Approach to Resilience) and on the provisions of the international cooperation in Hyogo (now Sendai) Framework for Disaster Risk Reduction. The Czech Republic has its own expertise in DRR, shared bilaterally and in the framework of EU missions.

DRR aspects are considered in the context of disaster recovery (e.g. Myanmar/Burma, the Philippines, and Haiti) and local conflicts (Myanmar/Burma, Mali, Sri Lanka). In the priority countries of the Czech development cooperation in addition to HA we send our experts (e.g. during floods in BiH and Serbia, 2014, HA was provided for immediate help by rescue workers with high-capacity pumps and early restoration of houses and health centres, drying, disinfection and new equipment, while under development cooperation our experts were sent to support preparation of new flood plans and to assist in building an integrated rescue system).

7.1.4 Overall humanitarian budget and trends

A predictable and durable funding of HA is provided through a special annual budget line for the humanitarian assistance in the budget framework of the MFA. The HA budget line is endorsed as a part of the annual Plan of Development Cooperation and its bi-annual outlook. The overall HA budget is approved by the Government in May of the year preceding the year of implementation.

In the years 2010-14 the annual planned budget for HA was stabilized at a constant level of CZK 73 mil. In the years 2012-14 (and also 2015) financial means for HA were increased in the course of the year thanks to the internal as well as additional government resources due to specific ad hoc needs (such as the crisis in Ukraine or occurrence of Ebola). Since 2011, the share of the HA budget allocated for the impacts of conflicts and forced displacement has been continuously growing (in 2015 more than 75% of the total budget). On average we support 25 to 30 humanitarian actions in 20-30 countries every year. International and non-governmental humanitarian organizations are equally represented (40%) among the HA project implementers, the rest of the HA projects are implemented directly by Czech capacities (rescuers and material assistance coming from the Czech Republic) or through the Czech embassies abroad.
7.2 Effective programme design

7.2.1 Criteria for who, what and where to fund
The operational strategy sets out indicative budget allocations for immediate/ad hoc/reaction, for reconstruction after last year’s disasters and complex crises, including DRR aspects. Specific countries and sectors of support are further refined according to situation reports of the UN, the EU and others actors, following the bilateral ODA and previous ad hoc assistance or requests channelled bilaterally. The Czech Republic puts special emphasis on neglected and chronically underfunded crises but also specific HA phases (early recovery) and sectors of assistance (preventing and dealing with the impact of sexual violence; logistical support to humanitarian operations).

7.2.2 Role of early warning
The Czech Republic mainly uses the early warning mechanism within the EU—e.g. in relation to timely and coordinated response to drought and beginning famine in the Sahel and the Horn of Africa. Findings of the system are continuously evaluated in the context of national coordination (involving humanitarian NGOs) and with other partners especially in the EU.

7.2.3 Approach towards participation of beneficiaries
Given its limited resources both within the HA and development cooperation the Czech Republic operates mostly in a local scale, where the involvement of beneficiaries in preparation, implementation and evaluation phases of the assistance is the key. It also corresponds to the long-term cross-cutting priority of the Czech Republic’s development cooperation and HA in the field of good governance, which is in line with the GHD principles. In bilateral projects, this link is ensured by implementation partners (hence the high proportion of NGOs in the implementation of the Czech HA), an important role is also played by the Czech embassies thanks to their involvement in local coordination in the affected country and ongoing communication with authorities in the place of implementation.

The main criterion in the assessment of humanitarian projects and in monitoring the results is contribution for the recipient, along with the ability to implement the assistance on the ground. Especially in response to humanitarian crises due to conflicts the Czech Republic carefully selects implementers who have real contacts with recipients and real presence in the field.

7.3 Effective delivery, partnership and instruments

7.3.1 Tools available for protracted crises and recovery
As already mentioned above, the HA definition in the Act allows for not only immediate response to ad hoc disasters but also for support for early and sustained recovery and response to long-term protracted crises. Funds for these types of assistance are programmed in the operational strategy, based on comprehensive needs assessments by the UN, ICRC, EU and bilaterally.

Every year a grant call for humanitarian projects in countries with complex humanitarian needs and disaster recovery of a large extent is announced. Suggestions to follow the relief phase are continuously collected through embassies and permanent missions of the Czech Republic and from relevant humanitarian actors. This process is embedded in the programmes of bilateral cooperation with priority countries of the Czech ODA.
7.3.2 Rapid response tools and mechanisms
For gathering and evaluating information and offering its own capacities the Czech Republic primarily uses relevant EU mechanisms and consequently the Czech mechanism for crisis management. Experts and material with quick deployment options (in hours) are available through the Directorate General of the Fire Rescue Service and the Ministry of Defence. In the multilateral sphere the Czech Republic supports relevant mechanisms and instruments for rapid response, particularly CERF and OCHA capacities, as well as the capacity of the ICRC. In accordance with the Act on Development Cooperation and Humanitarian Aid, the MFA has the authority to decide on HA provision under a certain threshold (currently at CZK 5 million) while larger intervention require Government’s approval.

7.3.3 Partnerships with the humanitarian community
The Czech Republic continually evaluates global and European strategic and situational reports and uses results of the evaluation mechanisms of the United Nations (Global Humanitarian Programming Cycle) and DG ECHO (Global Vulnerability Index, Index Forgotten Crises, Food Insecurity Index). Planning and implementation of the Czech Republic’s HA is consulted with the appropriate target countries and the international humanitarian community, particularly through the Embassies of the Czech Republic and the Permanent Missions (in particular in New York, Geneva and Rome), in accordance with the GHD principles.

7.3.4 Co-ordination with other donors
The Czech Republic is involved in co-ordination with other donors at the global, EU and local level. At the global level, the Czech Republic fully respects and promotes the leading coordinating role of the United Nations in the humanitarian area. A regular cooperation is in particular established with UNOCHA, UNHCR, UNICEF, UNRWA and WFP.

Within the EU, the Czech Republic actively participates in coordination of humanitarian assistance and humanitarian strategies and policies within the relevant working groups (COHAFa, which launched its activity under the Czech Presidency of the EU in 2009) and ad hoc coordination before various donor conferences and other major humanitarian actions.

Regarding local coordination the Czech Republic is engaged within the established cluster structure, and participates in EU support missions in case of major disasters (such as Nepal in 2015 or the Philippines in 2013).

7.4 Organisation fit for purpose

7.4.1 Co-ordination across government
As mentioned above, according to the Act the responsibility for HA lies on the MFA and the MoI, which cooperate on an ongoing basis. Other ministries involved in the implementation of HA on an ad hoc basis are the Ministry of Health and the Ministry of Defence (especially in implementation of the MEDEVAC programme coordinated by the Ministry of the Interior). MFA provides continuous information on humanitarian issues to the government through the Council for Development Cooperation. The Ministry submits the ODA plan (including HA budget proposal) and the Annual Information about HA provided abroad to the Government. The Czech Government’s interest
in humanitarian issues has increased significantly in 2015 in connection with the refugee and migration crises in Europe.

The agenda of the International Humanitarian Law sponsored by the MFA is followed by an interdepartmental working group, whose members come from other line ministries and the Czech Red Cross.

### 7.4.2 Approach to civil-military co-ordination

The issues of civil-military cooperation in HA are in the Czech Republic dealt with on an ad hoc basis according to the revised Oslo Guidelines and the EU Consensus on HA. The MoD has no direct responsibility in HA; according to the Act on the Czech Army, however, the military forces can provide transport means for humanitarian purposes, upon request from the MFA or the MoI. Moreover, the MoI (Asylum and Migration Policy Department) is responsible for the Czech MEDEVAC programme, which can also request the military transport assistance (special flights). The MoD participates in the National Working Group on IHL.

#### 7.4.3 Humanitarian staff and systems

At the MFA, the Department for Development Cooperation and Humanitarian Assistance is responsible for the implementation of both bilateral and multilateral HA, including the administration of humanitarian calls for proposals. An internal guidance for the administration of HA is available, including the description of control mechanisms. The Department for International Law is responsible for the International Humanitarian Law (IHL) agenda. A national working group for IHL was established in 2011.

In the MoI, the Directorate General for Fire Rescue Corps is responsible for HA and crisis management, in accordance with its role in the Czech Integrated Rescue System.

Both Ministries cooperate and share information about their intentions and activities on a regular basis. The MoI is in particular consulted in case of requests for in-kind or expert HA, since it has appropriate means and capabilities available, including a heavy USAR rescue team certified by INSARAG and several teams as well as individual assessment experts registered in the EU.

Furthermore, the humanitarian experts at Czech Missions in New York, Brussels, and Geneva as well as the Permanent Representative with the FAO/WFP/IFAD in Rome are consulted on regular basis. The MFA Department for Development Cooperation and Humanitarian Aid provides pre-posting trainings on HA to newly assigned diplomats.

### 7.5 Results, learning and accountability

#### 7.5.1 Monitoring own performance

Humanitarian budget management and performance of the humanitarian agenda is constantly subject to control by the leadership of the Ministry of Foreign Affairs (any humanitarian action is approved by the Minister) as well as internal and external audit and control mechanisms. Humanitarian policy is regularly consulted with the Council for Development Cooperation and the FoRS humanitarian working group that performs informal "public" control.
7.5.2 Monitoring the impact of programmes
All bilateral HA projects are monitored by the Czech Embassies abroad or by other stakeholders. The MFA requires final reports from all projects implemented by NGOs, which are reflected in the design of future HA activities. The MFA also uses international evaluation reports and reviews.

In 2010, the methodology for bilateral humanitarian evaluations was developed in the main evaluation framework. However, due to security restraints in the target countries with the most comprehensive Czech humanitarian presence, the only bilateral evaluation of HA until now was conducted in 2013 in Myanmar/Burma.

7.5.3 Communicating results
Information about humanitarian activities of the Czech Republic as well as major international humanitarian initiatives is continuously published on www.mfa.cz/aid. The Czech Republic also reports on ongoing HA to relevant EU and UN databases as well as through annual ODA reporting. Annual report on provided HA is submitted to the Government, the Council for Development Cooperation and the English summary is shared internationally. MFA and FoRS representatives participate in national and international events aimed at HA and provide training, lectures and presentations to professionals and the general public.

7.6 Key Reference Documents: Chapter Seven
- Annual Operational Strategies 2010-2015;
- Annual Reviews 2010-2015.
8 Annexes

8.1 Glossary and Abbreviations

AAAA - Addis Ababa Action Agenda
BiH - Bosnia and Herzegovina
CERF - Central Emergency Response Fund
CIS - Commonwealth of Independent States
COHAF - Working Party on Humanitarian Aid and Food Aid
CRS++ - Converged Reporting System on ODA flows
CSOs - Civil Society Organizations
CzDA - Czech Development Agency
DCI - Development Cooperation Instrument
DRR - Disaster Risk Reduction
EBRD - European Bank for Reconstruction and Development
ECHO - European Commission Humanitarian Aid
ECOSOC - Economic and Social Council
EDF - European Development Fund
EIB - European Investment Bank
EIDHR - European Instrument for Democracy and Human Rights
EU - European Union
EUNIDA - European Network of Implementing Development
FAO - UN Food and Agriculture Organization
FoRS - Czech Forum for Development Cooperation
GHD - Good Humanitarian Donorship
GNI - Gross National Income
HA - Humanitarian Assistance
IATI - International Aid Transparency Initiative
ICRC - International Committee of the Red Cross
IDPs - internally displaced persons
IFIs - International Financial Institutions
ILO - International Labour Organization
INSARAG - International Search and Rescue Advisory Group
IOM - International Organization for Migration
ISDR - International Strategy for Disaster Reduction
JPO - Junior Professional Officer
LDCs - Least Developed Countries
LRRD - Linking Relief, Recovery and Development
MDGs - Millennium Development Goals
MEDEVAC - Medical Evacuation Programme
MFA - Ministry of Foreign Affairs
MoA - Ministry of Agriculture
MoD - Ministry of Defence
MoEYS - Ministry of Education, Youth and Sports
MoF - Ministry of Finance
MoI - Ministry of Interior
MoIT - Ministry of Industry and Trade
NGOs - Non-Governmental Organizations
OCHA - Office for the Coordination of Humanitarian Affairs
ODA - Official Development Assistance
OECD - Organization for Economic Cooperation and Development
OECD/DAC - OECD Development Assistance Committee
OOF - Other Official Flows
PCD - Policy Coherence for Development
PPP - Public Private Partnership
PRSP - Poverty Reduction Strategy Paper
PRT - Provincial Reconstruction Team
SDGs - Sustainable Development Goals
UN - United Nations
UNDP - United Nations Development Programme
UNEP - United Nations Environment Programme
UNESCO - United Nations Educational, Scientific and Cultural Organization
UNFPA - United Nations Population Fund
UN-Habitat - United Nations Human Settlements Programme
UNICEF - United Nations International Children’s Fund
UNIDO - United Nations Industrial Development Organization
UNV - United Nations Volunteers
USAR - Urban Search and Rescue Team
WFP - World Food Programme
WHO - World Health Organization
WTO - World Trade Organization
8.2 Organisational structures

8.2.1 Institutional set-up of the Czech development cooperation (simplified)
8.2.2 Organization of the Ministry of Foreign Affairs (simplified)
8.2.3 Organization of the Czech Development Agency (simplified)
### 8.2.4 Human resources

**Table 8 - Human resources for development cooperation in the Czech Republic and partner countries**

<table>
<thead>
<tr>
<th>Institution</th>
<th>Department</th>
<th>Number of Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Foreign Affairs - headquarters</td>
<td>Development Cooperation and Humanitarian Assistance Dpt.</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>Human Rights and Transition Policy Dpt.</td>
<td>11 in total of which 3 on the Transition Promotion Programme</td>
</tr>
<tr>
<td>Ministry of Foreign Affairs - field</td>
<td>Diplomats with development agenda in priority countries</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>Local Coordinators</td>
<td>13</td>
</tr>
<tr>
<td>Other Line Ministries</td>
<td></td>
<td>1-2 per ministry</td>
</tr>
<tr>
<td>Czech Development Agency</td>
<td></td>
<td>17</td>
</tr>
</tbody>
</table>
8.3 Follow-up to the previous recommendations – matrix

This is the first peer review of the development cooperation system of the Czech Republic ever. The recommendations that emerge from it will be taken into account in a form of a comparative matrix in the next evaluation cycle. The recommendations from DAC Special Review (2006) and the Accession Review (2013) have been also taken into account as reflected throughout the Memorandum.