

Project of establishment non-profit organization with the support of EU fund

Bc. Lucie Sára Závodná

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Jméno a příjmení: **Bc. Lucie Sára ZÁVODNÁ**
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Téma práce: **Návrh založení neziskové organizace za podpory fondu EU**

Zásady pro vypracování:

Úvod

I. Teoretická část

- Zpracujte literární prameny v oblasti založení neziskové organizace, čerpání prostředků z evropských fondů a marketingového průzkumu.
- Definujte pojmy, se kterými budete pracovat v analytické části a formulujte teoretická východiska a pracovní hypotézy pro analýzu.

II. Praktická část

- Zpracujte analýzu současného stavu firem poskytujících služby dětem ve Zlíně a analýzu dosavadního získání finančních prostředků z evropských fondů pro firmy Zlínského kraje.
- Zhodnoťte výsledky analýzy, přednosti a nedostatky současného stavu a dosavadního získání finančních prostředků z fondů EU.
- Formulujte závěry pro návrh založení neziskové organizace.
- Zpracujte zakladatelský projekt neziskové organizace a projekt žádosti o čerpání finančních prostředků z fondů EU pro tuto organizaci.
- Zhodnoťte ekonomickou náročnost a rizika spojená s realizací.

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Vedoucí diplomové práce: Ing. Zuzana Tučková, Ph.D.
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doc. Dr. Ing. Drahomíra Pavelková
děkan




prof. Ing. Jiří Polách, CSc.
ředitel ústavu

ABSTRAKT

Tato diplomová práce pojednává o založení nové neziskové organizace pro děti předškolního věku ve Zlíně. Tento projekt je pilotním projektem, který si klade za cíl ověřit, zda vymyšlený model je schopný fungovat v praxi. Založení předchází průzkum trhu v oblasti neziskového sektoru, dále výzkum v oblasti fondů Evropské Unie a možností čerpání finančních prostředků z těchto fondů. Z průzkumů dále vyplývá zakladatelský plán, rozpočet a časový plán pro založení nové neziskové organizace. Jedna z kapitol je taktéž věnována přímo aplikaci do jednoho z fondů EU – konkrétně Evropského Sociálního Fondu. V neposlední řadě se zde mluví o dalších grantech na území ČR, které by byly vhodné pro podporu založení již výše zmíněné organizace.

Klíčová slova: Nezisková organizace, Evropská Unie, Fondy, Evropský Sociální Fond, Granty, Založení organizace, Aplikace do ESF, Průzkum trhu

ABSTRACT

My diploma thesis is about an establishment of new non-profit organization for preschool children in Zlin. This is the pilot project for ensuring this kind of model for future usage. Before establishing of the organization there is a market research in the non-profit area, then research in the area of EU funds and possibilities for getting financial resources. Next step is business plan, budget, calculations and time line for establishment. One chapter is also dedicated to the application for EU fund – concretely European Social Fund. At last there is chapter about grants in the Czech Republic and possibilities for non-profit organization to get some support.

Keywords: Non-profit organization, European Union, Funds, European Social Fund, Grants, Establishment of organization, Application for ESF, Market Research

“Children have a short time to grow and a lifetime to live with the results.”

Motto of the Magic Foundation



TABLE OF CONTENTS

| | |
|---|-----------|
| INTRODUCTION | 9 |
| I THEORY..... | 10 |
| 1 NON- PROFIT SECTOR | 11 |
| 1.1 STAFF WORKING AT NPO (NPO)..... | 12 |
| 2 HOW TO ESTABLISH A NPO..... | 13 |
| 2.1 HOW TO ESTABLISH NPO IN THE CZECH REPUBLIC | 14 |
| 2.1.1 Civic association | 14 |
| 2.1.2 Classification of NPOs in the Czech Republic | 14 |
| 2.2 MARKET RESEARCH..... | 15 |
| 2.3 MARKET RESEARCH QUESTIONS | 16 |
| 2.4 SOURCES OF MARKET RESEARCH INFORMATION..... | 16 |
| 2.5 SWOT ANALYSIS..... | 17 |
| 2.6 PEST ANALYSIS | 18 |
| 3 BUSINESS PLAN..... | 19 |
| 3.1 ELEMENTS OF A BUSINESS PLAN | 19 |
| 4 FUNDING | 21 |
| 4.1 TEN RULES ABOUT FUNDING | 21 |
| 4.2 EU FUNDS | 23 |
| 4.3 OPERATIONAL PROGRAMS | 25 |
| 4.4 NUTS (NOMENCLATURE OF TERRITORIAL STATISTICAL UNITS) | 26 |
| 4.5 ESF – EUROPEAN SOCIAL FUND..... | 27 |
| 4.6 PROJECT MANAGEMENT OF EU FUNDS..... | 28 |
| 4.7 PRINCIPLES FOR APPLICATION..... | 29 |
| 4.8 ALGORITHM OF THE PROJECT..... | 29 |
| 4.9 EVALUATION OF THE PROJECT | 31 |
| 5 THEORETICAL BASIS FOR HYPOTHESIS | 32 |
| 5.1 HYPOTHESIS FOR ANALYTICAL PART | 32 |
| II ANALYSIS..... | 33 |
| 6 MARKET RESEARCH..... | 34 |
| 6.1 RESEARCH OF COMPANIES FOCUSED ON CHILDREN | 36 |
| 6.2 EU FUNDS FOCUSED ON CHILDREN SUPPORT..... | 40 |
| 6.2.1 Operational programs of ESF..... | 41 |
| 6.2.2 Operational program “Education for competitiveness” | 41 |

| | | |
|----------|--|-----------|
| 6.3 | SITUATION OF PAST DRAWING MONEY FROM ESF FUND | 42 |
| 6.4 | PEST ANALYSIS | 45 |
| 6.5 | EVALUATION OF HYPOTHESIS | 46 |
| 7 | ESTABLISHMENT OF NON-PROFIT ORGANIZATION | 47 |
| 7.1 | MISSION STATEMENT | 47 |
| 7.1.1 | Our Services | 48 |
| 7.1.2 | Name of the non-profit organization..... | 49 |
| 7.1.3 | Courses..... | 49 |
| 7.2 | MARKETING PLAN | 50 |
| 7.2.1 | Promotion..... | 51 |
| 7.2.2 | Pricing | 51 |
| 7.3 | OPERATIONAL PLAN | 51 |
| 7.3.1 | Personnel | 51 |
| 7.3.2 | Legislative norms in terms of children education | 54 |
| 7.4 | MANAGEMENT AND ORGANIZATION | 55 |
| 7.4.1 | Time line | 55 |
| 7.5 | FINANCIAL PLAN..... | 56 |
| 7.5.1 | Calculations..... | 56 |
| | Balance sheet 31.12.2009 | 57 |
| 7.5.2 | Profit and Loss Projection | 58 |
| 7.5.3 | Cash Flow Projected for 2010..... | 60 |
| 7.6 | BANK ACCOUNT | 61 |
| 7.7 | FUTURE PLANS | 61 |
| 7.8 | SWOT ANALYSIS..... | 62 |
| 8 | APPLICATION FOR ESF FUND | 63 |

| | | |
|----------|--|-----------|
| 8.1 | RULES | 64 |
| 8.2 | APPLICATION SUMMARY | 65 |
| 8.3 | APPLICATION | 66 |
| 8.4 | BRIEF CONTENT OF THE PROJECT | 66 |
| 8.5 | DESCRIPTION | 67 |
| 8.6 | MAIN GOALS OF THE PROJECT | 68 |
| 8.7 | RISK ANALYSIS | 68 |
| 8.8 | KEY ACTIVITIES | 69 |
| 8.9 | DESCRIPTION OF INVOLVEMENT | 70 |
| 8.10 | TIME LINE | 70 |
| 8.11 | BUDGET | 71 |
| 8.12 | HORIZONTAL THEMES | 73 |
| 8.13 | LIST OF APPENDICES | 76 |
| 9 | PLAN “B” FOR DRAWING MONEY | 77 |
| | CONCLUSION | 79 |
| | BIBLIOGRAPHY | 81 |
| | LIST OF ABBREVIATIONS | 83 |
| | LIST OF FIGURES | 84 |
| | LIST OF TABLES | 85 |
| | APPENDICES | 86 |
| | APPENDIX A I: SUGGESTION FOR REGISTRATION | 87 |
| | APPENDIX A II: STANOVY OBČANSKÉHO SDRUŽENÍ ZEBRA O.S..... | 88 |
| | APPENDIX A III: CZ-COPNI DIVISION OF NPO..... | 90 |
| | APPENDIX A IV: EVALUATION OF ESF PROJECTS | 92 |
| | APPENDIX A V: OBJECTIVE AND PRIORITY AXES OF EDUCATION FOR COMPETITIVENESS OP | 93 |
| | APPENDIX A VI: PROMOTION MATERIAL FOR ZEBRA..... | 94 |

INTRODUCTION

Non-profit sector is gaining more importance these days. I am working in this sector for over five years that was how I understood the main rules and processes. I also devote to this theme my bachelor thesis and tried to analyze marketing communication for non-profit organizations. I was appraising the marketing communications in the organization AIESEC. My diploma thesis is about establishing new non-profit organization, speaking about possibilities in the Czech market with the focus on opportunities in EU funds. My first challenge was with differentiation between non-profit organization and non-governmental organization. English language has differences with this division. Finally I decided to use the term “non-profit” organization which is closer to the Czech word “nezisková”. There are so many bureaucratic processes, which litigates the process of applying for EU funds. That is one out of many reasons companies do not start with such projects. It is never clear, if they will get the money or not. The Czech people are not drawing enough money from EU funds and we were always criticized for that. Many new projects are focused on drawing money from EU funds and also many books were written on this theme. That was also one of the reasons; I decided to make a research about this theme.

In my diploma thesis you can find market research of non-profit organizations in Zlin region, where I am studying the fifth year at Thomas Bat'a University. I have focused on children's non-profit organizations. This theme was interesting for me because most times I am working with children. You can also find research on EU funds. The diploma thesis is focusing mainly on European Social Fund (ESF) - Operational Program Education for Competitiveness. There, is the business plan for establishing new non-profit organization with all requirements needed for this process. In this regard I decided to implore the inputs of international employees to the non-profit organization that is why I am counting on the services of other non-profit organization, which can help me to get these internationals to my organization. This decision was made because of the growth for international need of children to speak different languages from tender age.

I. THEORY

1 NON- PROFIT SECTOR

Over the past several decades, non-profit organizations (later only NPO) have become major players in the field of international development. While statistics about global numbers of NPOs are incomplete, it is currently estimated that there is somewhere between 6,000 and 30,000 national NPOs in developing countries. Non-profit organizations are essential to the vitality of communities. They enrich quality of life, epitomize the highest societal values and strengthen democracy. Volunteers, board members and employees become involved with a non-profit because of the organization's public benefit mission. The critical role of non-profits in democratic societies underscores the importance of knowing how to form, govern and manage these organizations. The growth and progress of the non-profit sector depends on developing and improving this knowledge.

The World Bank defines NPOs as "private organizations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development". A non-profit organization is kind of organization which is not directly part of the structure of government. NPOs exist for a variety of reasons, usually to the political or social goals of their members or founders. Apart from NPO often alternative terms are used as for example independent sector, volunteer sector, civil society, grassroots organizations, transnational social movement organizations, private voluntary organizations, self-help organizations and non-state actors.

There are also numerous classifications of NPOs. One frequently used categorization is the division into 'relief-oriented' or 'development-oriented' organizations. They can also be classified according to whether they stress service delivery or participation, or they are religious and secular, and they are more public or private-oriented. The World Bank has two categories of NPOs: operational and advocacy. Operational NPOs have their main purpose to design and implementation of development-related projects. Advocacy NPOs have their main purpose to defend or promote a specific cause.

A non-profit organization is an organization whose primary objective is to support an issue of private interest or public concern for non-commercial purposes, without concern for monetary profit. A non-profit organization may be involved in areas relating to the arts, social issues, charities, early childhood education, healthcare, politics, religion, research,

sports or some other. Non-profit organizations are often charities or service organizations; they may be organized as a not-for-profit corporation or as a trust, a cooperative, or they may be purely informal. Sometimes they are also called foundations or endowments. A very similar organization called the supporting organization operates like a foundation, but they are more complicated to administer, they are more tax favored, and the public charities that receive grants from them must have a specially determined relationship.

Maybe you are asking for difference between NPO – non-profit organization and NGO – non-governmental organization. In English literature is used mostly the term NGO for all kinds of organizations from non-profit sector. “A non-governmental organization (NGO) is a legally constituted organization created by private persons or organizations with no participation or representation of any government. In the cases in which NGOs are funded totally or partially by governments, the NGO maintains its non-governmental status insofar as it excludes government representatives from membership in the organization.” [16]

From this point of view we can easily see NGOs are part of NPO sector.

1.1 Staff working at NPO (NPO)

More less main part of people working for non-profit organizations work for free, but not all people working for non-governmental organizations are volunteers. Paid staff members typically receive lower pay than in the commercial private sector. This fact doesn't pay for municipal office or political units in the Czech Republic. Employees are highly committed to the aims and principles of the organization. The reasons people volunteer are not necessarily purely altruistic, and can provide immediate benefits for themselves as well as those they serve, including skills, experience, and contacts. People are often highly committed to the organizations values and strategic long term goals. [16]

2 HOW TO ESTABLISH A NPO

The first step for establishing a NPO is to make a market research of domestic legal framework. It means to know all possibilities for establishing NPO, but also to know where to get finance (for example funds etc.) and where to start registration for all necessary documents. It depends on every country, how many documents and confirmations new NPO needs. It is also dependent on type of NPO founders decide to establish. The second step is mission statement – it means to have mission, vision and value statement. A well-defined mission statement can help guide the organization and its board of directors in making crucial decisions about programming and resource allocation. A mission statement should include information about the organization's purpose, business, values and beneficiaries. The next step for some types of NPOs is creation of Board of Directors. The Board of Directors represents the highest governing body of the NPO.

As Putnam Barber wrote in his article, there are 5 basic steps how to start-up a NPO. First advice or rule is: all NPOs are local. It means that they operate local – first thing the NPO needs to have is registration on local NPO agency. The second rule is: NPO cannot work without supporters. “No one starts a non-profit alone. No non-profit operates in isolation.” The third rule is: NPOs should be “businesslike”. It means to watch revenues and expenditures carefully, plan in advanced, to have all financial and service records etc. Advice number four is about starting a new NPO – sometimes this is not the only way how to serve. In many situations a full range of non-profits are already hard at work. „Spending time thinking about alternative paths toward the goal is an essential part of the planning for any new organization.“ The last advice for start-up of new NPO is do not forget to plan long-term. This rule is important today for all companies. “It is essential to have a clear plan for how the work will be carried on once the initial enthusiasms, and founding organizers, are no longer on the scene. This plan must include both solutions to governance questions (Who will be on the board? Who will lead the staff?) and management issues like where the money will come from and how new services will be designed and implemented.“ [24]

2.1 How to establish NPO in the Czech Republic

In the Czech Republic there is no law special for NPOs. Generally we have NPO as interest association of legal entity, civic association, politic union and politic party, registered church, religious party, endowment, endowment fund, generally beneficial organization, municipality, district authorities, planning unit and contribution unit. Every organization has own legal conditions of establishing, for example number of people needed for establishing, etc. There is no starting capital used. [1]

2.1.1 Civic association

In the Czech Republic establishment of the civic association is specify by the law 83/1990 – Collection of laws. [9] Civic association is legal entity, which means, it has own legal subjectivity and can act on own name. The association begins by the registration at Ministry of home office. It is needed minimum three people, who at least one has to be older than 18 years old. These people create proposition for registration and constitution of NPO. It is also needed to elect one person as authorized representative. All two documents have to be sent to the Ministry of home office. If there are no disagreements with law, the civic association is registered and has legal subjectivity from the date of registration. After this procedure the authorized representative gives a request to the Czech statistic office for the identification number (called IČ) of new established civic association.

2.1.2 Classification of NPOs in the Czech Republic

In the Czech Republic we have special classification of NPOs called CZ-COPNI. It is defined by the law 497/2003 - Collection of laws. [8] This classification is used for international comparison and also for statistic research. The subjects of this sorting are expenses of NPOs to households. CZ-COPNI has three degrees. First degree is marked by two numbers – it means sector. Second degree means group and the third degree marks class. Examples of sectors: Living, Health, Recreation and Culture, Education, Welfare work, Religion, Political unions, Trade unions, Protection of the environment, Other services. CZ-COPNI classification is attached in the appendix.

2.2 Market research

Market research is one of the method which is used before establishing new company – doesn't matter if profit or non-profit organization.

„Market research is the process of systematically gathering, recording and analyzing data and information about customers, competitors and the market. Market research can be used to determine which portion of the population will purchase a product/service, based on variables like age, gender, location and income level. „, [16]

“Various methods of market research are used to find out information about markets, target markets and their needs, competitors, market trends, customer satisfaction with products and services, etc. Businesses can learn a great deal about customers, their needs, how to meet those needs and how the business is doing to meet those needs.” [23]

There are two general types of primary research. Qualitative research is used for developing new ideas. Quantitative research primarily involves surveys based on representative samples where data is collected using mail, telephone or personal interviews. Results from quantitative studies can be projected to entire populations and therefore used in predicting.

Market research is primary or secondary. In secondary research, the company uses information compiled from other sources. Primary market research involves testing such as focus groups, surveys, field tests, interviews or observation, conducted or tailored specifically to that product. Market research is for discovering what people want, need, or believe. It can also involve discovering how they act. Market information is making known the prices of the different commodities in the market, the supply and the demand. Information about the markets can be obtained in several different varieties and formats. Market segmentation is the division of the market or population into subgroups with similar motivations. Some used bases for segmenting include geographic differences, personality differences, demographic differences, use of product differences, and psychographic differences. The market size is more difficult to estimate if the company is starting with something completely new.

2.3 Market Research Questions

For example, companies are often interested in information about a market, such as:

1. What is the market, including what is being sold and to whom and for how much? How many people might be interested in buying that product or service? How much money might be generated from those sales? Where is your business in the market?
2. Who is the customer? What are their preferences? When, where and how do they typically buy?
3. Who is the competition? What are they selling, specifically? When, where and how are they selling and to whom?

2.4 Sources of Market Research Information

Census Bureau

There is a vast amount of information available and much of this is online.

Chamber of Commerce

Get to know the people in the local office. Offices usually have a wealth of information about localities, sources of networking, community resources to help your business, etc.

Department of Commerce

The Department has offices in various regions across the country and publishes a wide range of information about industries, products and services.

Library

[23]

Directory of Associations, Sales and Marketing Management magazine, Statistics Index, Encyclopedia Of Business Information Book, Standard & Poor's Industry Survey's and Consumer's Index.

Trade and Professional Organizations

Organizations often produce highly useful newsletters for members, along with services for networking, answering questions, etc.

Trade and Professional Publications

These have become much more useful as various trades become more specialized and their expectations are increasing for timely and useful information.

2.5 SWOT Analysis

SWOT analysis is a basic, straightforward model that provides direction and serves as a basis for the development of marketing plans. It is a scan of the internal and external environment and it is an important part of the strategic planning process. Environmental factors internal to the firm usually can be classified as strengths (S) or weaknesses (W), and those external to the firm can be classified as opportunities (O) or threats (T). Such an analysis of the strategic environment is referred to as a SWOT analysis. The SWOT analysis provides information that is helpful in matching the firm's resources and capabilities to the competitive environment in which it operates. As such, it is instrumental in strategy formulation and selection.

A firm's strengths are its resources and capabilities that can be used as a basis for developing a competitive advantage. The absence of certain strengths may be viewed as a weakness. In some cases, a weakness may be the flip side of strength. The external environmental analysis may reveal certain new opportunities for profit and growth. Changes in the external environmental also may present threats to the firm.

As can be seen, SWOT analysis can be extremely beneficial to those who objectively analyze their company. It is not simply enough to identify the strengths, weaknesses, opportunities, and threats of a company. In applying the SWOT analysis it is necessary to minimize or avoid both weaknesses and threats. Weaknesses should be looked at in order to convert them into strengths. Likewise, threats should be converted into opportunities. Lastly, strengths and opportunities should be matched to optimize the potential of a firm. Applying SWOT in this fashion can obtain leverage for a company.

2.6 PEST analysis

A PEST analysis is an analysis of the external macro-environment that affects the organization or company. P.E.S.T. is an acronym for the Political, Economic, Social, and Technological factors of the company's environment. These external factors usually are beyond the firm's control and sometimes present themselves as threats. It is a part of the external analysis when doing market research and gives a certain overview of the different macro-environmental factors that the company has to take into consideration. It is a useful strategic tool for understanding market growth or decline, business position, potential and direction for operations.

Political factors include areas such as tax policy, employment laws, environmental regulations, trade restrictions and tariffs and political stability. Economic factors are economic growth, interest rates, exchange rates and inflation rate. Social factors often look at the cultural aspects and include health consciousness, population growth rate, age distribution, career attitudes and emphasis on safety. Technological factors include ecological and environmental aspects and can determine barriers to entry, minimum efficient production level and influence outsourcing decisions. Technological factors look at elements such as R&D activity, automation, technology incentives and the rate of technological change. [16]

3 BUSINESS PLAN

Every business starts by the creation of business plan. It contains more parts such as balance sheet, plan of profit and vision of the company or organization. “A business plan is a formal statement of a set of business goals, the reasons why they are believed attainable, and the plan for reaching those goals. It may also contain background information about the organization or team attempting to reach those goals. The business goals being attempted may be for-profit or non-profit. For-profit business plans typically focus on financial goals. Non-profit and government agency business plans tend to focus on service goals.” [16]

What goes in a business plan? The body can be divided into four distinct sections:

- ∂ Description of the business
- ∂ Marketing
- ∂ Finances
- ∂ Management

Agenda should include an executive summary, supporting documents, and financial projections. Although there is no single formula for developing a business plan, some elements are common to all business plans.

3.1 Elements of a Business Plan

I. The Business

- A. Description of business
- B. Marketing
- C. Competition
- D. Operating procedures
- E. Personnel
- F. Business insurance

II. Financial Data

- A. Loan applications
- B. Capital equipment and supply list

- C. Balance sheet
- D. Breakeven analysis
- E. Pro-forma income projections (profit & loss statements)
- F. Three-year summary
- G. Detail by month, first year
- H. Detail by quarters, second and third years
- I. Assumptions upon which projections were based
- J. Pro-forma cash flow

III. Supporting Documents

- A. Tax returns of principals for last three years Personal financial statement (all banks have these forms)
- B. For franchised businesses, a copy of franchise contract and all supporting documents provided by the franchisor
- C. Copy of proposed lease or purchase agreement for building space
- D. Copy of licenses and other legal documents
- E. Copy of resumes of all principals
- F. Copies of letters of intent from suppliers, etc.

[25]

4 FUNDING

The main finance resources of NPO are sponsoring or grants. Funding is the main budgets demands significant fundraising efforts on the part of most NPOs. Major sources of NPO funding include membership dues, the sale of goods and services, grants from international institutions or national governments, and private donations. Several EU-grants provide funds accessible to NPOs. Even though the term non-profit organization or sometimes non-governmental organization implies independence from governments, some NPOs depend heavily on governments for their funding. Most foundations give out grants to other non-profit organizations, or fellowships and direct grants to participants.

The government can support NPO sector in many ways. To this belongs for example tax allowance of donors (5%) and NPOs, grants from state budget and more ways. NPOs have to observe many rules to get tax allowance. They should have subject of business in their constitution and expenses shall be higher than earnings. They also cannot use last year losses as reduction of tax basis. [1]

4.1 Ten rules about funding

Carl Richardson posted at the Foundation Center web pages the article about 10 laws how to do funding.

- First one: *the Law of the Nonexistent They* – nobody is waiting to give. Nobody will give the money because he wants to or because he found out That is good idea.
- *The law number two*: Fundraising is a conversation between funded and founder. This is kind of marketing the NPO does. And you cannot get money, if you do not know your idea, long-term goal or even you do not know for what you will this money invest.
- The law number three sounds: *Effective fundraising* is a result of telling your story. It is also connected with clear goals and measurable outcomes of NPO. Also the ability to personalize the organization increases its chances of success. The organization must take advantage of every opportunity to enhance the visibility.

And visibility is another word for publicity. The NPO cannot fundraise without publicity.

- The rule number four: *People give to people*. The money income depends on personality of the fundraiser, but “the truly successful fundraising professional is able to establish relationships on behalf of the organization that continue well beyond his or her departure from the organization.”
- The law number five tell to the organization: *Someone must ask* for the money. It means nobody will give the financial support, if nobody will ask for it.
- The most interesting law to my mind is law number six: An organization *cannot thank a donor enough*. “A good one is to send at least initial acknowledgement of a gift within forty-eight hours of its receipt. Another good one is to require more than one thank-you for gifts over a certain amount. For larger gifts, the development officer should send the initial typed response, followed by a thank-you from the CEO a few days later; for really significant gifts, the chair of the board might send a third thank-you a day or so after the CEO.”
- The law rule number seven: *Seek investments, not gifts*. When an organization seeks an investment, invites the founder or donor to share responsibility for the desired outcome.
- The rule number eight: *Donors are developed, not born*. “All donors have three characteristics in common: a connection to your organization, interest in its success, and the ability to give. The process of nurturing these three characteristics is called donor development.”
- The law number nine: *Fundraising out of desperation is futile*. It means, that organization needs to tell plans, visions and values, needs to have clear message and people working there should believe in their work.
- The last law is called: *the Law of Uncertainty*. The NPO never knows, when the donor says “I will donor you, because of that...”. If the donor says “no” the NPO should ask “why?”, because this is the only way how to improve the strategy for fundraising. As was said before, the fundraising is establishing the relationship between prospective donors and your organization. [22]

4.2 EU funds

There are many possibilities where to get money for running organization. One of the most popular choices for these days is EU funding. Politic of EU is supported by structural funds and cohesive fund. Structural funds (SF) are focused to disadvantaged regions as problem city parts, villages, islands, mountains etc. There are four structural funds possible to draw from: ERDF – **European Regional Development Fund**, ESF – **European Social Fund**, Financial tool for **support of fishing**, Support section of **European agricultural fund**. By the ERDF are supported investment projects. The Fund aims to promote economic and social cohesion by correcting the main regional imbalances and participating in the development and conversion of regions, while ensuring synergy with assistance from the other Structural Funds. By the ESF are supported non investment projects. The European Social Fund (ESF) helps people improve their skills and their job prospects. Created in 1957, the ESF is the EU's main source of financial support for efforts to develop employability and human resources. It helps Member States combat unemployment, prevent people from dropping out of the labor market, and promote training to make Europe's workforce and companies better equipped to face new, global challenges. EU has for every fund their terms – the year 2008 belongs to the plan 2007-2013. The Cohesive Fund is specify for support of development poorest countries. It is focused to development of the transport infrastructure and environmental protection. [19]

The Czech Republic can draw in the period from 2007 till 2013 from the EU funds about 26,7 milliards € - this is about 752,7 milliards Czech crowns. There is always need of co-financing from the state budget. The budget for the Czech Republic for the year 2007 is 1 040,8 milliards Czech crowns. The finance support, which can Czech companies or organizations draw on, is about 74 % of the state budget. There are still running old projects from the period 2004-2006 in 2007. [19]

For getting support from funds of European Union is required to prepare suggestion of project. The EU commission never pays all expenses – and desirable is also co-funding from more resources. Without added confirmation about co-funding usually the project it is not approved. The EU commission contributes usual from 10% to 80% of total costs, but more usual are financing 20% - 50% of final costs. They never fund already completed project. The application needs to assign European value added, European dimension and

innovation solution. The organization required to be stable, financing sustainable and long term minded. The grants fund activity of organization, which is based on EU politics or activity of group, which is based on fulfilling part of EU focused goals. Next documents necessary for enclosing are technical capacity (education of employees), high quality and effectiveness of costs (goals of projects required to be measured, controlled and monitored), guarantee (it means to have enough finance resources to start the project) and financial stability for the future.

Generally there is no date for acceptations of application for EU donations. But often there are new projects opened during the year with deathliness for applying. After approval of EU grant the EU commission sends official standard agreement. From this moment the EU commission is an owner of copyrights together with NPO. Every output of the projects needs to be signed as EU funds supported.

The EU commission funds only qualified expenses. It means in the budget the company needs to separate two kinds of costs – qualified and unqualified. There are direct qualified expenses – they are straight focused on the formation of project: personal costs (one day work of project – they are limited), traveling expenses, accommodation and catering (also limited per one day), equipment (lands or buildings are generally not counted), bank and financial fees, services expenses, sub-delivery, promotion expenses, other expenses, which are connected with grant's contract. It is common to count with reserve about 5%. It is also usual to include overhead charges (maximum 7%). Unqualified expenses are for example fixed capital costs, debts, cover of losses, payable interests, compensation of expenses, which are not adequate and others. Incomes are total earnings and they need to be at the same highness as expenses. The company can include direct financial dues, incomes from the project and grant. All changes in the projects have to be confirmed by the EU commission.

About realization of projects has to be presented reports:

- i) progress report – it depends about project, it can be weekly, monthly, quarterly, annually,...
- ii) interim report – SWOT analysis about implementation of project, its going in the middle of project realization, it contains the present results.

- iii) final report – 3 copy of minimum 20 pages document, it's about results of finalized project.
- iv) financial report – without this report it cannot be made final payment.

[2]

4.3 Operational programs

The most important for applications are the operational programs (OP). They are qualifying by region and topic. Every operational program has a structure: introduction, reason for this program, goal, description, types of project, which can ask for support, etc. In the period from 2007 till 2013 will be used 26 operational programs, which have to reach three main goals: convergence, regional ability to compete + employment and territorial cooperation.

To the convergence goal belong all NUTS II regions except the capital Prague. There are eight thematic operational programs: transportation, environment, business and innovation, research and development for innovations, human resources and employment, education for ability to compete, integrated operational program and technical help. The goal for regional ability to compete and employment is in the Czech Republic focused on Prague compete ability and adaptability. The territorial cooperation is across barrier cooperation between the Czech Republic and bordering states as Austria, Poland, Slovakia, Bavaria and Saxony. To this goal belongs also international cooperation between EU countries and cooperation across regions.

4.4 NUTS (Nomenclature of Territorial Statistical Units)

There are existing 27 different administrative systems of division in countries of the EU. Because of that the EU created one system called NUTS. As you can see in the table 1 there are three levels for this division and number of inhabitants recommended for this division.

| | Minimum of inhabitants (recommended) | Maximum of inhabitants (recommended) |
|----------|---|--|
| NUTS I | 3 000 000 | 7 000 000 |
| NUTS II | 800 000 | 3 000 000 |
| NUTS III | 150 000 | 800 000 |

Table 1: Divisions of NUTS regions [own processing].

From the historical point of view the Czech Republic is divided to NUTS III – counties. But because of the EU there was a need for division of NUTS II. . By the law 248/2000 Sb. were created eight regions of cohesive. Along this division every NUTS II can raise limit of money from the EU funds.



Figure 1: The Czech Republic's division - 14 counties and 8 regions NUTS II [19].

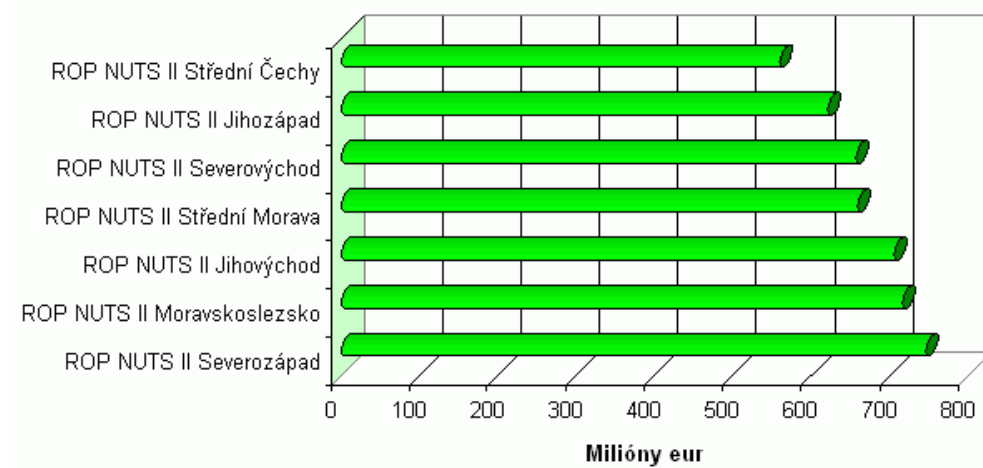


Figure 2: Allocation of resources from EU funds (mill. Euros) [19].

4.5 ESF – European Social Fund

The main aim of ESF is development of employment, decrease of unemployment, support of social integration and focus on development of labor market and human resources. ESF supports programs such a help for unemployment people with entrance to labor market, straight opportunities for all, social integration, help people from disadvantaged groups with entrance to labor market, lifelong education, development of qualified and flexible human resource, implementation of new and modern styles of organization work and entrepreneurship, improve of woman position in labor market, fight with all kinds of discrimination and non-straight behavior in the labor market. [13]

There are 3 operational programs prepared for the term 2007-2013:

- Program Human resources and Employment: resources available are 4,4 mld. EUR, what is about 124,2 mld. Kč
- Education for Competition-ability: there is 7 % from all resources of structural funds EU, its 1 811,8 mld. €.
- Program Prague – Adaptability

4.6 Project management of EU funds

There are officially used two tools for treatment of project: Project cycle management (PCM) and Logic frame method. Project cycle management is the official tool for the EU commission since 1992. The goal of this method is improvement of planning and project management, what contribute to better effectiveness of using financial help from EU funds. This tool ensure that projects support main goals and political aim of the EU commission, develop partnership, project is realistic and results are defensible. The PCM has 5 main phases. [6]

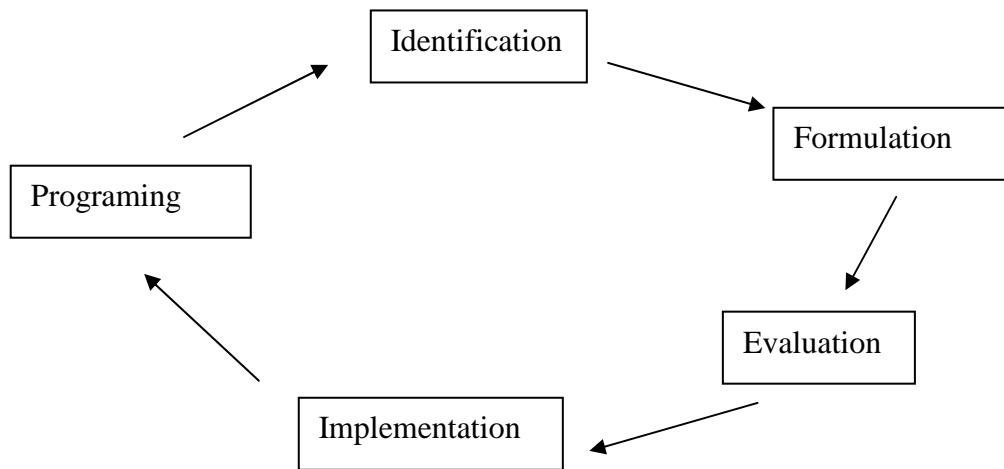


Figure 4: The phases of the PCM [6].

The logic frame method (LFA) is a tool of project design and management. Through LFA method is possible to control logic and project aim. From the beginning the applicant can monitor and measure the result of the project. Key information about project are in one document (logic frame). This frame is the main tool in the method for management of project cycle.

| Analytical phases | Planning phases |
|---|--------------------------------|
| Analysis of involved group – Evaluation of capacity | Basis for logic frame creation |
| Analysis of potential problems – Determination of relations between cause and outcome | Time line creation |
| Objective analysis – solution For problems and analysis of causes | Plan of resources |
| Strategic analysis – creation of strategies Selection of best strategy | |

Table 2: Phases of project management for EU funds [6].

4.7 Principles for application

Projects present to the EU commission are different. They can be short term oriented (maximum 1 year), middle term oriented (2-4 years), long term oriented (more than 4 years). They can be focused on one theme or more themes together. They are small (from half a million CZK to 2 millions CZK) or big (from 2 millions to 20 millions CZK). [3]

All applications should be in Czech language (if it is applied in the Czech Republic) in prescribed style. It should be in two copies (one original and two copies usually but different funds can have different rules) and together with copy on CD-ROM. All applications need to be submitting till prescribed death line and hour. All application can be bring personally or sent by post. The application has prescribed appendix. In this appendix should be: Proof about legal subjectivity, Declaration about no debts towards health insurance or state, Declaration about partnership, List of appendices with number of pages. [13]

4.8 Algorithm of the project

For getting the financial support from the EU funds every project need to fulfill some criteria. There are some required points as: Name of the project, Place of the project,

Reason for the project, Description, Support of the project, Time line, Financial plan, Monitoring and Controlling of the project, Environmental influence of the project (by the law 244/1992 Collection of laws), Implementation for the praxis, Guarantee of the same conditions for men and woman. [3]

For the preparation of the project the organization needs to follow basic rules:

- *Focus group definition.* Every project is focus on some group of people. It means that the project influence some people and this group is needed in the stage of creation, planning, implementation and evaluation of project. It is needed to motivate these people, consult results and ask for feedback in every stage of project.
- *Partners research.* Before start of this part the company needs to know basic parameters of the project. It is benefit for the application if there is a partner. As it was said before the EU commission doesn't pay all expenses of the project.
- *Analysis of problems.* This is very important part of the project planning. The company should make away all possible non achievements.
- *Analysis of the goals.* Goals should be realistic, concrete and measurable. This part contains strategy creation. Strategic analysis assess realistic attitude of project. After the creation of the strategy follows the creation of concrete and general goals.
- *Selection of strategy.* Concrete goals of the project should be tangible also during the project life (not only in the end of the project). It means that the organization can check, if the project follows the planned strategic goal.
- *Form of needles.* The needles should be quantitative, qualitative and time limited. It is really important to pay attention needles are specific and they can measure real results.
- *Measurement.* If we want to measure the progress, it is needed to specify the size, in which the information will be available, who will be responsible for this information and how often information need to be accessible.
- *Conditions and risks.* The project planning should include risk analysis.

- *Activity planning.* This is the final step of the planning process – the activity planning. All activities are actions steps, how to reach the main goal of the project and they relate to each other. [3]

4.9 Evaluation of the project

The EU commission or the leading authority evaluates every project from two points of view: objective and formal. By the formal view it has to have all legal pertinences and all administrative documents required. The commission assesses also the receiver of the financial grand – his/her qualification, knowledge of main principles of the project requirements and professional competence. It is also needed to have realistic time line, right organization of the project and good work flow. By the objective view all projects has to fulfill some criteria – costs, financial and objective criteria. It is also important, where the project will be realized (which region). Some attributes of the project are more preferred, for example: innovation character, strategic character, environmental influence, synergy with other projects, level of disadvantages, etc. [3]

5 THEORETICAL BASIS FOR HYPOTHESIS

A hypothesis is a tentative statement that proposes a possible explanation to some phenomenon or event. A useful hypothesis is a testable statement which may include a prediction. A hypothesis should not be confused with a theory. Theories are general explanations based on a large amount of data. Many hypotheses have been proposed and tested.

5.1 Hypothesis for analytical part

My diploma thesis is focus on non-profit organizations and European Union funds. My goal is to find the gap in Zlin region to create new NPO useful for society.

- Number I: There are not enough NPOs working for children in Zlin region.
- Number II: There are EU funds available for applying, when creating NPO focused on children education and free time.
- Number III: The Czech people do not use the opportunity of drawing money from EU funds enough. There is more money available than drawn out.

II. ANALYSIS

6 MARKET RESEARCH

First of all I would like to make some market research – number of people, children, education and EU funds. In terms of the number of inhabitants, the Czech Republic experienced a continuous decrease from 1994 to 2002; from that point the total population has been growing slightly. The key element in the total increase is primarily the net positive migration, which outweighs the negative natural increase.

According to the Czech Statistical Office (CZSO), the future trend in population will be characterized by an irregularity. A continued decrease that is likely to occur in the number and proportion of children in the population is one of the key features. According to the mean projection, the number of children aged 0-14 should experience a relatively rapid decrease in next several years, from the current 1,6 million to 1,4 million in 2010.

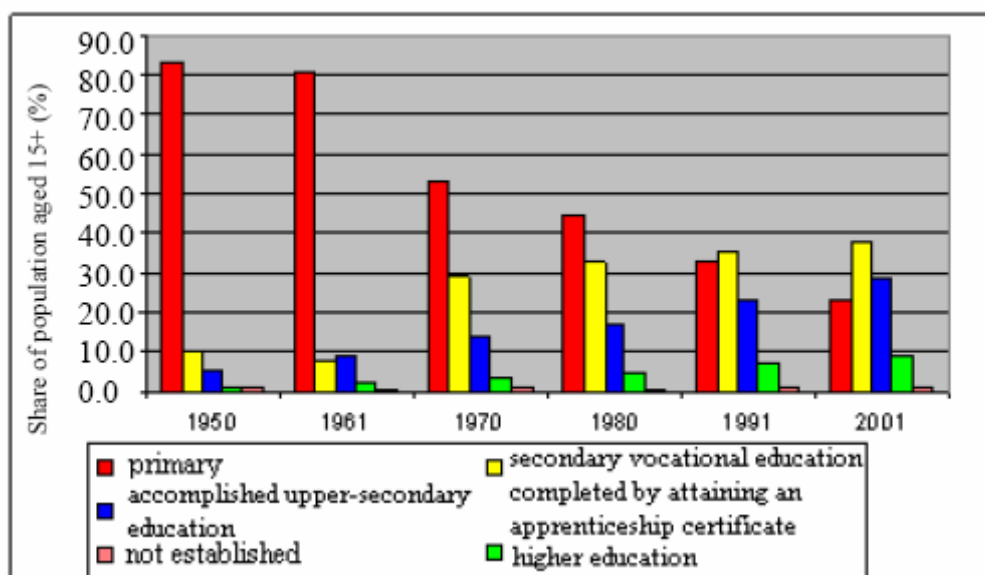


Figure 3: Trend in Educational Structure of the Czech's Republic Population [14].

The graph as above shows an obvious growth in the significance of secondary and higher education, which reflects the changing structure of the economy and continuous strengthening the importance of knowledge for the labor market. The education structure is influenced by older age groups containing a large proportion of persons with a lower

education level, whilst the number of university graduates did not start increasing until the early 1990s.

Because of my assignment firstly I would like to make people analysis of children in Zlin.

There are together 13.580 children from the born till the age of 18 years.

| Age | Men | Woman | Both |
|-----|-----|-------|------|
| 0 | 387 | 376 | 763 |
| 1 | 398 | 330 | 728 |
| 2 | 328 | 309 | 637 |
| 3 | 346 | 327 | 673 |
| 4 | 337 | 295 | 632 |
| 5 | 354 | 325 | 679 |
| 6 | 325 | 304 | 629 |
| 7 | 269 | 279 | 548 |
| 8 | 290 | 301 | 591 |
| 9 | 298 | 288 | 586 |
| 10 | 310 | 274 | 584 |
| 11 | 304 | 262 | 566 |
| 12 | 360 | 334 | 694 |
| 13 | 367 | 384 | 751 |
| 14 | 413 | 367 | 780 |
| 15 | 460 | 428 | 888 |
| 16 | 480 | 457 | 937 |
| 17 | 484 | 460 | 944 |
| 18 | 503 | 467 | 970 |

Table 3: Number of children in Zlin along age [14].

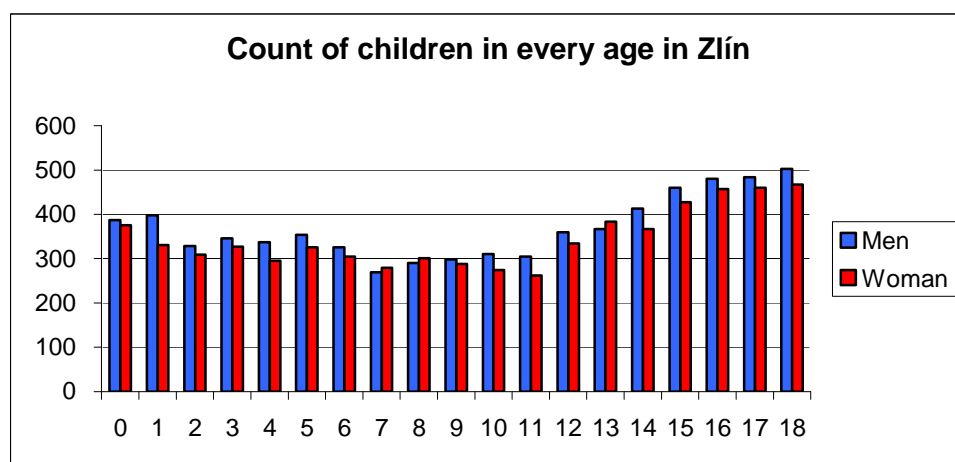


Figure 4: Count of children in every age in Zlin [own processing + 14].

Strong classes are in the children's ages 0, 1, 5, 12-18. Weak classes are in the children's ages 2, 3, 4, 6-11. Since 1999, the average length of education has increased from 15.5 years to 16.6 years in 2003. However, the Czech Republic still has a lower average length of education when compared with the EU.

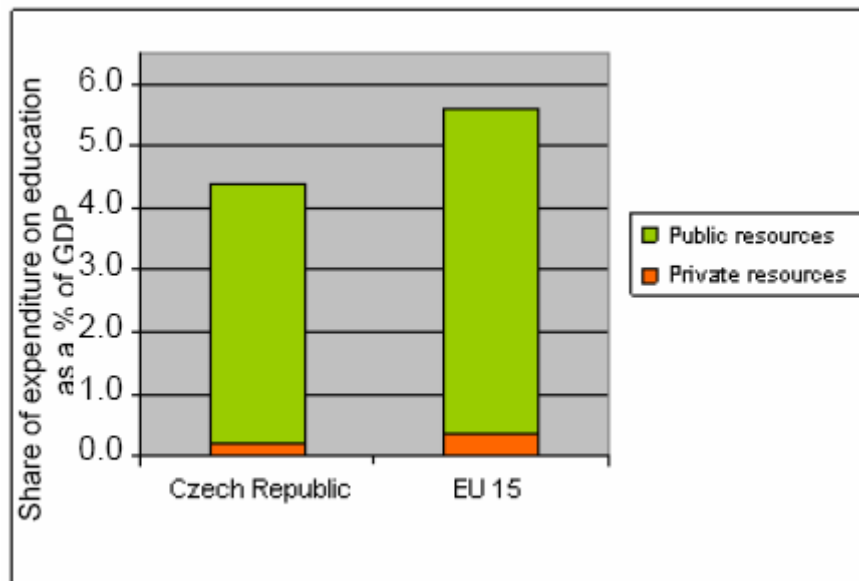


Figure 5: Expenditure on Education (as a % of GDP) [13].

In terms of expenditure on education, the Czech Republic still lags behind the European level – the average of the EU 15 is approx. 5.4% of GDP, while the proportion of resources spent in the Czech Republic is equivalent to 4.4% of GDP.

6.1 Research of companies focused on children

Next step is market research in the area of companies focused on children free time activity. I would like to see all of them – profit and non-profit organizations. At the beginning I have searched for information in the registry of economic subjects for the city Zlin. There are four areas, which can influence my interest area.

| Registry of economic subjects / Zlin | |
|---|-----|
| Activity organization of youth | 19 |
| Activity interest groups, clubs | 317 |
| Activity of the others member organizations | 70 |
| Sport activity | 24 |

Table 4: Number of companies in interest areas [own processing + 14].

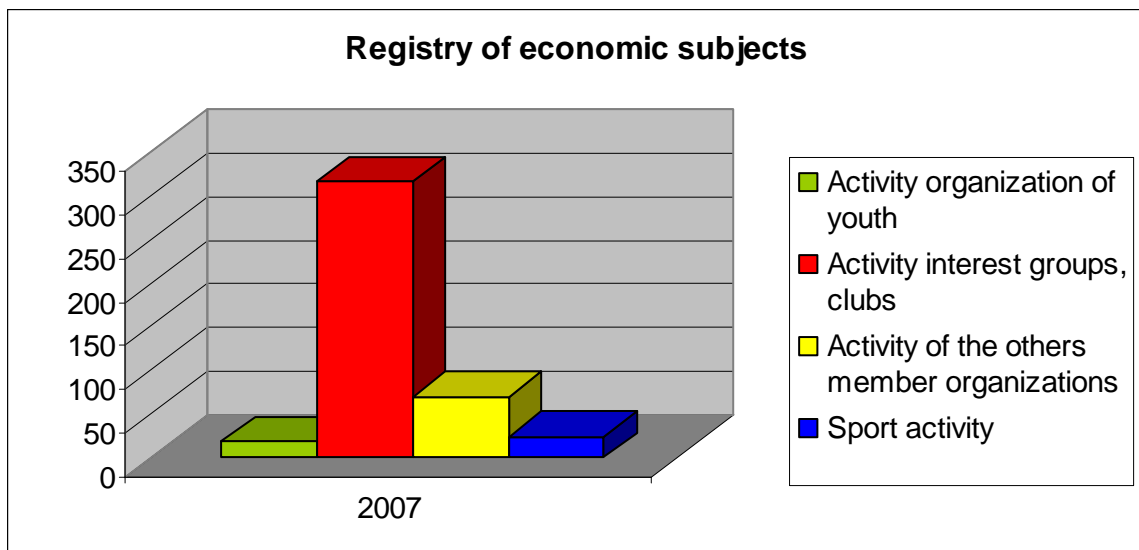


Figure 6: Graph of companies in interest areas [own processing + 14].

These numbers were general, so I decided to make focus on children activity offered in Zlin. I made closer research. I found out 11 companies, which support free time activity of children. I have cut companies which focus on preventing drugs problems or working mainly on street activities. This decision I made because in my opinion there are many non-profit organizations focused on this theme. I also didn't cover only sport clubs or only family focused organizations. In the table you can find all of Zlin organizations, which offer children free time activity with the information what they offer for which year old children. There is one interesting message – all of these organizations are non-profit.

| Company | Age of children | Main program |
|------------------------------|----------------------------------|--|
| DĚTEM | For children from gen-home | Competition „Zlinský Vorvaň“ |
| Centrum pro rodinu | Christian association – all ages | Dance club Mother and children clubs Sport activities English courses Group prayers |
| DOMINO | All ages | Summer Camps Ceramic club, PC club Sport /floor bal club Art club |
| UNIE KOMPAS | Teenagers | Help to children with all kinds of problems Clubs for problematic children Discussion about problems with children Street work |
| SMARAGD | 6-15 | Summer camps Weekend outdoor activity |
| OREL Zlin | 6-15 | Sport activity Dance club |
| KARAMELA | 6-15 | Summer and winter camps |
| Zálesák Zlin | 6-15 | Summer camps Different competitions for children |
| Junák Zlin | 6-15 | Scouting |
| DDM Astra | 6-15 | Educational clubs Sport clubs Nature clubs Technical clubs Dance clubs Summer camps Competitions for children |
| Salesiánský klub Zlin | 6-15 | Sing club, Art club Magic club, Sport club Ceramic club Guitar club Middle age club Nonalcoholic discotheques Summer camps |

Table 5: Organizations for free time activity of children in Zlin [own processing].

There was one more interested message from this research. Beside all these organizations are non-profit, all these companies focused mainly on children of school age. Some of them offer also activities for mothers with children or only for mothers on holidays. But most of them do not offer activity for smaller children in the age of 4-6 years old. Because of that I decided to find out, what Zlin offer for these ages of children. Firstly I made the market research of nurseries. Because of articles in newspapers and magazines I found out there is not enough nurseries, so I focused on numbers in Zlin region.

| Region | Nursery | Classes | Children all | Outstanding Requests | Teachers |
|-----------------------|--------------|---------------|----------------|----------------------|---------------|
| Czech Republic | 4 776 | 12 139 | 280 487 | 6 128 | 23 060 |
| Zlin region | 306 | 692 | 16 693 | 348 | 1 340 |

Table 6: Number of nurseries in Zlin region for the year 2006 [14].

As we can see from the table, there are 348 outstanding requests from children to go to nurseries. So I see the biggest potential in organization focused on this age of children. From the next table we can read, that average number of children in one nursery is about 50 children and average number of children in one class fluctuates about 22-23 children per one class. The maximum children for one class are from the law 24 children per one class. There is also number of children per one teacher which fluctuate in numbers of 11-12 in the last 7 years.

| | 2000/2001 | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 | 2006/07 |
|--|-----------|---------|---------|---------|---------|---------|---------|
| Average number of children in one nursery | 46,4 | 47,7 | 51,8 | 51,9 | 51,5 | 50 | 50 |
| Average number of children in one class | 21,2 | 21,3 | 22,7 | 22,9 | 22,7 | 22 | 22,2 |
| Average number of children for one teacher | 10,8 | 10,9 | 12,1 | 12,2 | 11,9 | 11,5 | 11,9 |

Table 7: Some index numbers in nurseries in Zlin region [14].

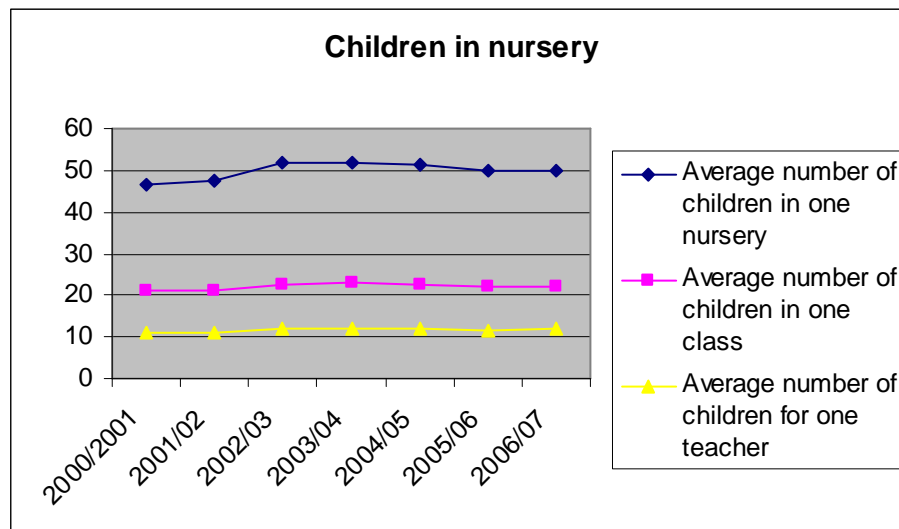


Figure 7: Graph of nurseries in Zlin region [own processing + 14].

From the graph and numbers in tables we can easily see, that worst numbers were in the years 2002 – 2005. The numbers are from these times going slowly down, but they are still not on the same level as in the year 2000 and before. Final decision from the market research is from this point of view easy. I decided to establish non-profit organization with the focus on free time activity of children in the age 3-6 years old.

6.2 EU funds focused on children support

The Czech Republic can in the years 2007-2013 drawn from all EU funds 752,7 milliard Czech crowns. There will be together 26 Operational Programs available. For non-investment projects such as support of children is set one of EU fund – European Social Fund (ESF). He supports retrain of unemployed, special programs for handicap people, children, youth, ethical minority, other disadvantage group of people, creation of innovative and educational programs for employees, support of new developed companies of own profit-making people, development of services institutes, development of educational programs, better usage of PC and IT of all kinds of people, internships of students, teachers and scientists and so on.

6.2.1 Operational programs of ESF

On 12.October 2007 there was approved the operational program called “Education for competitiveness” together with two more operational programs. There are these Operational Programs for the years 2007-2013 approved: OP Human resources and Employment; OP Education for Competitiveness; OP Adaptability Prague. The program was officially announced in November 2007. Till the date of 6.February 2008 there was presented together 39 projects of global grants – from regions of the Czech Republic.

6.2.2 Operational program “Education for competitiveness”

I will focus on the program called “Education for competitiveness”, because this one mostly supports children and their activities. The Education for Competitiveness Operational Program is drawn up as a multi-objective Operational Program. The multi-objective focus concerns priority axes by means of system at the national level across initial, tertiary and further education.

The global objective of Operational Programs 2007-2013 is development of an educational society in order to strengthen the Czech Republic’s competitiveness by modernizing the system of initial, tertiary and further education, integrating them into a comprehensive system of lifelong learning, and improving conditions in research and development. Specific objectives represent the paths leading to the global objective fulfillment. The specific objectives are:

- 1) Development and quality improvement of initial education with emphasis on improvement of key competencies of school leavers to increase their employability in the labor market and motivation for further education.
- 2) Innovation of tertiary education system so as to ensure a link to research and development activity, to increase the flexibility and creativity of graduates and so on.
- 3) Strengthening the adaptability and flexibility of human resources as the basic factor of the economy’s competitiveness and sustainable development of the Czech Republic.

- 4) Establishment of a modern, quality and efficient system of lifelong learning through the development of the system of initial, tertiary and further education.

Priority axes for the program “Education for Competitiveness“:

- Initial education
- Tertiary education, research and development
- Further education
- System framework of lifelong learning
- Technical assistance

There are also horizontal themes of this Operational Program. First is the principle of equal opportunities, the second one is the principle of sustainable development. When applying the principle of equal opportunities, special attention will be paid to women. In present the position of women in the labor market is usually characterized by lower wages, a low number of women in management positions and a continued feminization of certain branches. Projects will be assessed from the perspective of offered opportunities and accompanying measures that will help the target groups remove all barriers preventing from the participation in the projects. The principle of sustainable development have to be taken into account across the society’s life, in the area of economy, environment, transport, tourism, the population’s health, education, employment and social integration.

6.3 Situation of past drawing money from ESF fund

I made a research of past drawing money from ESF fund in the years 2004-2006. There were five priorities and twelve precautions with the total number of 2151 approved projects. In the sum there were 97% of all money drowned from the fund. It means that there could be more money drawn out, so more chances for companies. The minor precautions were 2.2 Same opportunities for women and men in the labor market (with 66%); 3.1 Quality of education in school and school facilities and development of supportive systems of education (with 86%); 5.1. Support of management, implementation, monitoring and controlling of operations (with 73%).

| Priority | Precaution | Number of approved projects | Percentage from all available money (04-06) |
|--|--|-----------------------------|---|
| 1. Active politic of unemployment | 1.1. Strengthen of active politic of employment in the employment applicants and interested people | 374 | 101 |
| | 1.2. Modernization of public services of employment | 3 | 112 |
| 2. Social integration and equality of opportunities | 2.1. Integration specific groups of inhabitants unsafe of social exclusion | 155 | 105 |
| | 2.2. Same opportunities for women and men in the labor market | 27 | 66 |
| | 2.3. Global grant – Strengthening capacity of social services providers | 182 | 112 |
| 3. Development of lifelong education | 3.1. Quality of education in school and school facilities and development of supportive systems of education | 220 | 86 |
| | 3.2. Support of trial education, research and progress | 146 | 95 |
| | 3.3. Development of next profess education | 277 | 94 |
| 4. Adaptability and entrepreneurship | 4.1. Increase of adaptability employers and employees for economic and technologic changes, support of competitiveness | 384 | 106 |
| | 4.2. Specific education | 313 | 102 |
| 5. Technical support | 5.1. Support of management, implementation, monitoring and controlling of operations | 33 | 73 |
| | 5.2. Other activity | 37 | 98 |
| Suma | | 2151 | 97 |

Table 8: Priority axes and precautions of the past ESF fund - Development of Human Resources OP [own processing + 13].

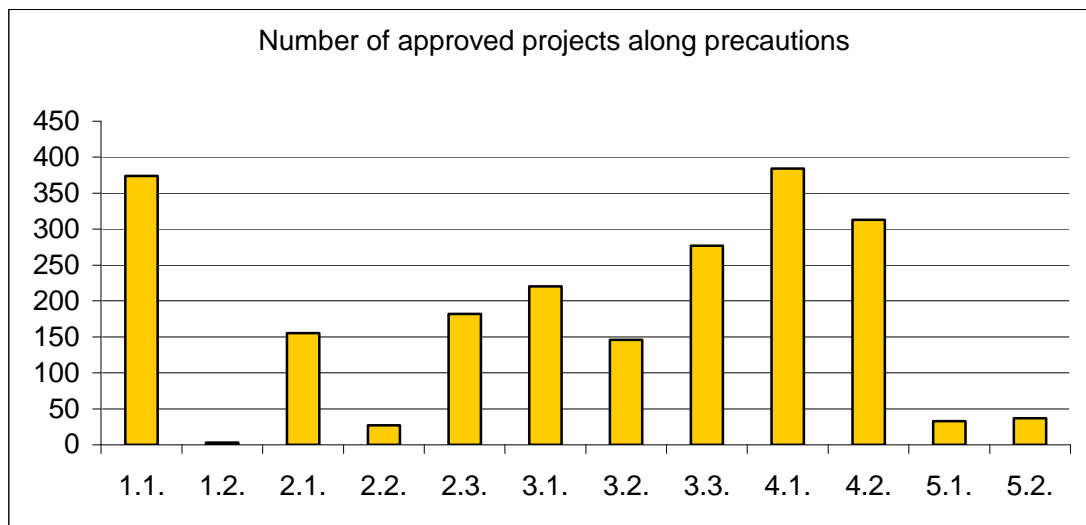


Figure 8: Number of approved projects along different precautions [own processing + 13].

Generally the Czech Republic is not good in drawing money from EU funds. We got only 46% from of all resources. In front of us there are 7 countries, which have joined EU in the same year – the worst of them is Cyprus with 41% of all resources belonging to this country. The best country for drawing money from EU funds are Spain (14.8 milliard Euros), France (13.6 milliard Euros) and Germany (12.3 milliard Euros). The Czech Republic can draw money from the funds 2004-2006 till the end of the year 2008. There were 40 milliard Czech crowns available from the funds in the years 2004-2006. For the years 2007-2013 there are more than 730 milliard Czech crowns available. From the beginning of the year 2007 there is one new rule – all money which is not drawn out of EU funds till two years, is automatically lost.

For the precaution 3.1, which could be interest part for my analysis, because of the same focus - in the year 2006 there were approved 226 grant projects in the final high of 668.2 millions Czech crowns. Minimum amount of money was 500 thousands CZK and maximum amount was 10 000 thousands CZK.

6.4 PEST analysis

This PEST analysis is made at non-profit organization sector in Zlin region and generally at other terms, which are influencing Czech non-profit organizations.

| | |
|---|---|
| <p>Political Analysis</p> <p>Political stability Intellectual property protection Anti-trust laws No pricing regulations Tax 26% Minimum wage 8 000 CZK Average gross wage 17 387 CZK Social and Health insurance 34% + 13.5% Work week 40 hours</p> | <p>Economic Analysis</p> <p>No big requirements for establishing new NPO No government intervention in the free market Stability of economic situation Unemployment rate 7,67% Inflation rate 2,5%</p> |
| <p>Social Analysis</p> <p>Low number of new born children Low number of nurseries Full capacity of nurseries Good structure of education Men higher post in society Men and women same education opportunity Free time activity only for school age children 309 nurseries 256 primary schools 15 gymnasiums 54 + 37 high schools 11 higher schools 2 universities Average age is 40,2 years old</p> | <p>Technological Analysis</p> <p>Low R&D sector – mainly at universities and special laboratories Requirements for background of toilets and washroom for children</p> |

Table 9: PEST analysis [own processing].

The PEST analysis has confirmed my expectations about NPO sector in the Czech Republic. There are ideal conditions for establishment new organization and also future social analysis are supporting the decision for establishing such as organization.

6.5 Evaluation of hypothesis

In the end of the market research chapter I would like to evaluate hypothesis I created in the theory. First hypothesis was “There are not enough NPOs working for children in Zlin region.” As the market research supports, I do not think this is true. There is enough NPOs, but not for preschool children. There is also problem with number of nurseries in Zlin region. This gives me an idea for starting NPO focused on preschool preparation of children.

Second one hypothesis was “There are EU funds available for applying, when creating NPO focused on children education and free time.” Yes, this hypothesis is true. The ESF fund has special focus on children education and their activities with the support of future development of people.

The third hypothesis was established on idea Czech people do not drawn out money from EU funds. It means they are not applying for grants as they could. This hypothesis was confirmed in the chapter 6.3, where you can see the percentage of money drawn out of the ESF fund.

7 ESTABLISHMENT OF NON-PROFIT ORGANIZATION

I would like to make a business plan for new non-profit organization with the focus on preschool children. The business plan is a generic model suitable for all types of businesses. The real value of doing a business plan is not having the finished product in hand; rather, the value lies in the process of research and thinking about business in a systematic way.

There are generally two steps of establishing for non-profit organization. Step one: Law requirement; Step two: Organizational requirement. Law requirements involve suggestion of registration of the new established organization at the Ministry of home office. As I am the main responsible for management I will do the registration by myself – appendix I. There is also required constitution of NPO, which will be created by founders – appendix II. In the end I will ask for the identification number (called IČ) at the Czech statistic office. All process of establishment should be finished till the end of Mai 2008.

7.1 Mission Statement

The non-profit organization is focus on children in the age of 3-6 years old in the city Zlin, especially children who are not accepted to nurseries because of capacity problems. It will give the same opportunities for every child. The main advantage is in the stress on foreign language preparation and special educational programs. There is a gap in the free time activity for children of 3-6 years old not only in Zlin region that is why I think this organization will be useful.

The main goal of the non-profit organization is to provide quality service for children, make better culture understanding, bring new ideas from foreign countries and satisfy the demand on the market. The goal will be fulfill the capacity of non-profit organization and provide quality education and free time activity. For me as a founder of the organization I would like to see satisfied children and their parents. In the future I would like to focus on expanding of the capacity of the organization. The main competitive strengths are new approach and new education style inspirited by other advanced Europe countries. The non-

profit organization will educate pre-school children for primary school by alternative education styles. The focus will be on quality teachers and programs.

In the terms of legal entity the organization will be non-profit, civic organization - the Center of free time activity. I would like to ask for funding at ESF funds – Operational Program “Education for Competitiveness” which is set for these kinds of projects. I will also ask for support of the city Zlin.

7.1.1 Our Services

First advantage will be in teachers. I would like to employ young people from different countries with the goal of English education for pre-school children. The next goal is to bring new approaches from foreign countries and bring new ideas together all with culture understanding which is really needed from the children’s age. In this case I would like to use development internships for students offered by AIESEC. The description of the development internship is: “The student has the opportunity to work in a company, NPO, government, university or organization and will spend the majority of his/her time working in areas related to community development issues. These areas may include children’s rights, environmental issues, education, rural development and entrepreneurship. This program also includes pedagogic internships which are mostly in NPO's or children village or schools.” AIESEC goals are also similar to the new planned established non-profit organization. [15]

Second advantage will be in special programs offered for children. Pre-school children need preparation for primary school – such as drawing, concentrating on one activity, independence and so on. The main value added will be in new courses for pre-school children and all day English speaking with young lectures.

The non-profit organization will work from 9 o’clock till 20 o’clock in the different blocs of program. During this time children can come for all day or only for some hours. It means that they can attend any kind of course. There will be no fees for activities in the first year of establishment, because of grant from EU. The organization is going to be in the non-profit organization division CZ-COPNI in the category 04.1.1 pre-primary education.

7.1.2 Name of the non-profit organization

The aim of the organization is between others also to support culture diversity between young children before they start to have prejudices of other races. The name of the non-profit organization is going to be “ZEBRA”, because of black and white variety in the animal coat which shows culture diversity. The word ZEBRA is the same for Czech and English, so children can use it the same way as English speakers.

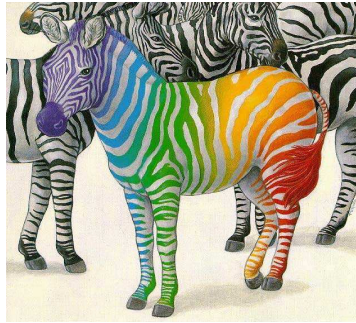


Figure 9: Picture of zebra

[26].

7.1.3 Courses

- I. Language teaching – 12 hours / week – These lectures will be delivered by playing with children from international staff. They will teach children easy words in English.
- II. Music classes – 6 hours / week – These classes will be delivered by international staff. The plan is to teach children their national songs, they will use guitar, piano and flute for singing and teaching children how to play these instruments.
- III. Dance and move classes – 12 hours / week – These classes will be also delivered by international staff and the main goal is to teach children different dances, make easy performance and make exercises.
- IV. Practical classes – 8 hours / week – Practical classes are delivered by Czech staff. The main goal is to teach children basic things before they start to visit



primary school. There will be also some walking around Zlin, visit of children playground outside. All depends on the weather.

- V. Animal classes – 6 hours / week – The animal classes will be used for children to get to know animals – outside in ZOO and also inside the center by caring about them (hamsters, cats, dogs, rabbits, fish, ...)
- VI. Free time activity – 10 hours / week – The main activity delivered by Czech staff will be painting, modeling, playing games and different activities chosen by children themselves.

| Courses | |
|------------------------|-------------|
| Languages | Yellow |
| Music classes | Brown |
| Dance and Move classes | Light Green |
| Practical classes | Cyan |
| Animal classes | Black |
| Free time activity | Purple |

Table 10: Colors of courses [own processing].

| | 9:00 | 10:00 | 11:00 | 12:00 | 13:00 | 14:00 | 15:00 | 16:00 | 17:00 | 18:00 | 19:00 | 20:00 |
|------|-------------|-------------|-------------|-------|-------------|-------------|-------------|--------|--------|-------------|-------------|-------------|
| Mon | Yellow | Yellow | Purple | | Light Green | Light Green | Light Green | Yellow | Yellow | Purple | Purple | Purple |
| Tues | Cyan | Cyan | Cyan | | Yellow | Yellow | Black | Black | Black | Light Green | Light Green | Light Green |
| Wed | Brown | Brown | Brown | | Yellow | Yellow | Cyan | Cyan | Cyan | Purple | Purple | Purple |
| Thu | Cyan | Cyan | Cyan | | Black | Black | Black | Yellow | Yellow | Light Green | Light Green | Light Green |
| Fri | Light Green | Light Green | Light Green | | Yellow | Yellow | Brown | Brown | Brown | Purple | Purple | Purple |

Table 11: Division of hours in ZEBRA [own processing].

7.2 Marketing plan

All statistics, numbers and sources are available in the market research part of my diploma thesis in the chapter 6. The main costumers will be children in the age of 3-6 year old from

the city Zlin and nearest environment. The priority will have children who were not accepted to nurseries because of capacity problems. Because of this priority promotion materials will be distributed in nurseries by teachers and pre-school buildings.

7.2.1 Promotion

I plan to use region media such as Zlin radio, Zlin magazines and newspapers. I would like to write some articles about new center established in Zlin and I also plan to ask for support in the city Zlin. My plan concerns creation of web pages. Main channel will be the black boards in nurseries and free time centers for older children. My plan also concerns black boards in hospital – birthing center. Because of good quality of services I am sure ZEBRA center will be soon full of children.

7.2.2 Pricing

We decided to apply for EU grant, that is why I do not need to think about the prices of courses in the beginning (it is going to be for free), but we need to think about the future financing of NPO.

Pricing strategy in the future is going to be establishing on the base of quality services. We will use the psychological pricing which is based on popular price points and on what the costumer perceives as to be fair. There will be quantity discount which will be offered to costumers who will attend more courses or to long term costumers. With the consideration of future development we can modify prices later on. In the calculation we will take to the account the competitor's prices.

7.3 Operational plan

7.3.1 Personnel

For establishment of the civic organization are 3 founders needed – at least one need to have more than 18 years. Constitution of ZEBRA and suggestion for registration of new NPO are in the attachments.

- Bc. Lucie S. Závodná – Economic faculty at Thomas Baťa University; Teacher's minimum for high school teaching; 23 years old.

- Mgr. Jana Závodná – Teachers faculty at Palacký University; 45 years old, Teaching praxis.
- Mgr. Lukáš Dokoupil – psychologist; 30 years old.

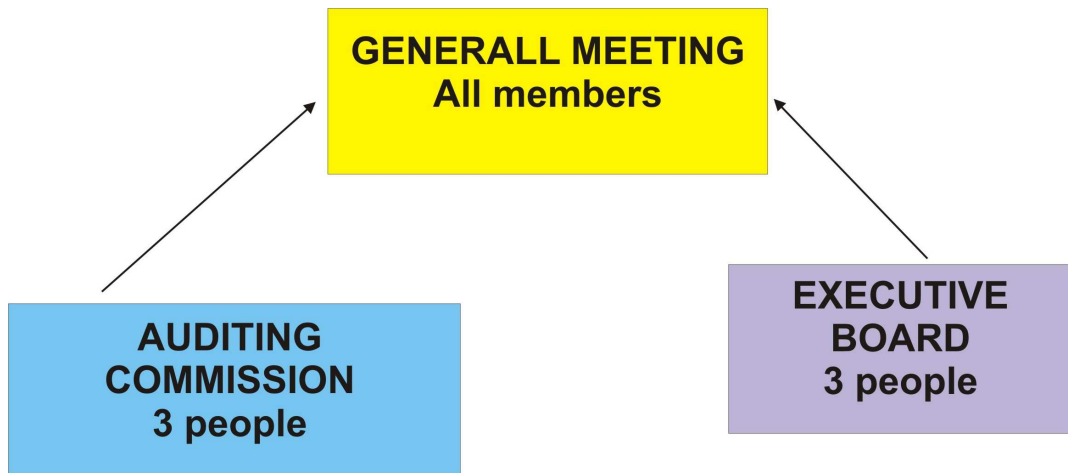


Figure 10: Structure of ZEBRA [own processing].

There are three authorities in NPO – General meeting, Executive Board and Auditing Commission. General meeting is for all members and it is convened twice a year at least. Executive Board is efficient authority represent by three people, who is leading NPO between General Meetings. These three people will be founders of ZEBRA. Executive Board is also responsible for calling down all members of the General Meeting. The third authority is Auditing Commission, which is responsible for audit in all sections of the center ZEBRA. Auditing commission will be represented by people with finance background. We will offer this place to students at Thomas Bata University with the benefit of voluntary internship.

There will be 4 teachers available for children – two international staff and two Czech staff. English speaker will be responsible for 36 hours per week. These people will be found by AIESEC Zlin, the student organization which is providing international internship from 2 till 18 months. I plan to use their development internship program for ZEBRA. Interns won't be paid; they will get only accommodation and meal tickets. Czech staff will be responsible for 16 hours per week. Besides teaching the Czech staff will be responsible

for management and all operational things at ZEBRA. It includes also finance, accounting, fundraising, etc. The capacity of ZEBRA is 36 children for every course.

The training methods for staff will be delivered by management of ZEBRA. There will be introduction week for every new employee. This week will include first aid course, basic knowledge about Czech culture (for international people), how to teach children, basic psychologist methods needed for children, explanation of job description, introduction to children, plan of courses creation, discussion about changes in teaching methods, etc.

All employees are required to be reported on social and health insurance offices. International employees will be also applying for Czech ID number called birth number.

| How many | Position | Job Description |
|----------|--|---|
| 2 | Coordinators Founders | Practical classes Free time activity Management Marketing Finance management Coordination Operational management Fundraising Leading of people Personnel Programs creation Training of staff |
| 2 | International people English speakers | Games Animal classes Music classes English teaching Dance classes Move classes Preparation for courses |
| 4 | TOTAL people | |

Table 12: Number and Job Description of people needed for running of ZEBRA[own processing].

| Insurance | Paid by employer % | Paid by employee % | Suma % |
|--|-------------------------------|-------------------------------|-------------------|
| Social | 26 | 8 | 34 |
| Contribution to pension scheme | 21.5 | 6.5 | 28 |
| Health insurance I. | 3.3 | 1.1 | 4.4 |
| Contribution for state politic of employment | 1.2 | 0.4 | 1.6 |
| Health insurance II. | 9 | 4.5 | 13.5 |
| Suma | 35 | 12.5 | 47.5 |

Table 13: Taxes in the Czech Republic for payment of start [own processing].

7.3.2 Legislative norms in terms of children education

In the Czech Republic we have some legislative norms which are required in the children education institutes. There are some laws and announcements in terms of children education such as 74/2005 Sb.; 410/2005 Sb. and 198/2002 Sb. The first one defines the Center of free time activity.

There are some regulations for nurseries and schools in the Czech Republic, but ZEBRA is going to be free time activity center for a child, that is why these regulations are not obligatory for our non-profit organization. I will take to the consideration some of them. The play room should be large as 4 m² per one child. For ZEBRA it means we need two rooms at the size 96 m². There should be one toilet and basin per five children available – minimum one toilet should be barrier free. So we will need 9 toilets and one barrier free. Every child needs to have their own towel or dryer. From the law there is required one toilet and basin for twenty teachers – both should not be accessible from children's possibilities. There will be one teacher's toilet locked.

I plan to ask for cooperation with already established nursery. I can use their places for rental. I plan to share with nursery toilets, cloakroom and cafeteria.

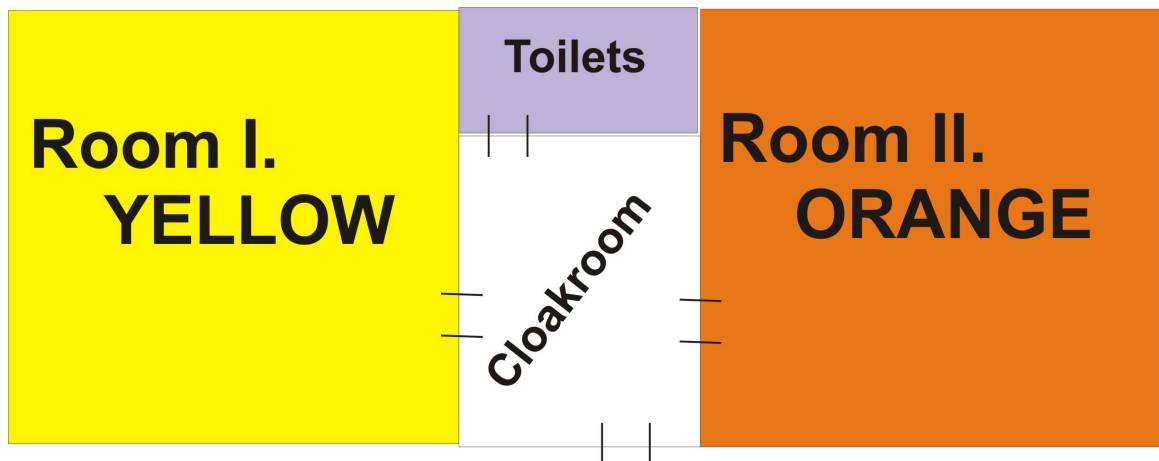


Figure 11: Organization plan of ZEBRA [own processing].

7.4 Management and organization

For management and leading the organization will be responsible 2 founders of ZEBRA. They will be responsible also for recruitment of international staff, managing day-to-day life and mainly fundraising. These two managers have economic and psychological background with teaching experience. The main competencies required for them are adaptability to new things, acting sustainable and ability to live in diverse environment. There will be 2 more international employees for managing, so the management will be responsible also for them. There will be also 3 people in auditing commission. I expect them to work twice a year. All of them will be volunteers.

7.4.1 Time line

- Establishing of new NPO till the end of Mai 2008
- Application for ESF fund till 15. June 2008
- Deadline for getting money from ESF 30. September 2008
- Volunteers from AIESEC till 30.11.2008
- Training of new employers December 2008
- Start of center ZEBRA 1.1.2009

7.5 Financial plan

The financial plan consists of a 12-month profit and loss projection, a cash-flow projection, a projected balance sheet, and calculations.

7.5.1 Calculations

In the financial calculations there is calculation of monthly salaries and taxes for four employees of the center and prices of all courses offered in ZEBRA. Calculation of prices for courses will be used for next years run of the organization.

| Employee | Gross salary Per month | Net salary Per month | Taxes Per month |
|-------------------|-----------------------------------|---------------------------------|----------------------------|
| Management I. | 30.000 | 15.750 | 14.250 |
| Management II. | 30.000 | 15.750 | 14.250 |
| International I. | 10.000 | 5.250 | 4.750 |
| International II. | 10.000 | 5.250 | 4.750 |
| Total | 80.000 | 42.000 | 38.000 |

Table 14: Salary for personnel [own processing].

| Course | Price per child For one month | Total sum per month |
|--|--|----------------------------|
| Language teaching – 3 courses twice a week | 300 CZK | 900 CZK |
| Music classes – 2 courses once a week | 300 CZK | 600 CZK |
| Dance and Move classes – 2 courses twice a week | 300 CZK | 600 CZK |
| Practical classes -3 courses once a week | 100 CZK | 300 CZK |
| Animal courses - 1 course once a week | 200 CZK | 200 CZK |
| Free time activity | 100 CZK | 100 CZK |
| Total | | 2.700 CZK |
| Per one year | | 32.400 CZK |
| For 36 children | | 1.166.400 CZK |

Table 15: Calculation of courses in ZEBRA [own processing].

Balance sheet 31.12.2009

| Assets | In thousands CZK |
|----------------------------------|---------------------|
| Current Assets | 30 |
| Cash And Cash Equivalents | 30 |
| Short Term Investments | 0 |
| Net Receivables | 0 |
| Other Current Assets | 0 |
| Total Current Assets | 120 |
| Long Term Investments | 0 |
| Property Plant and Equipment | 100 |
| Intangible Assets | 20 |
| Accumulated Amortization | 0 |
| Other Assets | 0 |
| Deferred Long Term Asset Charges | 0 |
| Total Assets | 150 |

| Liabilities & Equity | In thousands CZK |
|--------------------------------------|---------------------|
| Current Liabilities | 90 |
| Accounts Payable | 90 |
| Short/Current Long Term Debt | 0 |
| Other Current Liabilities | 0 |
| Total Current Liabilities | 1400 |
| Long Term Debt | 1400 |
| Other Liabilities | 0 |
| Deferred Long Term Liability Charges | 0 |
| Minority Interest | 0 |
| Negative Goodwill | 0 |
| Total Liabilities | -1340 |
| Stockholders' Equity | 0 |
| Retained Earnings | -1400 |
| Capital Surplus | 60 |
| Other Stockholder Equity | 0 |
| Total Liabilities and Equity | 150 |

7.5.2 Profit and Loss Projection

Earnings for 2009

Sponsoring 300.000 CZK

Total Earnings: 300.000 CZK

Costs for 2009

Office equipment 250.000 CZK

Reconstruction 200.000 CZK

Painting 10.000 CZK

Salary 462.000 CZK

[Social and Health Insurance]

Taxes All 418.000 CZK

Meal tickets 72.000 CZK

Energy 75.000 CZK

Rental 120.000 CZK

AIIESEC 33.000 CZK

Promotion 20.000 CZK

Education of employees 20.000 CZK

Repair Service 20.000 CZK

Total Costs: 1.700.000 CZK

Profit in 2009 -1.400.000 CZK

Earnings for 2010

Courses 1.166.400 CZK

Sponsoring 300.000 CZK

Total Earnings: 1.466.400 CZK**Costs for 2010**

Salary 504.000 CZK

Taxes All 456.000 CZK

Meal tickets 72.000 CZK

Education of employees 20.000 CZK

Repair Service 20.000 CZK

Energy 75.000 CZK

Rental 120.000 CZK

Promotion 20.000 CZK

Material 100.000 CZK

Total Costs: 1.396.000 CZK**Profit in 2010 70.400 CZK**

7.5.3 Cash Flow Projected for 2010

| | January | February | March | April | Mai | June |
|------------------|----------------|---------------|---------------|----------------|---------------|----------------|
| Income | 97.200 | 97.200 | 97.200 | 97.200 | 97.200 | 97.200 |
| Sponsors | | | 100.000 | | | 100.000 |
| Payment | 80.000 | 80.000 | 80.000 | 80.000 | 80.000 | 80.000 |
| Meal tickets | 6.000 | 6.000 | 6.000 | 6.000 | 6.000 | 6.000 |
| Energy | 6.250 | 6.250 | 6.250 | 6.250 | 6.250 | 6.250 |
| Rental | 10.000 | 10.000 | 10.000 | 10.000 | 10.000 | 10.000 |
| Promotion | 5.000 | | | 5.000 | | |
| Office materials | | | 50.000 | | | 50.000 |
| Change | -10.050 | -5.050 | 44.950 | -10.050 | -5.050 | 44.950 |
| | -10.050 | -15.100 | 29.850 | 19.800 | 14.750 | 59.700 |
| | July | August | September | October | November | December |
| Income | 97.200 | 97.200 | 97.200 | 97.200 | 97.200 | 97.200 |
| Sponsors | | | 100.000 | | | |
| Payment | 80.000 | 80.000 | 80.000 | 80.000 | 80.000 | 80.000 |
| Meal tickets | 6.000 | 6.000 | 6.000 | 6.000 | 6.000 | 6.000 |
| Energy | 6.250 | 6.250 | 6.250 | 6.250 | 6.250 | 6.250 |
| Rental | 10.000 | 10.000 | 10.000 | 10.000 | 10.000 | 10.000 |
| Promotion | 5.000 | | | 5.000 | | |
| Office materials | | | 50.000 | | | 50.000 |
| Change | -10.050 | -5.050 | 44.950 | -10.050 | -5.050 | -55.050 |
| | 49.650 | 44.600 | 89.550 | 79.500 | 74.450 | 19.400 |

Table 16: Cash Flow Projected [own processing].

7.6 Bank account

I plan to start our first bank account at the bank called ČSOB. They have the special bank account for non-profit organization. The payment for this account is lower than normal accounts, they offer international credit card for 3 years for free and Internet banking with SMS info-services. The minimum starting investment is 1.000 CZK. [17]

I will also need the special bank account available only for project supported by ESF. For that I would like to make an agreement with ČSOB and ask for special bank account.

| Bank Account for non-profit organizations | % p.a. |
|--|---------------|
| Till 299 999 Kč | 0,30 |
| 300 000 - 999 999 Kč | 0,70 |
| 1 000 000 - 4 999 999 Kč | 1,20 |
| 5 000 000 - 19 999 999 Kč | 1,50 |
| from 20 000 000 Kč | 1,90 |

Table 17: Interest per one year for special bank account for NPOs [17].

7.7 Future plans

As we see in the financial reports ZEBRA is going to be autonomous after first year of its establishment. If there are no problems with function of the center I plan to create more programs also for parents and their children (collectively) for the second year. For example weekend activities, summer camps, more orientations of courses, competitions, etc. I also plan to extend the center for bigger capacity and more foreign teachers. For children from social weak families I plan to create discount for courses or to offer them some courses for free.

7.8 SWOT Analysis

| | |
|--|---|
| <p>Strengths</p> <ul style="list-style-type: none"> • First free time activity center for pre-school children in Zlin • Focus on English language • Preparation for children for school • Focus on culture understanding • Foreign teachers • Education by playing • 48 children capacity • Music and Dance classes • Preparation for pre-school children • Innovative way of children’s education and free time activity • Stable financial situation • For free | <p>Weaknesses</p> <ul style="list-style-type: none"> • First year financing dependent on EU fund • Next years needed to be financed by children • No own places (need to pay for rental) |
| <p>Opportunities</p> <ul style="list-style-type: none"> • Increase in expenditures on education both from public and private resources • Lower taxes for non-profit sector • New grants or investment opportunities • Low number of nurseries in Zlin region • • • Modernization of school education system | <p>Threats</p> <ul style="list-style-type: none"> • Not enough children • Teachers not satisfied • Not enough foreign teachers • Low number of new children born • Low number of teachers |

Table 18: SWOT analysis [own processing].

8 APPLICATION FOR ESF FUND



Figure 12: ESF fund logo [13].

In this chapter there will be application for ESF fund for grant for ZEBRA. First of all I would like to write about rules of applications, than I will make short summary of project and in the end I will fill in the application form in the program called BENEFIT 7.

There are several steps in the application for ESF:

- Brief content of the project
- Description
- Human Resources
- Goals
- Risk Analysis
- Key activities
- Involvement Description
- Time Line
- Financing
- Horizontal themes
- Appendices

8.1 Rules

The application is required in special prescribed electronic form and also in printed version (together 3 versions). It is not needed to fulfill application in English language, but its required to have it in Czech language. For the needs of this diploma thesis I will fill in the application in English version. It should be detailed for better understanding with the focus of organizational goals. All appendices have to hold the serial number and sign in. The application has to include financial and economic situation of the applicant; Document about legislative subjectivity of the applicant; Declaration from the partner about partnership; Declaration about no debts toward health insurance companies and public administration. There can be also some specific requirements such as tax reports, balance sheets, declaration about education etc. All application has to be sign in and written on computer – no hand written application will be accepted. Electronic version should be included on CD or diskette. The application should be presented in the dates of call required. The application after the dates will be not accepted.

I plan to ask for sponsorship municipal council of the city Zlin, Foundation of Thomas Bata and Zlin region – I have to be careful about double budgeting. I also plan to ask biggest companies in Zlin region such as Barum Continental, Pilana, Baťa, Hamé and others.

8.2 Application summary

| | Intervention Logic | Key Performance Indicators | Resources and Tools for Verification | Premises |
|---------------------------|---|---|---|---|
| Main Goals | Culture understanding, free time activity center for pre-school children, development of children without possibility to enter nurseries, help for mothers at home. | Number of children attending courses. Demand for courses. Satisfaction of children and parents. Number of sponsors. Stable financial situation. | Demand. Internal Statistics. Financial Report. Questionnaires. | Good quality of services, prepared promotion, prepared employees. |
| Purpose of Project | English education, pre-school preparation of children, same opportunities for all children. | Full capacity of all courses. Satisfaction with service. | Internal Statistics. Financial Statistics. External Questionnaires. | English native speakers, training of employees, prepared courses. |
| Expected Results | Center for pre-school children. Mothers can relax or take part-time job. | 80% of courses have full capacity. Number of mothers using ZEBRA. Number of children. | Internal Statistics. | Finding good place for rental, getting support from city Zlin and reconstruction of object. |
| Activities | Get place for center, English speakers by AIESEC. Train the staff. Get the sponsors. Ensure stable financial situation. Courses focused on children education. | Personnel, Place, Equipment, Training of staff. | ESF Reports. Monthly reports. Milestones checklist. | Prepared agenda of opening new center. |

Table 19: Summary of the project [own processing]

8.3 Application



Figure 13: Screenshot from the program BENEFIT 7 for application of ESF fund [18].

The program runs online and requires registration. It is available in 4 languages – Czech, Slovak, German and Polish. Unfortunately the application is not available in English.

Name of the project: ZEBRA o.s. free time center for preschool children

Starting Date: 1.9.2008

Ending Date: 31.12.2009

Period of duration: 16 months

8.4 Brief content of the project

The main project's goal is to create free time center with focus on preschool children. The aim of the new organization is between others also to support culture diversity between young children before they start to have prejudices of other races. The non-profit organization is focus on children in the age 3-6 years old in the city Zlin, especially children who are not accepted to nurseries because of capacity problems. It will give the same opportunities for every child. The main advantage is in the stress on foreign language preparation and special educational programs. The main goal of the non-profit organization is to provide quality service for children, make better culture understanding, bring new ideas from foreign countries and satisfy the demand on the market. The goal will

be fulfill the capacity of non-profit organization and provide quality education and free time activity.

Does project have a partner? No.

Applicant of the project: New non-profit organization ZEBRA. Lucie Závodná, 760 01 Zlin, founder and manager of ZEBRA o.s., statutory organ, lucie.zavodna@zebra.cz, +420 577 004400.

8.5 Description

ZEBRA is new NPO established because of need in market. This NPO is focused on children and their free time activity. The main goal is to prepare preschool children for their school days and offer special courses lead by native speakers. There will be together six courses available for first year: English courses, Dance and Move classes, Animal courses, Music classes, Practical classes and Free time activity. There is also need to help mothers to relax and find part time job during their mother's holiday. This will be a pilot project. I would like to know, if it is possible for the future to have these non-profit organizations for preschool children.

| Name | Job Description | Work agreement | Gross Payment |
|----------------|---|--|---------------|
| Lucie Závodná | Recruitment and Trainings of new staff Run of the center Operational management Management Promotion, Web Pages Finance management Accounting Coordination | Full time Job Main work activity | 30.000 |
| Jana Závodná | Painting of rooms Office equipment Playing Background Sponsoring Fundraising | Full time Job Main work activity | 30.000 |
| Lukáš Dokoupil | Main responsible for reconstruction of the object Technical cover | Part time Job Secondary work activity | 10.000 |

Table 20: Realization team of the project [own processing].

Realization place: Zlin region - CZ072; Zlin - CZ0724585068 (NUTS 5)

8.6 Main goals of the project

Establish free time center; Fulfill the capacity of center; Provide good quality service; Create the same opportunity for all preschool children especially these children without possibility to visit nursery; Culture understanding; New methods for teaching children; Help mothers at home;

Reason for need of this project: Market research in Zlin region showed the need of such a center for young children. Because of low capacity of nurseries and no center for preschool children we decided to establish this kind of center. There is also need to teach English from the tender age and use new methods for education. There are several courses planned: English courses, Dance and Move classes, Music classes, Animal classes, Practical lessons and free time games.

Innovative way: The innovative way is mainly in English native teachers, who will bring new ideas to the center and will have positive impact on preschool children in terms of prejudices. This is pilot project based on market research. The innovative way we see also in first center for preschool children.

8.7 Risk analysis

- Missing good place for rental: To protect this problem there will be support from the city Zlin. I plan to use the places of already established nursery. The rental should be somewhere in the center of Zlin to be accessible all children.
- Reconstruction will be delayed: The plan for reconstruction count with one and half month reserve.
- Not enough children: The promotion should start in September with meetings in nurseries, than they will know about our center and can promote it too.
- Not enough English native speakers: AIESEC delivers interns for more projects and promise database more than 100 students.
- Missing sponsors: ZEBRA could live without sponsoring. This money is planned more for future development.

- Missing financial resources: From the financial plan are reserves for finance situation. We can still ask for more support from the city or Zlin region.
- Unexpected expenses: Financial situation can allow 300.000 CZK more on expenses; we can also use some private money, sponsors or bank loan.
- Milestones won't be kept: Milestones are specifying really freely, it means there is space for changes and postponing deathliness.

Run of the project after end of the support of EU fund: First year after the pilot project will be successful I plan to ask more sponsors and if it is not possible I will start with paid courses. I plan to get money from sponsors (plan 300.000 CZK per year) and also from children. The plan counts with profit in the end of the year 2010.

8.8 Key activities

1. Cover of the environment – Firstly I need to find place, then cover permission for reconstruction, find people for reconstruction, ensure all process of reconstruction, final cleaning and then start of day-to-day life of ZEBRA.

2. Recruitment and education of new employees: It means for me mainly fill in the application for internship and wait for the right offers. There is planned all December for training of new staff to make clear and same goals for all of us. This will be delivered by the outsourced agency. I plan to get this for free in return of promotion of their logos.

3. Publicity of center: Promotion + web sites, newspaper and other small articles. The campaign will start in September by informing of nurseries and later on by web pages and personal recommendation.

4. First Opening Day: This day will be ceremonial opening of the center available for sponsors, parents and children. This is planned in January 2009.

5. Everyday service: This covers day-to-day life of courses – English courses, Dance and Move classes, Music classes, Animal classes, Practical courses and Free time activity.

Target groups: Preschool children and their parents.

8.9 Description of involvement

The main clients are preschool children. For these children there are focused our courses. There are six main courses available: English lessons, Dance and Move classes, Music classes, Animal courses, Practical classes and Free time games. Some of them will be twice a week, some of them only once a week. Parents are welcome in the center not only for first days of child involvement, but also by other activities, which will be planned in the future especially together activities.

Link activities of target group to their needs: Preschool children are in need to learn many activities before they start to visit primary schools. These activities are usually covered in nurseries. Because of nurseries deficit there is need to teach children practical knowledge before the start primary school. These children have also presumptions to start with foreign language.

8.10 Time line

| | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
|--|---|----|----|----|---|---|---|---|---|---|---|---|---|----|----|----|
| Cover of the environment | | | | | | | | | | | | | | | | |
| Recruitment and Development of new staff | | | | | | | | | | | | | | | | |
| Publicity | | | | | | | | | | | | | | | | |
| Opening Day | | | | | | | | | | | | | | | | |
| Everyday service | | | | | | | | | | | | | | | | |

Table 21: Time line of key activities [own processing].

Budget of the project, resources of finance, public financing with percentage of resources and financial plan are generated automatically by the program Benefit7.

8.11 Budget

| Code | Name of cost | Items | Price | All Costs | Invest Costs | Unit |
|------|-----------------------------|-------|---------|-----------|--------------|-------|
| | Personal costs | | | 1.313.000 | 0 | |
| | Cost for employees | 16 | 80.000 | 1.280.000 | 0 | Month |
| | Other personnel | 16 | 16.500 | 33.000 | 0 | Month |
| | Equipment | | | 260.000 | 0 | |
| | IT - Hardware | 1 | 40.000 | 40.000 | | Item |
| | Others | 1 | 100.000 | 100.000 | 0 | Item |
| | Long-term material | 1 | 100.000 | 100.000 | 0 | Item |
| | IT- Software | 1 | 20.000 | 20.000 | 0 | Item |
| | Office costs | | | 376.000 | 0 | |
| | Consumer goods and material | 4 | 50.000 | 200.000 | | Month |
| | Phone, Fax, Mail | 16 | 1.000 | 16.000 | | Month |
| | Rent of the office | 16 | 10.000 | 160.000 | | Month |
| | Services | | | 20.000 | 0 | |
| | Promotion, manuals | 1 | 20.000 | 20.000 | | Item |
| | Reconstruction costs | | | 90.000 | 0 | |
| | Small reconstruction design | 1 | 90.000 | 90.000 | | Item |
| | Suma qualified costs | | | 2.059.000 | | |
| | Suma unqualified costs | | | 0 | | |
| | All costs of project | | | 2.059.000 | | |

Table 22: Budget of the project [own processing].

Resources of finance

| | |
|---------------------------------------|-----------|
| Incomes of the project | 0.00 |
| Qualified Incomes | 0.00 |
| Unqualified Incomes | 0,00 |
| Cross Finance Expenses % | 0,00 |
| Private Resources | 0,00 |
| All Investment qualified expenses | 0,00 |
| All Non-Investment qualified expenses | 2.059.000 |
| Qualified expenses without Income | 2.059.000 |
| All qualified expenses | 2.059.000 |
| All Un-qualified expenses | 0,00 |
| All grants | 2.059.000 |
| All expenses of the project | 2.059.000 |

| Public Financing | Costs of project [CZK] | % of all costs |
|---------------------------------------|-------------------------------|-----------------------|
| Contribution from structural funds | 1.750.150 | 85,00 |
| Contribution from national resources | 308.850 | 15,00 |
| Contribution from national budget | 302.850 | 15,00 |
| Contribution from regional budget | 0 | 0,00 |
| Contribution from local budget | 0 | 0,00 |
| Other national public resources | 0 | 0,00 |
| Public Financial Resources sum | 2.059.000 | 85,00 |

Table 23: Public Financing [18].

| Number | List of requests | Date of presentation of request | Sum of money |
|---------------|-------------------------|--|---------------------|
| 01 | 1. payment | 01.11.2008 | 411.800 CZK |
| 02 | 2. payment | 01.05.2009 | 1.647.200 CZK |

Table 24: Financial plan [18].

Indicators are monitoring outputs and results of the project. List of indicators is available in the program Benefit7. For every axe are different indicators.

| Code | Name of Indicator | Current Value | Planned Value | Unit |
|----------|---|---------------|---------------|--------|
| 07.41.00 | Number of all people, they got support in the project | 0 | 40 | Person |
| 07.41.10 | Number of clients they got support | 0 | 40 | Person |
| 07.45.00 | Number of organizations supported | 0 | 1 | Number |
| 07.57.00 | Number of new or innovative products | 0 | 1 | Number |

Table 25: Indicators [18].

8.12 Horizontal themes

Horizontal schemes are tools for integration of global and specific goals. Not all projects can put the same effort for all schemes – Same opportunities and Defensible development. There are five and six obligatory questions. All answers are YES/NO and required explanation.

Same opportunities for everyone

1] Did you study all materials for the theme “Same opportunities” before the preparation of the project? YES

The center ZEBRA is included one of the themes – discrimination and prejudices of other races and trying to erase differences. Teachers are going to be different races and colors of skin, That is why pre-school children will get use to speak and work with this kind of people.

2] Will you ensure that all information about your project will be delivered to relevant target groups? YES

All information will be published at web pages and promotion materials, the main goal of the organization will be always seen. Our web pages will be in 3 languages. Information will be also in newspapers and Zlin region web pages.

3] Will you make any steps to ensure accessibility our activities to all participants? YES

ZEBRA is established in the center of the city Zlin, so it is accessible to all needed groups. We have non barrier access to our center. After first year we plan to start financial support for children from social weak families and make new programs for support of these children.

4] Will you inform all participants about practice of “Same opportunities” in your project? YES

On the web pages there will be special section dedicated to same opportunities theme. We also plan to put information to promotion materials and later on arrange seminar for parents.

5] Are activities in your project in harmony with rules of “Same Opportunities?” YES

Our employees will have different background and race because of main goal of organization, which is culture understanding, erase of prejudices of other races and discrimination. Our center has clear structure and vision for all interested groups.

6] Is there any other activity in harmony with this theme? NO

Defensible Development

1] Did you study all materials for the theme “Defensible Development” before the preparation of the project? YES

We went through all ESF materials also in English version. We also study different materials available from web pages.

2] Will you support ecological separation of rubbish in the realization part of project?

YES

We have separation of rubbish into three parts – papers, plastics and other. We are also teaching children, how to separate rubbish and why is it important.

3] Will you observe and attend effective and economical consumption of material?

YES

We will use ecological paper for children; we will also use ceramic plates and cups, not to waste environment by using paper cups and plates. For conversation we will prefer e-mail letters and communication through Internet.

4] Will you observe and attend effective and economical consumption of energy resources and water?

YES

We are using ecological light bulbs and follow the rules for non wasting energy.

5] Will you support ecological way of transportation?

YES

We are supporting city buses and trains, we are not using cars.

6] Are all activities in harmony with rules of environmental protection?

YES

All activities will be environmental friendly; we are using ecological friendly papers, ecological bulbs and other modern methods for environmental protection.

7] If there all more activities in your project which are supporting “Defensible Development” theme, you can describe them here.

NO.

| Activity | Description |
|--|--|
| Publicity in web pages | Our web pages will be in three languages with all information about courses, financial support from ESF and logos of ESF. |
| Creation of materials printed | Promotion materials will have logo of ESF and information about vision of ZEBRA – same opportunities and defensible development information. |
| Creation of promotion materials | We will create our promotion materials alone and put there logos of ESF, Zlin and ZEBRA. |
| Information for cooperate organizations about co-financing | Our web pages and all promotion materials will have logo of all supporting organizations – look at the appendices V. |
| Other forms of publicity | Open Door Days, Special Seminars for parents. |
| Hanging flag in the week of 9.5. | We will have flags in windows. |
| Creation of promotion movies and audio materials | We plan to create promotion movie and put it on web pages and also some materials from our courses to make better view about our center. |

Table 26: Publicity [18].

8.13 List of Appendices

| List | Name | Required | Enclosed | Non-relevant |
|------|---|----------|----------|--------------|
| 1. | Proof about legal subjectivity | YES | | |
| 2. | Declaration about no debts towards health insurance and state | YES | | |
| 3. | Declaration about Partnership with Zlin | YES | | |
| 4. | Financial prognoses of ZEBRA | NO | | |

Table 27: List of appendices [18].

9 PLAN “B” FOR DRAWING MONEY

The money from EU funds is never sure, that is why I decided to create “plan B” for getting money to be sure, that the project is possible to realize in every case. There are many foundation and places, where to get money in the Czech Republic. Especially for non-profit organizations is possible to ask for different grants. There is only one problem for asking from different funds – we need to change a concept of programs and application. Mainly big companies support usually new projects. During the research of grants I was using the web pages for non-profit sector in Zlin – <http://zlk.neziskovka.cz>. [20]

| Name of the grant | Focus on |
|---|--|
| Foundation of Happiness (Brno) | Free time activity, children, teenagers |
| Foundation O2 (Prague) | Non-profit sector |
| Foundation of Livia and Vaclav Klaus (Prague) | Education projects, health and social care |
| Fund of culture (Zlín) | Cultural projects, Education |
| Foundation “Children-culture-sport” (Zlín) | Development of children |
| Foundation of Jan Pivečka (Zlín) | Motivation, education, free time activity |
| Thomas Baťa Foundation (Zlín) | Culture, education, development of youth |

Table 28: Grants available for ZEBRA [20].

First grant I found out was “Foundation for Happiness” in Brno. This grant is focus on free time activity children and teenagers. Supported areas are projects for children and teenagers, which main idea is interpersonal relations, education, relation to work and art, national customs, environmental protection etc. Supported are also projects for free time activity of children, mainly from social weak families, prevention of criminality, summer camps and all year activity for children. The grant will be given to non-governmental organizations, which are registered in the Czech Republic. There are supported expenditures such as personal expenditures, material, non-material and investment expenditures. The length of the project is maximum 12 months.

Foundation O2 begin in 2002 and from the beginning split more than 90 millions Czech crowns mostly to young people and for support of non-profit organizations. The main donator is the company Telefónica O2 Czech Republic, a.s. Every year this foundation split 10 millions Czech crowns and is quality support of non-profit sector in the Czech

Republic. There are two categories available for applications – Big-budget projects, where are 400.000, 350.000 and 300.000 CZK and Low-budget, where are 100.000, 50.000 and 50.000 CZK.

The next resource of financial support is the Foundation fund of the husbands Livie and Václav Klaus from Prague. This fund is supporting projects of education, health and social care not only for non-profit organizations. They are not funding buildings, reconstructions, expenditures for energy or payments of the staff. For the application is needed minimum two references.

My project is in the city Zlin that is why I decided to search for opportunities also in Zlin region. Fund of culture in Zlin region is one of the possibilities, where to get grant. This grant can be used for realization of project or one event mainly in art education of children and youth, cultural events, development of amateur or regional culture, support of art, exhibition and presentation events, etc. The grant support maximum 75% of all expenditures for particular project or event. The next fund for Zlin region is the Fund of sport and youth. This fund supports free time sport activity of children and teenagers.

Zlin region is rich on foundations and funds. Foundation “Children-culture-sport” is heading for positive development of children and youth not only in Zlin, but in all Czech Republic. Main area of support is for future mothers in hospitals, events for children, to ensure social and health needs, educational areas, religious themes, development of sport and culture activities. There are more grants during the year, but I focus on “Grant for support of educational system and free time activity”. This grant is specifying for schools, non-profit organizations and other educational organizations.

Foundation of Jan Pivečka is also one of Zlin’s foundations and was establish in 1996. There are three main activities supported by this foundation. First is motivation, and education of youth people and their free time activities. Second one is environmental protection and ecological events and third one area is development and building healthy civic society, traditions and folk.

Finally there is Thomas Baťa Foundation in Zlín established in 1999, which is supporting projects of education, development and culture of youth. This Foundation is supporting entrepreneurial thinking and accepts projects during all year.

CONCLUSION

To make a frame of my diploma thesis I should make final conclusion. My goal was to make a plan of establishing new non-profit organization with support of EU funds. Firstly I made a market research of non-profit organizations and found the space for new organization, after that I made a business plan of new organization. Last step was to create a project for applying in EU fund called ESF.

The market research showed the space for new organization in the area of pre-school children education, that is why I decided to focus on this theme. It is visible that there is not enough nurseries not only in Zlin region. I decided to establish new non-profit organization for pre-school children with different courses mainly focused on children which cannot be accepted to nurseries because of capacity problems to get the same opportunities to all children before they start to visit primary schools. As value added I made a decision to accept international employees for children education with English background. This choice contribute on children's side also to culture understanding, getting better with different races and people of different colors of skin. This is one of things children in the Czech Republic are missing.

Business plan is divided in many parts such as mission statement, marketing part, operational plan, management and organization and financial plan. The principal part is financial plan, which is always the main part where banks and other stakeholders are watching. I was planning one year of Balance Sheet and two years of Lost and Profit Projection. In the employees part I made a job description of all future employees and also made decision about founders and other structure in non-profit organization needed.

As last part I focused on EU funding and application for ESF fund in the program Benefit7, which is online running program special for EU applications. I transcribe it to my thesis, because all questions are available only in Czech version, German and other languages, but English is missing. The program is easy to use also for new users and its clear. It has many options for better usage as controlling of all tables completed etc. It has also special option for printing, which means that you do not need to modify the application after it is done anymore.

EU funding is never sure, that is why I decided to make one more market research of opportunities of drawing money from different funds and grants. As I found there are many possibilities to get money, there are many foundations and other grants, which offer grants especially for non-profit and non governmental organizations. There are only problems to keep deadlines and find the right time for project.

I would like to mention also three hypotheses, which were created and verify in my thesis. Hypothesis number I was not true – as we saw in the chapter 6.1 where market research was. Hypothesis number II was successfully confirmed in the chapter 6.2 where I evaluated EU funds focused on children. And finally the hypothesis number III was also confirmed in the chapter 6.3 where percentage of money drawn out of the ESF fund is.

In the end of my diploma thesis I would like to add that it is needed to support non-profit sector globally, not only in our country. I see big importance of this sector in the area of services. My focus was on healthy children, but non-profit sector is working also in the area of handicapped children and sometimes for them is the only opportunity to get education or free time activity. I would like to thank mainly to volunteers, which are working hard and of course for free. Without them dreams of many people would never get its fulfillment.

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LIST OF ABBREVIATIONS

| | |
|----------|---|
| CD-ROM | Compact Disk Read Only Memory |
| CZ-COPNI | Division of NPOs in the Czech Republic |
| CZSO | Czech statistical office |
| EU | European Union |
| ESF | European Social Fund |
| GDP | Gross Domestic Product |
| IT | Information Technology |
| LFA | Logic Frame Method |
| NGO | Non-governmental organization |
| NPO | Non-profit Organization |
| OP | Operational Program |
| PC | Personal Computer |
| PCM | Project Cycle Management |
| SWOT | Strengths, Weaknesses, Opportunities and Threats Analysis |

LIST OF FIGURES

| | |
|---|----|
| Figure 1: The Czech Republic's division - 14 counties and 8 regions NUTS II [19]..... | 26 |
| Figure 2: Allocation of resources from EU funds (mill. Euros) [19]..... | 27 |
| Figure 3: Trend in Educational Structure of the Czech's Republic Population [14]..... | 34 |
| Figure 4: Count of children in every age in Zlin [own processing + 14]..... | 35 |
| Figure 5: Expenditure on Education (as a % of GDP) [13]..... | 36 |
| Figure 6: Graph of companies in interest areas [own processing + 14]..... | 37 |
| Figure 7: Graph of nurseries in Zlin region [own processing + 14]. | 40 |
| Figure 8: Number of approved projects along different precautions [own processing + 13]..... | 44 |
| Figure 9: Picture of zebra [26]..... | 49 |
| Figure 10: Structure of ZEBRA [own processing]. | 52 |
| Figure 11: Organization plan of ZEBRA [own processing]. | 55 |
| Figure 12: ESF fund logo [13]..... | 63 |
| Figure 13: Screenshot from the program BENEFIT 7 for application of ESF fund [18]. | 66 |

LIST OF TABLES

| | |
|---|----|
| Table 1: Divisions of NUTS regions [own processing]..... | 26 |
| Table 2: Phases of project management for EU funds [6]..... | 29 |
| Table 3: Number of children in Zlin along age [14]..... | 35 |
| Table 4: Number of companies in interest areas [own processing + 14]..... | 37 |
| Table 5: Organizations for free time activity of children in Zlin [own processing]. | 38 |
| Table 6: Number of nurseries in Zlin region for the year 2006 [14]..... | 39 |
| Table 7: Some index numbers in nurseries in Zlin region [14]. | 39 |
| Table 8: Priority axes and precautions of the past ESF fund - Development of Human Resources OP [own processing + 13]..... | 43 |
| Table 9: PEST analysis [own processing]. | 45 |
| Table 10: Colors of courses [own processing]..... | 50 |
| Table 11: Division of hours in ZEBRA [own processing]. | 50 |
| Table 12: Number and Job Description of people needed for running of ZEBRA[own processing]..... | 53 |
| Table 13: Taxes in the Czech Republic for payment of start [own processing]. | 54 |
| Table 14: Salary for personnel [own processing]. | 56 |
| Table 15: Calculation of courses in ZEBRA [own processing]..... | 56 |
| Table 16: Cash Flow Projected [own processing]. | 60 |
| Table 17: Interest per one year for special bank account for NPOs [17]..... | 61 |
| Table 18: SWOT analysis [own processing]. | 62 |
| Table 19: Summary of the project [own processing]..... | 65 |
| Table 20: Realization team of the project [own processing]. | 67 |
| Table 21: Time line of key activities [own processing]..... | 70 |
| Table 22: Budget of the project [own processing]..... | 71 |
| Table 23: Public Financing [18]. | 72 |
| Table 24: Financial plan [18]..... | 72 |
| Table 25: Indicators [18]..... | 73 |
| Table 26: Publicity [18]. | 75 |
| Table 27: List of appendices [18]. | 76 |

APPENDICES

APPENDIX A I: Suggestion for registration

APPENDIX A II: Stanovy občanského sdružení ZEBRA o.s.

APPENDIX A III: CZ-COPNI division of NPO

APPENDIX A IV: Evaluation of ESF project

APPENDIX A V: Objective and priority axes of education for competitiveness OP

APPENDIX A V: Promotion material for ZEBRA

APPENDIX A I: SUGGESTION FOR REGISTRATION

Občanské sdružení ZEBRA, o.s.

Ministerstvo vnitra
Civilně správní úsek
U Obecního domu 3
112 20, Praha 1

Věc : Návrh na registraci občanského sdružení

V souladu s § 6 zákona č. 83 / 1990 Sb., o sdružování občanů, předkládá přípravný výbor ve složení :

Bc. Lucie Sára Závodná, bytem Foerstrova 1, 779 00 Olomouc
r.č. 000000/0000

Mgr. Jana Závodná, bytem Štítného 19, 779 00 Olomouc
r.č. 000000/0000

Mgr. Lukáš Dokoupil, bytem Nám TGM 1279, 760 01 Zlin
r.č. 000000/0000

návrh na registraci občanského sdružení, které bude užívat název "ZEBRA", se sídlem 760 01 Zlin.

Zmocněncem přípravného výboru oprávněným jednat jeho jménem je **Lucie Sára Závodná**.

Příloha : dvakrát stanovы občanského sdružení

Ve Zlině dne 1. 6. 2008

Lucie Sára Závodná
Jana Závodná
Lukáš Dokoupil

APPENDIX A II: STANOVY OBČANSKÉHO SDRUŽENÍ ZEBRA O.S.

Čl. I

Úvodní ustanovení

Název občanského sdružení: ZEBRA o.s.

zkráceně: " ZEBRA"

(dále jen "sdružení")

Sídlo: adresa, 760 01 Zlin

Čl. II

Právní postavení sdružení: Sdružení je právnickou osobou.

Čl. III

Cíl činnosti sdružení

Cílem sdružení je starání se o volno časové aktivity dětí předškolního věku s cílem kulturního porozumění, výuky angličtiny a jiných praktických dovedností. Za tímto účelem sdružení zajistí kroužky a výukové hodiny pod odborným pedagogickým dozorem.

Čl. IV

Členství

Členem sdružení mohou být fyzické osoby starší 15 let a právnické osoby, které souhlasí se stanovami a cíli sdružení. O přijetí za člena sdružení rozhoduje na základě písemné přihlášky výbor sdružení. Členství vzniká dnem přijetí za člena. Dokladem členství je potvrzení o členství, vydané výborem.

Zánik členství:

- a) vystoupením člena písemným oznámením,
- b) úmrtím člena,
- c) u právnické osoby jejím zrušením,
- c) zrušením členství na základě rozhodnutí valné hromady,
- d) zánikem sdružení.

Čl. V

Práva a povinnosti členů

1. Člen **má právo** zejména: a) podílet se na činnosti sdružení; b) volit do orgánů sdružení; c) být volen od 18 let do orgánů sdružení; d) obracet se na orgány sdružení s podněty a stížnostmi a žádat o jejich vyjádření.
2. Člen **má povinnost** zejména: a) dodržovat stanovy sdružení; b) aktivně se podílet na plnění cílů sdružení; c) svědomitě vykonávat funkce v orgánech sdružení; d) bez členských příspěvků.

Čl. VI

Orgány sdružení

Orgány sdružení jsou: a) valná hromada; b) výbor; c) revizní komise.

Čl. VII

Valná hromada

1. Valná hromada je nejvyšším orgánem sdružení.
2. Valnou hromadu tvoří všichni členové sdružení.
3. Valnou hromadu svolává výbor dle potřeby, nejméně však 2 krát ročně. Výbor svolá valnou hromadu vždy, když o to požádá nejméně polovina členů sdružení.
4. Valná hromada zejména:
 - a) rozhoduje o změnách stanov sdružení,
 - b) schvaluje úkoly sdružení pro příslušné období, výroční zprávu sdružení, rozpočet sdružení a roční uzávěrku hospodaření,
 - c) volí na dobu tří let členy výboru a revizní komise,
 - d) rozhoduje o zrušení členství,
 - e) rozhoduje o zrušení sdružení.
5. Valná hromada je usnášení schopná, je-li přítomna nadpoloviční většina všech členů. Hlasovací právo členů sdružení je rovné. O změně stanov sdružení, o zrušení sdružení rozhoduje valná hromada dvoutřetinovou většinou všech členů, v ostatních věcech rozhoduje nadpoloviční většinou přítomných členů.

Čl. VIII

Výbor

1. Výbor je výkonným orgánem sdružení, který za svou činnost odpovídá valné hromadě.
2. Výbor má nejméně 3 členy.
3. Výbor řídí činnost sdružení v období mezi zasedáními valné hromady.
4. Výbor svolává předseda, v jeho nepřítomnosti místopředseda, nejméně 6krát ročně.
5. Výbor zejména:
 - a) volí ze svých členů předsedu a místopředsedu výboru,
 - b) koordinuje činnost sdružení,
 - c) svolává valnou hromadu,
 - d) zpracovává podklady pro rozhodnutí valné hromady,
 - e) rozhoduje o přijetí za člena sdružení.
6. Předseda a místopředseda výboru zastupují sdružení navenek a jednají jeho jménem.
7. Výbor je usnášení schopný, je-li přítomna nadpoloviční většina všech jeho členů.
8. Výbor rozhoduje nadpoloviční většinou přítomných členů.
9. Jestliže se přes opakované nejméně trojí svolání v průběhu tří měsíců nesejde usnášení schopná valná hromada, přebírá její pravomoci výbor.

Čl. IX

Revizní komise

1. Revizní komise je kontrolním orgánem sdružení, který za svou činnost odpovídá valné hromadě.
2. Revizní komise má nejméně tři členy.
3. Revizní komise vykonává dohled nad hospodařením sdružení a upozorňuje výbor na zjištěné nedostatky a podává návrhy na jejich odstranění. Kontrolu provádí nejméně jednou ročně.
4. Pro zasedání valné hromady vypracovává revizní komise zprávu o výsledcích revizí a kontrolní činnosti.

Čl. X

Zásady hospodaření

1. Sdružení hospodaří s movitým i nemovitým majetkem.
2. Zdroji majetku jsou zejména:
 - a) dary a příspěvky fyzických a právnických osob,
 - b) výnosy majetku,
 - c) příjmy z činností při naplňování cílů sdružení.
3. Za hospodaření sdružení odpovídá výbor, který každoročně předkládá valné hromadě zprávu o hospodaření, včetně finanční závěrky.
4. Hospodaření se uskutečňuje podle ročního rozpočtu schváleného valnou hromadou.

Čl. XI

Zánik sdružení

1. Sdružení zaniká
 - a) dobrovolným rozpuštěním nebo sloučením s jiným sdružením z rozhodnutí valné hromady.
 - b) rozhodnutím ministerstva vnitra.
2. Zaniká-li sdružení dobrovolným rozpuštěním, rozhodne současně valná hromada o způsobu majetkového vypořádání.

Čl. XII

Závěrečná ustanovení

Sdružení může na základě rozhodnutí valné hromady vydat organizační a jednací řád sdružení. Sdružení má právo v souladu s cíli své činnosti obracet se na státní orgány s peticemi.

Ve Zlině dne

Přípravný výbor:

1. Lucie Sára Závodná
2. Jana Závodná
3. Lukáš Dokoupil

APPENDIX A III: CZ-COPNI DIVISION OF NPO

Systematická část klasifikace CZ-COPNI

01 BYDLENÍ

01.0 Bydlení

01.0.1 Společná správa bydlení

01.0.2 Nájemní vztahy

01.0.9 Ostatní služby spojené s bydlením

02 ZDRAVÍ

02.1 Léčiva a zdravotnické prostředky

02.1.1 Léčiva

02.1.2 Ostatní zdravotnické výrobky

02.1.3 Léčebné a protetické prostředky

02.2 Ambulantní zdravotní péče

02.2.1 Ambulantní lékařská péče

02.2.2 Ambulantní stomatologická péče

02.2.3 Ambulantní zdravotní péče ostatní

02.3 Ústavní zdravotní péče

02.3.0 Ústavní zdravotní péče

02.4 Veřejné zdravotnické služby

02.4.0 Veřejné zdravotnické služby

02.5 Výzkum a vývoj v oblasti zdravotnictví

02.5.0 Výzkum a vývoj v oblasti zdravotnictví

02.6 Ostatní zdravotnické služby

02.6.0 Ostatní zdravotnické služby

03 REKREACE A KULTURA

03.1 Rekreační a sportovní služby

03.1.1 Sportovní služby

03.1.2 Rybářství a myslivost

03.1.3 Podpora zájmových činností

03.1.9 Ostatní rekreační služby

03.2 Kulturní služby

03.2.1 Umění

03.2.2 Média, informace a vydavatelství

03.2.3 Uchování kulturních hodnot

03.2.9 Ostatní kulturní služby

04 VZDĚLÁVÁNÍ

04.1 Preprimární a primární vzdělávání

04.1.1 Preprimární vzdělávání

04.1.2 Primární vzdělávání

04.2 Sekundární vzdělávání

04.2.1 Sekundární všeobecné vzdělávání

04.2.2 Sekundární odborné vzdělávání

04.3 Postsekundární vzdělávání nižší než terciární

04.3.0 Postsekundární vzdělávání nižší než terciární

04.4 Terciární vzdělávání

04.4.0 Terciární vzdělávání

04.5 Vzdělávání nedefinované podle úrovně

04.5.1 Environmentální vzdělávání

04.5.9 Ostatní vzdělávání nedefinované podle úrovně

04.6 Výzkum a vývoj v oblasti vzdělávání

04.6.0 Výzkum a vývoj v oblasti vzdělávání

04.7 Ostatní vzdělávací služby

04.7.1 Podpora vzdělávání

04.7.2 Mimoškolní vzdělávání dětí a mládeže

04.7.9 Ostatní vzdělávací služby jinde neuvedené

05 SOCIÁLNÍ PÉČE

05.1 Služby sociální péče

05.1.1 Sociální péče s ubytováním

05.1.2 Sociální péče bez ubytování

05.2 Výzkum a vývoj v oblasti sociální péče

05.2.0 Výzkum a vývoj v oblasti sociální péče

06 NÁBOŽENSTVÍ

06.0 Náboženství

06.0.0 Náboženství

07 POLITICKÉ STRANY, ODBOROVÉ A PROFESNÍ ORGANIZACE

07.1 Služby politických stran

07.1.0 Služby politických stran

07.2 Služby odborových organizací

07.2.0 Služby odborových organizací

07.3 Služby profesních organizací

07.3.0 Služby profesních organizací

08 OCHRANA ŽIVOTNÍHO PROSTŘEDÍ

08.1 Služby ochrany životního prostředí

08.1.1 Ochrana flóry a krajiny

08.1.2 Ochrana fauny

08.1.9 Ostatní služby ochrany životního prostředí

08.2 Výzkum a vývoj v oblasti ochrany životního prostředí
08.2.0 Výzkum a vývoj v oblasti ochrany životního prostředí

09 SLUŽBY JINDE NEUVEDENÉ

09.1 Ostatní služby
09.1.1 Požární ochrana a jiná pomoc v krizi
09.1.2 Místní a regionální rozvoj
09.1.3 Ochrana lidských práv

09.1.4 Služby právní a obdobné pomoci
09.1.5 Humanitární pomoc jiným zemím
09.1.6 Přátelství a porozumění mezi národy
09.1.7 Služby hospodářských svazů
09.1.8 Služby ochrany domácích zvířat
09.1.9 Ostatní služby jinde neuvedené

09.2 Výzkum a vývoj v oblasti služeb jinde neuvedených
09.2.0 Výzkum a vývoj v oblasti služeb jinde neuvedených

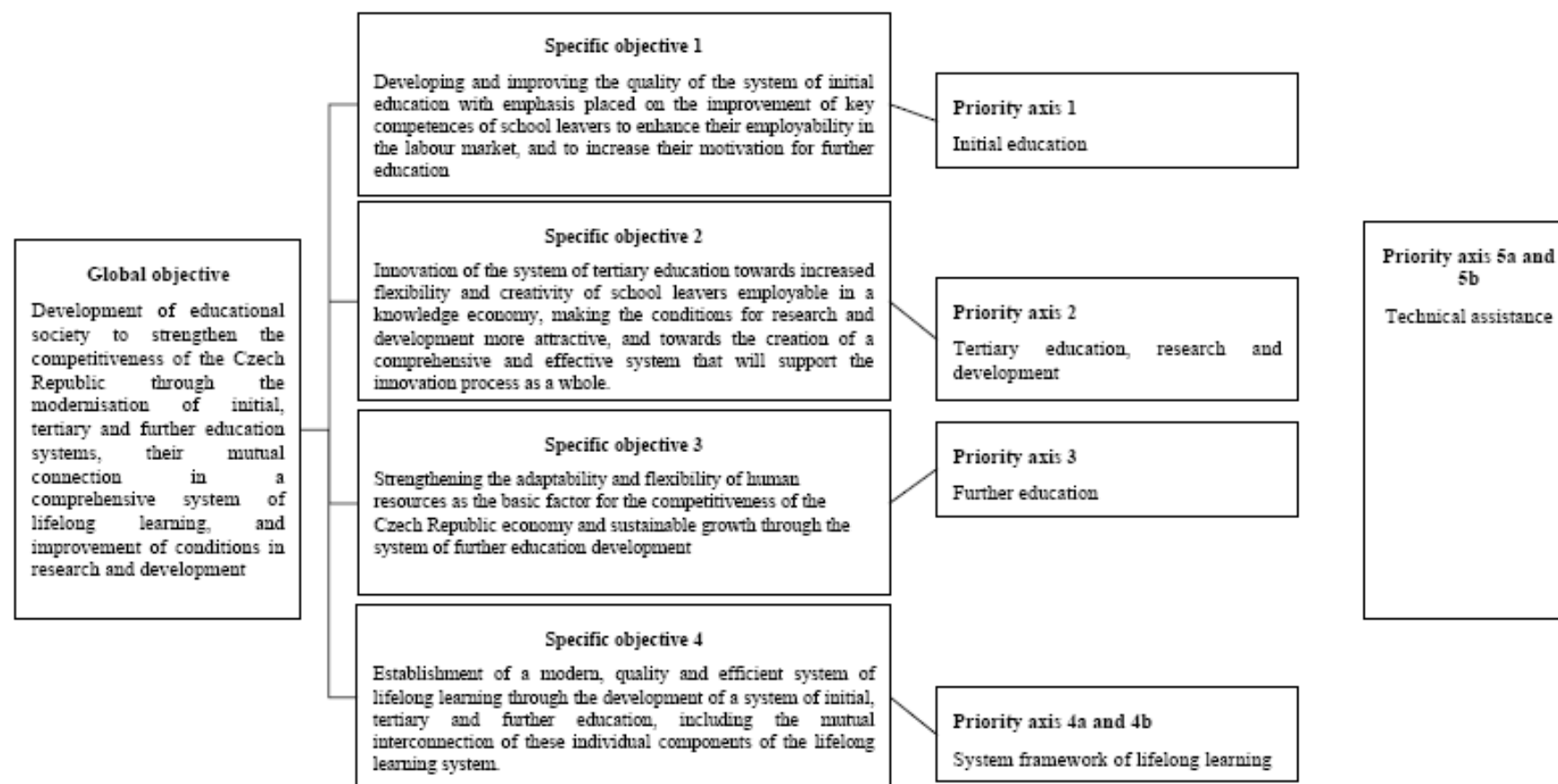
APPENDIX A IV: EVALUATION OF ESF PROJECTS

Obsah kritérií hodnocení systémových projektů (subkritéria) a jejich váhy

| | Váha v % |
|---|---------------|
| 1. Zdůvodnění projektu Zdůvodnění záměru Vazba na strategické dokumenty Přínos pro cílovou skupinu | 30 |
| 2. Cílová skupina Přiměřenost cílových skupin Zapojení cílových skupin | 15 |
| 3. Realizace projektu Klíčové aktivity a stadia realizace Monitorování projektu Předchozí zkušenosti žadatele s řízením obdobných projektů Publicita Udržitelnost projektu | 16 |
| 4. Výsledky a výstupy Kvantifikace výsledků a výstupů Zajištění výsledků a výstupů | 14 |
| 5. Horizontální témata Rovné příležitosti Udržitelný rozvoj Informační společnost Místní iniciativy | 10 |
| 6. Specifické požadavky Podpora adaptace školy na rozmanitost populace, podpora práce se znevýhodněnými žáky v běžné třídě Přiměřenost finančních prostředků k cílům a obsahu projektu | 15 5 10 |
| Celkem | 100 |

APPENDIX A V: OBJECTIVE AND PRIORITY AXES OF EDUCATION FOR COMPETITIVENESS OP

Chart 1: Objectives and Priority Axes of Education for Competitiveness OP



ZEBRA



Nové centrum pro děti
předškolního věku



Angličtina pro děti

Kurzy hudby a hry na
hudební nástroje

Taneční hodiny

Hry se zvířaty

Praktické dovednosti
pro první třídu

Nové hry pro děti

Přijďte se podívat!
První rok všechny kurzy zdarma!
Otevíráme v lednu 2009.

Tento projekt je spolufinancován ze zdrojů ESF a státního rozpočtu ČR.