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## **Transition of Czech Republic from a Recipient of Development Aid to Donor Country, Using UNDP Nationally Executed Project as a Vehicle to Conform to OECD/DAC Commitments**

### **1. Background Information about the UNDP Project**

**D**evelopment aid is an important part of overall international political and economic relations between North and South or in other words, between developed and developing countries. Delivery of such an assistance is considered as one of the ways how to promote globally susta-

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inable development, combat poverty and ensure overall security. At the same time, through development assistance programs the main commitments simultaneously stated by United Nations, European Union and OECD member countries are fulfilled.

The Czech Republic, as a country in transition to a market economy is a typical “emerging donor” country in the field of development aid. Although former Czechoslovakia had provided significant assistance to developing countries in the past, this assistance was not fully compatible with that provided by “western” donors, which followed OECD/DAC principle and standards of development aid delivery management.

Based on strategic considerations, the Czech Government in its programmatic statement of August 1998 has committed itself to the support of development aid and co-operation. In the future the Czech Republic, as a member of the OECD and observer to its Development Assistance Committee (DAC), will seek to play an increasing role in international co-operation and in providing assistance to developing countries. In view of this, the Government agreed with the United Nations Development Programme (UNDP) to launch the UNDP project “Promotion of National Capacities for International Development Co-operation” (Code number CEH/99/001) to support the fulfilment of the aforementioned commitment.

The project’s main goal is therefore to assist the Czech Republic in its transition from recipient to donor country at a global level, specifically the project seeks to design a national strategy framework for development co-operation and to propose mechanism of aid delivery management to developing countries, as well as to strengthen human and institutional capacities to this end, primarily through a comprehensive training and/or fellowship programme, as well as experience sharing with industrially advanced donors. The success of the project will, to a larger extent, rely on assistance and advice from experienced donors on a bilateral level, as well as on the exchange of experience within the UN agencies on multilateral level.

One of the main tasks of the programme is the development of human resources. Young professionals and other qualified candidates shall, through stipends for study tours, internships and short orientation visits, be exposed to bilateral aid institutions and co-operation projects in the developing countries. These candidates are being selected based on various criteria – they should already have an avid interest in development co-operation and relations with developing countries, as well as a good command of foreign languages. For these candidates, suitable placements in development aid

recipient countries, as well as at foreign aid administration agencies are being found. The present Czech networks are nowhere near as extensive as might be hoped and this project should fill the gaps by developing new contacts, while also maintaining and developing existing contacts, both formal and informal.

Upon completion of the fellowships, the internship participants are obliged to participate in evaluation workshops, where they share and analyse their experiences together with Project Implementation Unit (PIU) staff. Experiences of the participants gained in aid recipient developing countries will provide an important input for the subsequent design of national strategy framework for development co-operation.

Next to the internship and study tour programme another major objective of the project is the establishment of partnerships with advanced donor countries. Participants are being also sent on short-term study tours to selected donor countries and institutions to share their experience and to make and maintain networking contacts. To illustrate the implementation of the project activities towards these objectives several examples of implemented internships and study tours are given in the following parts of this article.

Establishment of Czech development constituency and networking with project stakeholders will result in further development and maintenance of a database of the national development community, i.e. industrial, business, trade and research organisations and enterprises, NGOs, government bodies, universities, media, politicians, etc., all of which, besides being valuable contacts, will in some form or other be able to participate in the project implementation and in the possible follow-up.

To ensure development awareness and overall project success, another major project activity will be the promotion of the idea of development co-operation in the Czech Republic. Due to the low public support for development aid today, this is a vital part of the project and also a very sensitive one. To raise public and political awareness, a professionally consulted PR-campaign has been conceived and is under implementation. Project results and outputs shall be distributed via all available traditional media like press, television, radio, and also new media like Internet. Further, project result presentations shall, in the form of exhibitions, be placed in appropriate public premises, like Parliament, Senate, etc.

As an important tool for raising broader awareness especially among young generation and students, the Summer School of Development Aid has been organised in co-operation with the Center of Interdisciplinary Studies

of Palacky University in Olomouc, Northern Moravia region. This clearly illustrate the project pays special attention to the regional co-operation and networking, for example the Palacky University in Olomouc, Masaryk University and Agricultural and Forestry University in Brno, Southern Moravia, UNIDO Joint Programme hosted by IDEA Pilsen in Western Bohemia, the Southern Bohemia University in Tábor and České Budějovice, Liberec University in Northern Bohemia and Ostrava Technical School Mining and Metallurgy, to mention but a few.

The project, in its research capacity, will review and assess the existing strategic framework of the Czech aid programme, and prepare recommendations for its improvement based on the feedback of participants of the internship/training programme, consultations with international experts and development aid agencies and ministries as well as Czech line/sectorial ministries and national consultants. International experts shall be consulted on this topic. This research work will be specially supported by the Prague based Institute of International Relations, which is the principle research facility and “think tank” of the Ministry of Foreign Affairs which was nominated as the project Executive Agency, as the platform of the project execution the Institute of International Relations, Prague was assigned the important role of project implementation agency. All project activities shall be planned, managed and co-ordinated by the Project Implementation Unit, PIU for short, made up of a Senior Project Co-ordinator, a National Project Manager and Project Administrator. PIU is located within the Institute of International Relations. For overall strategic guidance, a Project Steering Committee has been established, consisting of representatives of the industries, the business community, universities, ministry officials and national experts in the field of development assistance. For specific implementation tasks, national and international experts are being recruited as consultants.

The Institute of International Relations is affiliated institution of the Ministry of Foreign Affairs with key scientific research and publication activities in the field of international relations. The main research topics correspond to the priorities of Czech foreign policy. Next to the research function the Institute also facilitates and ensures the educational, awareness and public relation and information functions. The activities carried out by the Institute are an important part of the conceptual framework of Czech Republic foreign policy. The Institute’s staff and experts co-operate with important government bodies, such as Ministry of Foreign Affairs, Ministry of Defence, respective Parliament committees, research institu-

tes, universities and interested public. Busy contacts are maintained with numerous foreign academic research institutes and institutions and foundations including NATO, EU PHARE programme, UNDP, etc. The Institute is headed by the Director, Dr. Jiří Šedivý who is advised in principal policy questions by the Research Council of the Institute. The Research Council is also a watchdog to ensure quality and independence of research programmes and outputs of the Institute. Czech Diplomatic Academy has become an integral part of the Institute since 1997. During 1999 the Institute was appointed by the Ministry of Foreign Affairs and Czech Republic Grant Agency to carry out 10 major grant projects from the multiple fields of security policies, NATO extension, European integration, development aid and co-operation, etc. An important example of this type of research project activities is 4 years' research co-operation on European integration with Bertelsmann foundation, which is to be continued in the next five years with World Bank cost sharing. The Institute will be also joining the three years' project of the German Institute for European policies in this field. The activities for the support of Czech foreign aid are primarily represented by the UNDP project, which is to formulate national development aid strategy framework and national institutional and human resource capacities. In this regard it was decided that the Institute would participate in the new formulated project for establishment of national research centres, which will become a part of the national research and development programme. It is envisaged that the research activities will be concentrated in the three respective Centres, namely the Centre for Security Analysis, Centre of European Analysis and Centre for Development Studies. The backbone of the editorial and publication activities are the monthly journal „Mezinárodní politika“, quarterly journal „Mezinárodní vztahy“ and “The Perspectives“ published twice a year. The publication activities are closely related to Czech Republic communication strategy for the EU entry, the Institute is publishing EU primary documents and guides in Czech language. The information department of the Institute comprised of an extensive library with 70 000 specialised books and 500 titles of newspapers and specialised journals. The facilitating function of the Institute is complemented by high quality conference service, which co-operates in organising workshops, conferences, round table meetings and other meetings as well as lectures of foreign politicians and experts.

The following table summarises the essential information about the subject project:

**Table 1: UNDP nationally executed project CEH/99/001**

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UNDP Contribution	USD 251,500 including Cost-sharing financing
Government Contribution	CZK 4 millions in kind inputs
Executing Agency	Czech Ministry of Foreign Affairs
Implementing Agency	Institute of International Relations in Prague
Project Duration	June 1999 – June 2001

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In the conclusion of this introductory/background part of our article we would like to point out that the article will focus on facts regarding concrete achievements based on our experience within the 10 months of implementation of the subject project, rather than general conclusions for the policy making purposes. On the other hand, one can conclude even from the first phase implementation results some ideas, which are important for the preparation of development aid strategy framework, and important preconditions which are relevant for the successful implementation for such a strategy, in the typical environment of a country in transition to the market economy. Thus, interested reader can gather some useful information for the formulation of the relevant development aid strategy and policy, in the specific conditions of this own country.

## **2. Experiences from the First Phase of the Project Implementation**

It is to be noted that already during the project design the above mentioned 4 immediate objectives were translated into 16 project outputs and corresponding activities, which have been carried out, according to the updated workplan, to produce the planned outputs. During the first phase of implementation (period under consideration has been June 1999 through March 2000), the implementation focused on these outputs/activities with satisfactory results, reflecting also the ongoing developments in the emerging Czech development constituency as well as the activities in regional of Central and Eastern Europe, in particular the neighbouring countries, such as Hungary, Poland and Slovakia which are also in transition to the donor status, using UNDP project support in this process.

The first 10 months of implementation culminated in mid April 2000 during the Tripartite Review Meeting during which the three parties engaged in the implementation, i.e. the Institute of International Relations Prague, the Ministry of Foreign Affairs and UNDP evaluated positively the implementation prog-

ress, although during the period under the review the PIU has encountered a number of challenges when dealing with day-to-day implementation, which were nevertheless smoothly solved with active participation of the senior management of the Institute of International Relations Prague. The implementation can be thus evaluated as successful in general, in a number of cases the results achieved have been more than planned. Among these achievements I would like to point out for example the following:

- PIU has achieved close contacts with about 20 developing countries of African, Arab, Asian regions and 7 Central and Eastern European countries in transition. This will enable to field the project stakeholders' candidates to selected developing countries as a part of the fellowship and training programme. The most immediate countries for the first and second quarter of 2000 have been Ghana, Morocco, Egypt, India (accomplished), Kosovo, Macedonia, Uzbekistan and Zambia (envisaged).
- Roster of 112 candidates for the fellowship-training programme (20 field assignments/candidates planned) from the multiple fields of development co-operation sectors (gender rate 23 %) was established. Considering 20 planned assignments and difficulties encountered in 1999, the implementation for the first quarter of 2000 is 20 % of the total project target.
- PIU has developed partnerships with six donor countries. Based on one of these partnerships, we have organised a study tour to Department for International Development, UK, where five project participants took part in the course "Project Cycle Management" and had consultations with DFID senior management and experts. The effectively combined study tours to Norway (NORAD) and Sweden (SIDA), Switzerland (UNCTAD, ECE Geneva and DEZA Bern) and Austria (UNIDO Vienna and Ministry of Foreign Affairs) are to be held in 2<sup>nd</sup> quarter 2000 (4 plus 3 participants).
- Successful organisation of the "Summer School of Development Aid and Co-operation" in co-operation with PU Olomouc, which attracted over 80 participants. Summer school was also an event of high interest of mass media. It is envisaged, that the next run of the Summer School will be held also in co-operation with African students in CR and international experts. Other countries in transition in the region appreciated the idea, several participants from Slovakia actively attended the event.
- A mutually advantageous co-operation was established with colleagues of the Slovak Institute for International Studies (SIMŠ) in Bratislava, with effective exchange of information, study tours' and development seminars', reports, etc. Based on the personal contacts of the directors of both Slovak and Czech Institutes, as well the respective UNDP projects teams,

a joint workshop will be held in Prague in June 2000. It is to be noted that this envisaged workshop follows as a second one, the first joint workshop was held 1999 in Bratislava, the latter having been devoted to the research problems of European security and NATO issues.

- PIU successfully started to raise public awareness in development co-operation issues. Several newspaper articles were published, for example in daily newspaper DNES, Právo in August 1999, the weekly Týden magazine in October 1999. Project Implementation Unit members were also active in lecturing to the Diplomatic Academy and University students. Contacts with Faculty of Journalism were established to cut high PR costs. To promote professionally PR, exhibition panels were prepared, which will be utilised during all major project events and activities, including the exhibition in Parliament.
- The leading role of the project in the establishment of national development constituency (comprising of various groups of stakeholders) started successfully as well, including all major stakeholders representatives (NGOs, Ministries, Universities, Industries, Institutions, Foundations, Media, etc.) was commenced, using target group/person approach. With the emerging development constituency two workshops were organised, our project having put together various parties for the first time in the history under the project umbrella. In this process active role of UNDP Prague was recognised by all parties concerned.
- UNDP Prague, Ministry of Foreign Affairs and the Project organised two seminars for about 20 participants on topics closely related to the development assistance issues. The first seminar on “Environment and Development” was held in October 1999 in co-operation with UNITAR Geneva. This Workshop/training programme covered the wide range of legal, economic and social policy criteria that are crucial for development projects, its approval and project implementation. The second seminar on “Capacity building for development assistance in the Czech Republic” in co-operation with UN/ECE Geneva was held during 17-20 January 2000. Both seminars can be considered as additional, effective supporting activities, which were not planned in original workplan. Each seminar all inclusive cost were to the tune of US\$ 20,000.
- Project effectively established co-operation with different bodies providing multilateral assistance for participants from various developing countries in Czech Republic (e.g. UNIDO-CR Joint Programme Pilsen and Prague) and organized with them 3 round table discussions/workshops, which facilitated the specification for demand driven development assis-



tance projects, training programmes and similar. It is envisaged, that this co-operation will continue under the pipeline large-scale TF project "Czech Republic Development Assistance Facility".

- TCDC activity was successfully implemented in November/December 1999, i.e. ahead of the workplan schedule and more than planned, in connection with the TCDC environmental international workshop in Jamshedpur, India. Moreover, UNIDO Vienna covered the cost of this activity and therefore the project saved practically US\$ 5,000 from our budget. In the follow-up, the corresponding environmental oriented development aid project was agreed upon with 22 Indian counterparts and 37 Czech stakeholders.
- Although not planned and envisaged, the project is informally preparing in co-operation with Czech NGOs such as Zelený kruh (Green circle), Bohemia Corps, Hnutí Duha, Foundation of St. Francis of Assisi etc. an informal NGO meeting in May 2000 devoted to development assistance, with active international participation of Development NGOs.

### **3. Project internships/hands on training programme in the developing countries**

As highlighted in the project document, one of the core objectives of the project is to expose a number of young or mid-career persons, representing potential partners in development co-operation (government, universities and academy, politicians and decision makers, business, NGO, etc.) to practical experience in the field of development co-operation. In the Project Document, three or four outputs are interrelated vis-à-vis this objective, the specific output No.1.2 specifies minimum 20 candidates to be fielded into the developing countries, as a part of the project hands on training programme. From the Project Document, it follows that the participants experience and results from the field could substantially impact the future Czech development aid strategy framework and at the same time create the nucleus of new generation of Czech development aid experts (i.e. national capacity development) as well as to develop future Czech development aid projects compatible with the OECD methodology and criteria, the latter commitment to being one of the preconditions for the entry of Czech Republic into the EU.

To identify eligible persons for internships, the database created under the preparatory project CEH/96/002 was attempted to be utilised, however with very limited results. Therefore the Czech emerging development constituency partners mentioned above were contacted by PIU, in close relation to

the project stakeholders database, which was developed in parallel and in the step by step time and energy consuming process, 112 candidates were identified for the above mentioned internship programme. Accordingly, PIU established contacts with 20 developing countries and 7 countries in transition to the market economy, which could be eligible for the fielding of candidates. It is to be noted that the ministries have not identified the priority developing countries for Czech development aid, although each different line/sectoral ministry have their specific views on the subject. As a result, depending on the possible type of internship assignment (e.g. for environmental projects the priorities of Ministry of Environment were applied, for the agro oriented projects the Ministry of Agriculture priorities were adopted, etc.), the priorities of the corresponding sectoral ministry as well as the Ministry of Foreign Affairs were applied. The same holds for the representative sample of candidates vis-à-vis the partners/stakeholders of the emerging Czech development constituency.

In this process pioneering process, in spite of the interaction and in interaction with various players of the Czech development constituency and the identified candidates, serious difficulties were encountered. These problems were discussed and dealt with during Steering Committee meetings with the final outcome of setting up a Working Group in February 2000. An illustrative sample summary information about selection internships is given below:

### ***Internship to India:***

15<sup>th</sup> February – 11<sup>th</sup> March 2000

The Project Implementation Unit prepared, in close co-operation with 22 identified Indian networking partners, the Czech Development Co-operation umbrella project formulation mission. This mission was undertaken a Czech national mid career expert in the field of environment management.

The following objectives were to be achieved during the formulation mission:

- Mapping out areas of common interest of the Czech Republic and India.
- Selection of appropriate Czech and Indian project stakeholders based on their interest and commitment to the EST/EMS introduction and to the development co-operation issues.
- Formulation of immediate objectives and relevant outputs that are to be produced by the project network under the pilot Czech-Indian development co-operation project.
- Checking viability of discussed joint activities to be carried out in order to produce the planned outputs.

- Evaluation and appraisal of the findings, conclusions and recommendations of the formulation mission by Indian and Czech leading counterparts.
- Estimation of financial and other in-kind inputs that is required to carry out the project activities and indicative project workplan.
- Preparation of acceptable project document in OECD format to be submitted for funding arrangements by the Czech Government and other sources.

The preliminary conclusions were discussed with Indian counterparts during wrap-up meetings in New Delhi. It is envisaged that the draft Project Document will be submitted for appraisal and approval at the occasion of the Indian – Czech Joint Business Council (*JBC*) session in New Delhi by end of April 2000.

### ***Internship to Ghana:***

5<sup>th</sup> March – 26<sup>th</sup> March 2000

The project intern was requested to identify the needs of this African country in the multiple fields of energy generation and savings. The assignment was carried out in close co-operation with local authorities, identified through PIU contacts with UNIDO. UNIDO implemented a training programme in Ghana solely in co-operation with the Czech project stakeholder IDEA Pilsen, which is highly experienced in this field, providing UNIDO services to more than 50 developing countries over the last 20 years. The candidate assisted actively the Regional workshop on Industrial Energy Auditing and Conservation in Accra, from 7<sup>th</sup> to 11<sup>th</sup> March 2000 in a capacity as a lecturer. This gave him the effective possibility to use the workshop as a jump board to accomplish his mission.

The fellowship was quite successful and has led to the formulation of two development assistance project proposals in the area biomass as renewable energy source and energy savings in industry. The respective project document proposals are available with the PIU and will be followed-up in co-operation with the Ministry of Industry and Trade and Czech development constituency stakeholders with relevant know-how in this field. Needless to say, the project intern participated in the debriefing, jointly with other candidates and will provide useful inputs for the envisaged workshop in May 2000.

### ***Internship to Morocco:***

17<sup>th</sup> March – 10<sup>th</sup> April 2000

The aim of the mission was to identify, in close co-operation with local authorities, the development needs of the country as agreed by PIU with

H.E. Czech Ambassador to Morocco. The work of the intern was therefore strongly supported by the Czech Embassy in Rabat. As a result, several development assistance projects were identified, primarily in the area of education. This will be followed-up by PIU with relevant project stakeholders and the Ministry of Education.

The candidate has also visited several development assistance projects implemented by other donor countries and multilateral agencies thus she acquired a substantial knowledge about the development assistance in Morocco and its institutional framework.

It is to be highlighted, that this internship was not easy to be implemented, due to the francophone country and local traditions, which are sometimes, biased towards the professional women activists. The candidate thanks to her drive, excellent language knowledge and professional approach overcame all problems incurred and successfully completed her assignment, which could be highly evaluated as the best gender oriented assignment of the project so far.

Based on this successful experience, the PIU is now planning to go ahead with gender oriented assignment to Kosovo, combined with SECI activities and Prague East-West Institute and Balkan Action Network for South Eastern Europe (ANSEE).

### ***Mission to Egypt:***

4th March – 9th March 2000

The mission to Egypt was accomplished by National Project Manager based on the long urgent requests by Egyptian counterparts, developed during their study tour in Czech Republic implemented jointly with the project stakeholder TECON Prague, which has more than 15 years co-operation experience with Arab Republic of Egypt. The main goal of his short stay in Egypt was to identify suitable outposts for future project interns. Three most suitable outposts identified during the mission are as follows:

- Internship for the preparation of the Czech pilot agricultural irrigation project. The partners are: Ain Shams University, Faculty of Agriculture, Cairo; Ministry of Agriculture; local consultants and agricultural co-operative in Beni Suef.
- Internship for the Czech expert in the field of the protection of environment, in particular environment monitoring, water management and human resource development. The partners are: Egyptian Environmental Affairs Agency, Ministry of Environment, Arab Iron and Steel Union, EISCO Helwan.

- Internship for the preparation of development assistance project in the field of industry and education – the training centre for the technicians. The partners are: Ministry of Industry and Technology, General Organisation for Industrialisation (GOFA).

In the follow-up, PIU has already contacted selected Czech stakeholders to prepare and elaborate the above internships to Egypt.

#### **4. Project Senior Study Tour to Department for International Development (DFID)**

The study tour to DFID, United Kingdom, was held during 12-18 December 1999 (including travel days) and was attended by five senior representatives of the Czech Ministry of Foreign Affairs, UNDP National Liaison Officer and the subject UNDP Project Manager and Co-ordinator.

During the study tour the following list of topics was consulted with British DFID counterparts:

##### **a) General topics**

- Development co-operation mission and objectives
- Criteria for Providing
- Legislation
- Training of Human Resources
- Development awareness and education
- Monitoring and Evaluation
- Major Success and Problems factors
- Bilateral/Multilateral Aid – percentage proportions, complementarity

##### **b) Institutional framework**

- Institutional framework and capacity building – ministry/separate agency
- Co-ordination with other Ministries involved
- System of planning and financing
- Project Cycle Management
- Project design, model (pilot) applications projects
- Evaluation, performance monitoring and measuring
- Co-operation with NGOs and Humanitarian Aid organisations

##### **c) Private sector, industry and business**

- Impact of economic globalisation
- Development Aid as a support for national export
- Co-operation with industrial lobby
- Private sector involvement
- Integrating national strategy and interests of national stakeholders

- Sources of capital for developing countries
- Co-financing of development aid by soft credits from national/international banks
- Facilitating the international trade and investment projects

**d) *International aspects***

- Co-ordination (planning and monitoring) with OECD/DAC
- Co-operation with UN system and UN agencies working in Development Aid
- Comparative advantages of UN agencies vis-à-vis interests of national stakeholders
- Working with European Union development institutions (EDF etc.)
- Co-operation with World Bank, IFC, IMF and regional development banks
- Co-operation with country's traditional partners, geographical priorities

**e) *Priority Areas***

- Areas for development co-operation (links to national capabilities and expertise)
- Conditions for long term sustainability – industry, agriculture
- Protection of Environment (productivity vs. environment protection)
- Exploitation of Natural Resources
- Energy conservation
- Education
- Transport, Infrastructure
- Health
- Governance

These consultation topics were during the study tour implementation regrouped in various clusters as convenient, to meet specialised capabilities relevant to different DFID representatives met during the study tour. In the following the experience from the study tour is summarised under four major components of the study tour programme.

**Environmental appraisal workshop DFID/CSEED, St. Andrew Church, London**

The study tour participants had the opportunity to attend the environmental appraisal workshop DFID/CSEED which dealt with the possible improvements in country strategy implementation in CSEEs countries vis-à-vis DFID external audit of these activities which stated, inter alia, “There is a gap between the high policy priority attached by DFID to environmental issues, the value of projects marked as having environmental objectives, and

what has actually been delivered in terms of positive environmental impact.” A number of improvements and possible solutions were presented by DFID staff, which were specially invited for this workshop from their secondment to their respective countries. A similar evaluation was carried out for the area of poverty alleviation.

The study tour participants attended the meeting with high interest and actively joined the discussions, pointing out that the subject UNDP project, oriented towards the establishment of Czech development constituency and strategic framework of Czech aid to the developing countries, represents, in fact, a support to both Czech Republic and the developing countries which could be, if the project is successful, effectively assisted by Czech Republic and thus DFID, through this project could support indirectly environment improvement and poverty alleviation in a number of developing countries in Africa, Asia, as well as in South-East Europe and CIS. During the workshop the DFID representatives positively evaluated Czech Republic situation and CSEED senior manager agreed to consider the possibility of further DFID support to Czech Republic in the transformation process from foreign aid recipient to aid donor, so that the country could gradually reach the OECD/DAC criteria and aid management delivery. DFID could support the development of Czech human resources in the field of development education and development research, using DFID highly professional staff. The training could be also carried out in Czech Republic on a regional basis, since Hungary, Poland, Slovakia, Slovenia and selected Baltic countries aspire for the donor status and face similar problems in this field.

### ***Project Cycle Management course, DFID Headquarters, London***

Project Cycle Management (PCM) course was held during the 3 consecutive days for both DFID staff from Headquarters and field, as well as 5 Czech participants. PCM course was attended by total of 20 participants, who were divided into 4 working groups, since the course was run on working group basis in dialogue with the lecturers. The technical programme fully met the expectations of the participants; it was prepared and implemented professionally, as agreed by all participants. DFID course organisers also facilitated 2 highly beneficial meetings with DFID senior managers, which were devoted to the problems of human resource development for foreign aid, legislation preparation and co-operation with Treasury and Parliament. Especially the latter two topics were of extreme interest to the Ministry of Foreign Affairs representatives, since this difficult task is now ahead of them. The success of this task will considerably influence the success of the subject

UNDP project, of which the study tour was the first one, learning from the experience of advanced OECD/DAC countries, UK belonging to the lead members. The senior management of DFID expressed their concern for the success of the project, which, in their view, is heavily understaffed and underfinanced. The discussions were very open and transparent, which was cordially appreciated by the Czech counterparts.

### ***Visit to DFID Headquarters Glasgow, Scotland***

The one-day visit to DFID Headquarters in Glasgow was extremely efficiently organised in a series of 10 meetings devoted to the multiple fields of development assistance. The meetings and discussions held with the senior management there practically covered all major areas outlined by the project to the KHF and British Embassy Prague senior representative, Mr. Tony Brennan. The study tour representatives received excellent documentation from the various departments, sample brochures, videotape, etc. The DFID library was highly admired by all participants as it contained a very comprehensive display of relevant publications for development aid. The co-operation with the library and information centre, as well as other departments and branches was discussed and will be subject to further consideration, see the recommendations given below.

### ***Study Tour Evaluation and Follow-up Proposals***

In concluding evaluation it is to be stated that the study tour fully met the planned objectives; in some areas the results achieved exceeded significantly those expected prior to the study tour. All meetings and the PCM course were organized smoothly and efficiently and the discussions were quite open, with a high degree of transparency so that all study tour participants could highly benefit from the participation. DFID provided excellent documentation to the participants, both for ready reference and further study. All the participants have fully acknowledged the support provided by DFID and appreciate the assistance given in the travel and organizational arrangements by both London and Glasgow Hqs., as well as the facilitating role and preparatory assistance provided by UK KHF representative of British Embassy in Prague.

For the study tour follow-up, the proposals given below are to be considered:

- a) Development research for the evaluation of CR comparative advantages for development aid using DFID advisory/research resources.
- b) DFID expertise for the specification of major functions/concepts of Czech national institutional capability for development aid.



- c) DFID documentation regarding legislation and guidelines for close cooperation with Treasury and Parliament to be made available for the Czech Ministry of Foreign Affairs.
- d) The possibility of fielding Czech experts/interns (under the subject Project fellowship scheme) to DFID aid projects, e.g. in Ghana and India.
- e) The availability of DFID Glasgow library newsletters for the subject Project implementation Unit (PIU) and the Czech development constituency.
- f) Project Cycle Management training in CR for 15-20 experts from CR and other CSEE countries organized jointly with DFID/CSEED.
- g) Short term expertise for the Czech Summer School of Development Aid and Co-operation to be provided by selected UK University and/or UK KHF representatives (a lecture and a proposal for Czech University development studies programme).
- h) DFID (Glasgow) consultations for the preparation of PR for development information, work with media, etc.

### **5. An Example of Technical Co-operation among Developing Countries (TCDC), India**

The concept of Technical Co-operation among Developing Countries (TCDC), is now an important and specialised aspect of UNDP assistance activities. The strength of TCDC lies in the exchange of knowledge and transfer of technologies that are better situated to the resources and sociocultural conditions of the developing countries. TCDC also provides a good mechanism for promoting integration among countries within a region and for creating linkages of common benefit.

International co-operation and global action are increasingly being recognised as a crucial in the technological field to help solve problems that have global repercussions. UNDP funded inter-country, inter-regional and global programmes cover a broad spectrum of activities facilitating linkages in most sectors. But training costs are rising worldwide, especially in the developing countries. To derive the maximum benefits from limited resources, therefore, intensive and more selective use must be made of comparatively less costly and generally more appropriate technologies, facilitating and expertise available in the developing countries.

India has been in the forefront of TCDC activities. Major UNDP-assisted institutions like the International Crop Research Institute for the Semi-Arid Tropics (ICRISAT), the Regional Network on Pesticides for Asia and the Pacific and the Asian Packaging Federation are all based in India.

In addition, a number of national institutions such as the Central Water and Power Research Station, Pune have attained the status of centres of excellence in the region in their specialist area of operation. India has also taken the lead in offering training, fellowships and study tours to nationals from other countries in the region in such fields of specialisation as management training, bicycle and sewing machine research, electromagnetic packaging, animal and plant bio-technology, medical research, metallurgical research and development, etc. Increasingly, greater use is being made of Indian expertise, goods and training institutions under UNDP programmes the world over as also under other programmes on the UN system.

The TCDC workshop on Environmental & Waste Management in Iron and Steel Industries, organised under the umbrella of CSIR (Council for Scientific and Industrial Research) in co-operation with National Metallurgical Laboratory (NML) and the Indian Institute of Metals in Jamshedpur, during 2-4 December 1999, became an important milestone event of 1999 UNDP assistance TCDC activities, linked to the 50<sup>th</sup> Jubilee anniversary of the NML foundation in 1949. Over 80 environmentally oriented researchers, scientists, consultants and engineers from 8 various countries attended this international workshop.

The recommendations of the TCDC Workshop included, inter alia, the following:

- More attention is to be paid to the issues of ecolabelling, which will impact in the near future global steel trade and steel markets in much bigger way than presently.
- More emphasis and priority be given to inexpensive, cost effective cleaner technologies and procedures, which are affordable also to smaller metallurgical industries, which could then be introduced in a much broader scale.
- Introduction of Environmental Management System (EMS) should be considered within the overall framework of restructuring, modernisation and privatisation of iron and steel sector, this being an unavoidable process facing Indian Iron & Steel Sector soonest.
- EMS and ISO 1400 training programmes should be carried out across the iron and steel industries, jointly also with the participation of municipal authorities and environmental bodies' representatives, to ensure full understanding and co-operation in this field.
- Environmental audits at all major iron and steel plants and mills across the country be carried out, with the objective to prepare ISO 1400 implementation in selected pilot mills.
- To increase awareness about the EMS results and practical achievements, and publicity not only Conferences, Expert Group Meetings, Workshops,

Media but also non-governmental Organisations (NGOs) should be involved on both national and international levels.

- To increase and strengthen the development co-operation, by linking National Metallurgical Laboratory with similar institutions, organisations and agencies abroad, including both bilateral and multilateral development aid systems (UNDP, UNIDO, UNEP, IISI, EUROFER, ESCAP, GEF, AGENDA 21, MONTREAL Protocol, Kyoto Protocol, BASEL Convention for transboundary pollution etc.).
- Existing available national expertise in Research & Development Institutions such as NML, Universities and production plants be more closely networked to share individual achievements and the results; their dissemination should be undertaken as soon as possible.
- To diversity EMS advisory and business activities into other related industries (both upstream and downstream) including SMEs, Business Centres and incubators to promote EMS components manufacture in order to improve quality of life in industrial, rural and urban areas.
- To consider organisation of an inter-regional TCDC meeting of 15 to 20 Research & Development Methodological Centres established through UNDP/UNIDO technical assistance projects in NML, Jamshedpur, to promote Indian and other developing countries' EMS achievements and arrange for a mutually advantageous exchange of experiences and possible joint ventures and similar, preferably under UNDP/UNIDO auspices.
- To integrate as much as possible into the EMS activities of iron and steel sector also the mining sub-sector, which is closely linked to the iron and steel plants.
- To prepare with Czech UNDP Project authorities (nationally executed project CEH/99/001) a joint pilot development assistance project oriented towards the exchange of experiences, joint ventures and commercialisation of most promising research and development achievements in the field of EMS, as discussed with CSIR Senior Executives prior to the Workshop. NML is to play the leading focal point of such a Czech Indian co-operation project network

***Identification of Indian development co-operation partner organisations for networking with Czech development constituency stakeholders***

During the TCDC mission in India the PIU representative visited a number of organizations and institutions in New Delhi, Ranchi and Jamshedpur and met with their senior representatives to discuss and agree upon the development co-operation areas (primarily in the field of environmental

management systems) mutually suitable for both Indian and Czech counterparts. Additional interested parties from Ajmer, Calcutta and Pune traveled to New Delhi to meet the representative and a number of participants from other locations were met at Jamshedpur.

Based on the discussions held with the interested Indian counterparts, the following partners were selected as the most suitable candidates for the envisaged development co-operation, planned for the period 2000-2001:

- a) CSIR (Council of Scientific and Industrial Research), New Delhi
- b) NML (National Metallurgical Laboratory), Jamshedpur
- c) NEERI (National Environmental Engineering Institute), Nagpur
- d) UNDP/UNIDO, New Delhi
- e) Universities:
  - Maharshi Dayanand Saraswati University, Dpt. of Environmental Studies,
  - Banaras Hindu University, Institute of Technology, Dpt of Metallurgical Engineering
- f) Consultants:
  - SAIL (Steel Authority of India Limited), Environment Management Division, Calcutta
  - DASTUR & Company Ltd., New Delhi and Calcutta
- g) Private companies and institutions:
  - JEMCO, Jamshedpur
  - Leather Links, New Delhi
  - Crawley & Ray, Howrah
  - TISCO, Jamshedpur
  - PAN TRAEXO PRIVATE Ltd., New Delhi
  - Banerjee Consulting Engineers, Nagpur
  - TIFAC (Technology Information, Forecasting and Assessment Council), New Delhi – MECON, Ranchi

## **6. Environment and Development**

Sustainable development and protection of environment are highly important topics of development co-operation and aid. In average, about 30 % of development aid projects could be rated as environmentally oriented projects and more than 40 % of development air projects have environmental components. This is also the case with our project, where a special training programme “Environment and Development” was implemented jointly by UNDP and UNITAR to the benefit of our project stakeholders in October 1999 with the recruitment of national experts and candidates in this field in

the follow-up. In fact, even the limited experience of the first realised internships in the developing countries can indicate that environment management and introduction of environmentally sound technologies will conform to the above mentioned average of 30 %.

Our project has participated in a number of environmental seminars held in Czech Republic and abroad, for example the seminar on the implementation of "Interim Report on the OECD Three-Year Project on Sustainable Development" (October 1999), environmental conference on the globalisation and sustainable development in Olomouc (April 2000), international TCDC workshop on "Environment and Waste Management in I&S industries" in Jamshedpur, India (December 1999), to name but a few. The PIU activated links with the ongoing UNDP largest nationally executed project CCEH/97/003 "Towards Sustainability in the Czech Republic – Building National Capacities for Industrial Development" and the Institute of International Relations recruited a national environmental expert for this purpose. PIU also participated in co-operation with UNIDO TECON Prague in the implementation of a study tour for 15 participants from developing countries in Czech Republic, devoted to environment management systems and followed-up the implementation of previous UNDP nationally executed project on the establishment of environmentally sound technologies consultancy network for small and medium scale and other industries. All core members of the subject project consultancy network became active stakeholders of our project, one of them was selected as a national expert and fielded to India in this February/March.

Environmental issues are now high on the international political agenda. This increased concern about the environment has implications for development throughout the world, and particularly in the less developed world. Discussion about global warming, deforestation and pollution of the oceans is affecting attitudes to economic growth and development at local, national and international level.

The stress on development highlighted the gap between the rich countries of the north and the poor of the south. It showed the sharp contrast in their priorities, with the rich countries concerned about cleaning up the world, and the poor hankering after the basic necessities of life. The Third World's backwardness was identified as the greatest threat to the environment. The size of the aid commitment of the North formed the centre of negotiation. The industrial countries were reluctant to firm up their commitments to the UN target of raising aid to the equivalent of 0,7 percent of GNP. Thus, in terms of aid, UNCED must be judged to have failed in its aim of

generating major new flows of funds. On the other hand, it reinforced the concept of environmental aid as the more rich countries earmarked money specifically for this purpose for the first time.

The UNCED organizers had originally hoped to pull together an international treaty on the conservation of rain forests. But this proved impossible. The industrial countries argued that although forests belonged to individual countries, they served the global good by absorbing carbon from the atmosphere, and by preserving plant and animal species. But the Third World countries resented being told by rich countries how to manage their resources, particularly ones that played such a major part in their economies. Instead of a treaty the Summit compromised on a Declaration of Principles on Forests, which has no legal force. This is a document, which recognizes every country's right to manage its own resources, but asserts that forests are "essential to the ecology as a whole".

UNCED agreed on two treaties. The treaty on biodiversity was designed to protect the diversity of the planet's plant and animal species. But the real issue was not so much conservation as commercialisation.

The treaty on climate change produced less North/South tension. The industrial countries committed themselves to devising ways of reducing their emissions of gases, which are harmful to the atmosphere. They also pledged financial aid to the Third World to help them clean up their air – though this was far from generous.

UNCED also discussed world trade issues, which worried particularly Third World delegates. Among them was protectionism following from raising environmental standards, enforced migration of "dirty" industries from rich to poorer countries and transfer of environmentally friendly technologies.

UNCED produced an overarching document - the Rio Declaration. Among its 27 principles it endorses Principle Six, which says "The special situation and needs of developing countries, particularly the least developed and those most environmentally vulnerable, shall be given special priority. International actions in the field of environment and development should also address the interest and needs of all countries."

The Rio conference clearly recognized that economic backwardness damages the environment, that the resources to overcome it must come, at least in part, from the developed world, and that until progress is made, environmentalism will be a low priority in the majority of the world's countries.

Developing countries are increasingly aware that the environment must become an integral part of their development strategies but they also face a number of constraints. They often lack the information, technical and hu-

man capacity as well as financial resources to adjust to new environmental requirements. A burden of responsibility certainly rests with the governments of the LDCs; but arguably a far greater burden resides with the governments of the richest countries and with the transnational corporations. Less developed countries will continue to have a very restricted range of options without substantial assistance from the international community, in financial, technical and institutional terms.

The global economy crucially influences the relationship between the North and the South because the production and consumption interests of the industrially advanced nations dominate it. To what extent does the cultural interdependency between North and South provide industrializing countries with options and choices? For industrial development to be at all sustainable in the long term there will have to be radical changes to the quality of that development. The less developed world cannot follow the development path of the more developed. Nor can the industrialized countries continue along this same path without changing their habits.

UNDP aware of this situation implemented in cooperation with the Czech Ministry of Foreign Affairs and various national institutions and stakeholders several environment management projects to contribute to sustainable development. To illustrate some of the results achieved in this field the nationally executed project "Environmentally Sound Technologies Consultancy Network for Industry and SMEs" could be mentioned.

Environmentally sound technologies network has been successfully produced within the project CEH/93/006 with new established small and medium private consultancy companies AGSS Prague, EKOPOR Kladno, GES Ostrava, IDEA Pilsen with lead network focal point TECON Prague, active in the field of technology and management consultancy, feasibility studies and modeling, environment monitoring and auditing, training and retraining, remedial measures, waste processing, EMS promotion and other aspects of sustainable development. Within the framework of the project a sound consultancy and advisory capability was developed and appropriate capacity built and as mentioned above, the core partners of this project became active stakeholders of our project.

During the said UNITAR/UNDP Workshop about 15 Czech experts and government administrators participated and some 24 Czech governmental and non-governmental experts took part in a round-table discussion on priorities and requirements for the Czech Republic in development cooperation.

In the first instance an overview was provided about the linkages between environment and development and the extensive variety of interna-

tional obligations in these fields. Discussions were held on the necessity for these obligations to be respected in development assistance operations. Using training materials drawn from policy and procedure documents from multilateral financial institutions such as the World Bank, and the European Bank for Reconstruction and Development and other regional banks as well as several bilateral donors, the Workshop investigated issues as diverse as the determination of priority areas for assistance, the creation of sectoral management plans to guide project assistance (e.g. for forestry, water resources, biological diversity) and the tools and procedures (such as environmental impact assessment) which should be applied to ensure that only appropriate projects are supported. Attention was also given to the operations of specialized environmental funds such as the Global Environment Facility (GEF), the Montreal Protocol Multilateral Fund and the Rain Forest Trust Fund. Sources of information, especially utilising the Internet, were investigated and managerial procedures such as project review and reporting were also considered.

## **7. Strategic Framework of the Czech Development Co-operation**

“The Czech Republic is prepared to participate in formulating and fulfilling a new international development strategy which includes the struggle against poverty, the provision of general education, the protection of women’s rights, the reduction of infant mortality, improving general access to health-care services, and ensuring sustainable growth“.<sup>1</sup> The above short statement is a carefully worded expression of the commitment on the part of the Czech government to participate in international development co-operation.

The Government of the Czech Republic has allocated 326 million CZK for foreign aid in 1999 (close to 10 million USD), which is 40 million CZK less than the allocations in 1996 and 1997. Initially when foreign aid was restarted in 1994-1995 it was expected that an annual amount of about 600 million CZK would be allocated. The amount, however, was reduced because of the relatively slow economic growth and the high costs associated with the floods /other similar problems in the Czech Republic. For the year 2000 the amount of CZK 345 million was approved and only limited growth can be envisaged for the future years.

### ***Foreign aid – an integral part of Czech foreign policy***

“Foreign development and humanitarian aid is an integral part of the foreign policy of the Czech Republic. Its objective is to prevent specific



humanitarian disasters and to support long-term stability and prosperity in developing regions. Moreover, the Czech Republic views foreign development aid as an instrument of promoting human rights and democratic values<sup>2</sup>. There is a need to transform these broadly defined objectives to operational terms, which can more directly be used to guide and manage the foreign aid programme of the Czech Republic. Increased foreign aid could be clarified considering the 4 main rationale factors:

1. A High level of foreign aid is linked to security interests of the Czech Republic itself. We have seen that wars, conflicts, organised crime, social unrest in regions, which are nearer to the Republic (Balkan, Middle East, Russia, Caucasus, Central Asia, etc.) can spread and lead to migration and a huge influx of refugees. With carefully targeted and designed development assistance the Czech Republic – in co-operation with other countries – can help to prevent such crisis and complex emergencies or limit and contain the effects of them.

2. Development assistance can also be used to introduce Czech goods and services to markets in developing countries, and to promote business relations between Czech companies and companies in Asia, Latin America and Africa. In this way, development assistance can open up markets and establish relations, which are in the long-term economic interest of the Republic.

3. A high level of Czech development aid can best be argued by referring to the widespread poverty in developing countries. Even if many people in the Czech Republic itself are suffering from declining standards of living, the poverty situation in many other parts of the world, in particular in Sub-Saharan Africa and South Asia, is much worse. The people of the Czech Republic have a moral obligation to help – in a modest way, but still – men, women and children, who are worse off.

4. Finally the Czech Republic has a political interest in becoming an equal partner with other industrialised countries in Europe, and make its contribution, as member of the UN, the OECD and in due course the EU, to promote socio-economic development and stability in developing countries, to reduce the difference between South and North globally. This argument is, in fact, one of the preconditions for the successful entry of the Czech Republic to the EU.

## **8. Concluding Remarks**

With limited resources at its disposal, it is highly important that within the framework of Czech development aid strategy a clear role in the global international development co-operation is defined, considering the advanta-

ges of the country in comparison with traditional donors and other emerging donors. It will be necessary to study relevant sectors which are in the forefront (with competitive advantages), special traditional relationships with any of the developing countries, modalities of co-operation with various international organisations and UN agencies, priorities for multilateral and bilateral aid, selection of countries for bilateral co-operation with relevant sectors and thematic priorities, criteria for assistance, horizon level of development programmes, institutional capacities, OECD/DAC development aid delivery and management standards (such as project cycle management), development constituency formation, information and development education and awareness, etc. These topics will be the subject for further research and project implementation in the next months to come.

### **Notes:**

1. *The Conceptual Basis of the Foreign Policy of the Czech Republic*, page 19, published by the Institute of International Relations for the Ministry of Foreign Affairs, following the Policy Statement of the Czech Government of August 12, 1998.
2. *Ibid*, page 20.

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13. *Shaping the 21<sup>st</sup> century: The contribution of development co-operation*, OECD/DAC report, Paris 1996.
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18. *Annual report of the Institute of International Relations*, J. Šedivý and K. Larischová, Prague, March 2000.



### **Resumé:**

**Jan V. Kroužek, Petr Halaxa, Kristína Larischová:** *Prechod Českej republiky z krajiny prijímajúcej rozvojovú pomoc na donorskú krajinu v rámci národného projektu UNDP ako nástroja na naplnenie dohôd OECD/DAC*

Rozvojová pomoc je dôležitá časť komplexných politických a ekonomických vzťahov medzi Severom a Juhom, inými slovami medzi rozvinutými a rozvojovými krajinami. Rozvojová pomoc je považovaná za jeden zo spôsobov, ako propagovať globálne udržateľný rozvoj, bojovať proti chudobe a zaistiť všeobecnú bezpečnosť. Súčasne sa prostredníctvom programov rozvojovej pomoci naplňujú hlavné záväzky stanovené simultánne Spojenými národmi, Európskou úniou a členskými krajinami OECD.

Česká republika, ako krajina v procese transformácie na trhovú ekonomiku, je typickým „vznikajúcim“ donorom na poli rozvojovej pomoci. Rozvojová pomoc poskytovaná bývalou Československou republikou pred rokom 1989 bola založená na iných princípoch a nebola ani v súlade s praxou ostatných vyspelých darcov postupujúcich podľa pravidiel a štandardov OECD/DAC.

Česká vláda sa na základe strategických cieľov na svojom programovom vyhlásení z augusta 1998 zaviazala podporovať rozvojovú spoluprácu. V budúcnosti sa Česká republika bude snažiť ako člen OECD a pozorovateľ DAC (*Development Assistance Committee – Výbor pre rozvojovú pomoc*) zohrávať stále dôležitejšiu úlohu v medzinárodnej spolupráci a poskytovaní pomoci rozvojovým krajinám.

V súvislosti s týmto faktom česká vláda súhlasila s *Rozvojovým programom Spojených národov (UNDP)* na realizáciu projektu *Posilňovanie národných kapacít medzinárodnej rozvojovej spolupráce* (číslo kódu CEH/ 99/ 001), aby podporila vyššie uvedené záväzok. Hlavným cieľom projektu je preto pomoc Českej republike pri transformácii z prijímateľskej na donorskú krajinu na globálnej úrovni, a špecifickým záujmom projektu je vytvoriť rámec národnej stratégie pre rozvojovú spoluprácu a mechanizmus manažmentu poskytovania pomoci rozvojovým krajinám, ako aj posilnenie ľudských a inštitucionálnych kapacít pre tento účel.

Iným významným cieľom je propagácia myšlienky rozvojovej spolupráce v Českej republike na podporu povedomia verejnosti a celkového úspechu projektu.

Koncept technickej spolupráce medzi rozvojovými krajinami je momentálne dôležitým a špecifickým aspektom rozvojových aktivít UNDP. Jeho pozitívom je výmena skúseností a technológií, ktoré sú situované zodpovedajúco zdrojom a sociokultúrnym podmienkam rozvojových krajín.

Počas realizácie projektu boli premenené vyššie uvedené bezprostredné ciele na 16 výstupov a zodpovedajúce aktivity vykonávané podľa plánu práce a časového rozvrhu. Prvých desať mesiacov implementácie kulminovalo v polovici apríla 2000 počas tripartitného stretnutia troch angažovaných partnerov, Ústavu medzinárodných vzťahů Praha, MZV ČR a UNDP pri príležitosti vyhodnotenia postupu implementácie.

Uvedený článok popisuje na ilustratívnych príkladoch skúsenosti s prvou etapou implementácie. Na ich základe si zainteresovaný čitateľ môže urobiť obraz o dosiahnutých výsledkoch projektu a použiť tieto skúsenosti na formulovanie vlastnej koncepcie rozvojovej pomoci s prihliadnutím na konkrétne podmienky a špecifiká svojej krajiny.