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Public Policy Centres in the Czech Republic

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General background

TERMINOLOGICAL CLARIFICATION

In this study, the authors use the terms “public policy centres (PPC)” and “think-tanks” as synonyms. It is not within the scope of this paper to deal with subtle debates about the precise definition of PPC/think-tanks. While in the United States, a think-tank is an entity with legal status (e.g. described in the US tax code), in the Czech Republic there is no legal definition of think-tank or PPC, and therefore the approach to describing this concept is a doctrinal one. Therefore, we use definition based on writings of some renown analysts of think-tanks, such as Stone or McGann and Weaver. By think-tanks, we understand broadly institutions existing independently of government or public administration and analyzing public policy, striving to contribute to or influence the policy making process, provide expertise and advice to policy-makers, as well as to media and to the public.

Simultaneously, in the second chapter devoted to legal and financial framework of PPC the authors use the term non-profit organisations since the aim of this chapter is to analyze the whole non-profit sector in the country.

METHODOLOGY

The account of the public policy centres in the Czech Republic is based on a study of ten think-tanks existent in the Czech Republic. These think-tanks were identified and selected by the authors, firstly based on their reputation/visibility in the policy community, and also in an attempt to reflect on the diversity of such institutions, in terms of content focus, size, legal form, affiliation with political parties, value focus etc. The research was based on face-to-face interviews with executive representatives of the aforementioned think-tanks as well as the study and analysis of other information available mainly through their websites. Therefore, the paper is founded on ten case studies, on basis of which the authors are trying to set a general framework describing common features as well as differences among the public policy centres in the Czech Republic. Apart from that, the paper builds substantively on a thorough publication of Jiří Schneider who analyses the position of think-tanks in the Visegrád countries and which is the most comprehensive publication on this topic published in Czech Republic.¹

¹ Jiří Schneider: „Think-tanky ve visegrádských zemích“. Brno, 2003.

PART I.

GENESIS OF THINK-TANKS IN THE CZECH REPUBLIC

As well as in the other transition countries, think-tanks are a relatively new phenomenon in the Czech Republic. As we will see, some institutions that we consider think-tanks these days actually originated during the Communist period but underwent substantial transformation. The process of open policy-making, including non-governmental stakeholders such as think-tanks, is naturally linked to the existence of liberal-democratic system of governance.

Schneider in his analysis of the emergence of think-tanks in Central and Eastern Europe refers to the important role of big international donors, especially from the United States, in setting up think-tanks as a way of transferring the institutional capacity and new models of governance to the transforming societies of Central and Eastern European countries. This feature is partially explained by the lack of domestic resources in the region and different perceptions of charity/private sponsorship in the Anglo-Saxon model. While in the United States and UK, the model of private financing of independent policy institutes is quite deep-rooted, the continental European model seems to rely more on public resources (government budget but also big interest groups, such as trade unions, employers or political parties). Where the place of Central European, and for that matter Czech think-tanks, is going to be in this respect is not sure yet. Clearly, many PPCs in the region are facing uncomfortable choices. On the one hand a number of foreign donors, on which the PPC tended to rely, are pulling out of the region, as the transformation process has been nominally completed by the accession of the Czech Republic and seven other CEE countries to the European Union. On the other hand, neither the domestic private resources are sufficient to support work of independent policy centres, nor the public bodies are able or willing to allocate institutional support to independent centres without direct links to public administration.

Let us now explore in more detail the different modes in which the policy centres in the Czech Republic emerged.

One mode is the transformation of the existing bodies/institutes which existed already before the change of a political system from communist to a liberal-democratic one. An example of this transformation is the Institute for International Relations in Prague. The predecessor of this institute was the Institute for International Politics and Economy, founded in 1957 as a research centre linked to the Ministry of Foreign Affairs. As the institute was actively

involved in the liberalisation process during the so-called “Prague spring” in 1968, it was abolished during the period of “normalisation”. Instead of that, the Institute for International Relations was set up in 1970. After the Velvet Revolution of 1989, the Institute underwent a radical transformation. Although today it is still financed from the Foreign Ministry budget (“contributory organisation - příspěvková organizace”²) and also formally linked to this part of central public administration³, it managed to retain a relatively strong degree of independence, setting its own agenda and priorities for public policy analysis, and enjoys a high reputation among the policy community, strong links with academia and substantial influence in the media. For this reason it is also considered as a PPC in this study. The Institute for International Relations was cited as one example, but there are other institutes linked to the public administration, and yet enjoying relative independence in its activities, such as e.g. the Research Institute for Labour and Social Affairs, linked to the Ministry of Labour and Social Affairs.

Another, and in the Czech case more frequent way of setting up think-tanks, is through links with persons actively involved in politics. This model can be often found in the West, and again particularly in the United States or in the UK. In this way, politicians often initiate the foundation of a think-tank to promote a particular agenda in the public policy debates or policy making process, or to promote particular values (such as liberal, conservative or socialist values). It usually works the way that actors who were originally in the government and left for opposition turn to setting up a think-tank. Such was an example of Václav Klaus, initiating the foundation of Centre for Economics and Politics (Centrum pro ekonomiku a politiku, CEP)⁴, when he resigned as a prime minister in 1998. When the socialist government of Miloš Zeman came to power, CEP was set up with the intention to “promote ideas of free society and market economy as well as to spread and promote the ideas of great thinkers of liberalism” in the Czech society. Another example of this approach is the foundation of CEVRO (Liberal-Conservative Academy), whose inception was initiated by Ivan Langer, Vice-chairman of ODS (Civic Democratic Party, Občanská demokratická strana) and Vice-Chairman of the Chamber of Deputies of the Czech Parliament. The main aim of CEVRO was to ensure lifelong learning and training of right-wing minded citizens. In this context it is also worth noting that the founders/initiators of PPC often tend to keep a stake in the activity of

² This type of organisation means that it is set up by an administrative body and its budget is linked to this administrative body as well

³ For example, the director of the Institute for International Relations is appointed by the Minister of Foreign Affairs

such organisation. For example, Václav Klaus still serves as the Chairman of the Board of CEP, and Ivan Langer is the President of CEVRO.

An interesting example of the foundation of a think-tanks through politically-affiliated figures is the Institute for Social and Economic Analysis (ISEA)⁵, founded by Petr Matějů, sociologist and deputy in the Chamber of Deputies. It was in 2002 that he drafted, together with a group of experts, a thorough amendment of the Universities Act and related legislation (including social benefits for students, tax-related issues, tuition fees, student loans etc.), which was supposed to bring about a substantive change in the Czech system of higher education. After his proposal was refused in the Parliament, he and the group of people working on the proposal showed determination to pursue this course through a foundation of independent centre which will lobby for the change of education policy through further research, advocacy and work with the media.

Another example of a think-tank set up with the political figures behind would be the Civic Institute (Občanský institut)⁶. It was set up by two politicians – Mr Pavel Bratinka and Mr Jiří Skalický in 1991, who were at that time both Members of Parliament and in case of Mr Bratinka even member of the government. As persons closely associated to political centre, mainly Christian Democratic Party (KDU-ČSL) and Civic Democratic Alliance (ODA – a smaller centre-right party), it could be argued that the prime motive for setting up the institute was to promote particular values important to the parties they were affiliated with– ie. conservatism, role of family in the society, moral dimension in politics, solidarity – more generally Christian values.

Last but not least, an account should be made of a think-tank closely linked with the Socialist party (ČSSD), called CESES – Centre for Social and Economic Strategies. Compared to the previous politically-affiliated think-tanks, CESES came to being only at a later stage (having been founded in 2001). Also the mode was different – although clearly linked with social-democratic party, the initiative came from part of the public administration, namely the Cabinet Office (Úřad vlády). But because the Cabinet Office/ČSSD did not want to set up a separate entity (although clearly supported by ČSSD), they suggested that the centre be associated with the university (namely Charles University – Faculty of Social Sciences).

⁴ For more information refer to the website: <http://cepin.cz/cze/index.php>

⁵ For more information refer to <http://www.isea-cz.org/>

⁶ <http://www.obcinst.cz/>

Formally it was set up by a government decision⁷ to help developing a long-term strategic plan for the government (subsequently adopted by the government as the so-called Czech Vision 2015) and it is also supported by the state budget. The close link of CESES to CSSD can be underlined by the fact that its director, Mr Martin Potůček, was running for the office of the president in 2003 elections as a CSSD candidate.

Furthermore, we can see some PPCs emerging around the academic/university milieu. The primary aim of this move is to use the intellectual potential and research generated at the universities in relation to other target groups, such as public administration, media and political representation. EUROPEUM Institute for European Policy was founded from the initiative of teachers and students at the Department of European Studies at the Faculty of Social Sciences, Charles University. Similar is a case of International Institute for Political Science (IIPS) at the Masaryk University of Brno, as an example of university-affiliated think-tank. ECN (Institute for Environmental Policy) was founded by academics close to the university milieu (namely Law Faculty of Charles University- two of the founding members lecture there) but without direct link to this institution. Another example would include CERGE (Centre for Economic Research and Graduate Education) which also emerged as a separate education and research institute within Charles University in Prague. Its focus, however, is not purely aimed at influencing public policy; it is very much an institution carrying out academic research as well as education (the graduates can obtain a post-graduate diploma).

Looking at other ways how the Czech PPCs came into being, apart from transformation, politically-driven foundation and university-linked think-tanks we can identify yet another category which can generally be referred to as a “private initiative”. For instance Liberal Institute originated from a loose association called Liberal Association of F.A. von Hayek which was a group of individuals who soon after the fall of communism tried to promote values of free enterprise and market economy in the transforming Czech society. Some of the organisations who classify themselves as think-tanks are even private entities (e.g. they do not have a not-for-profit status) such as Gabal Analysis and Consulting (GAC) which has a form of a private consultancy company (company with a limited responsibility, s.r.o.). Similarly European – Czech Forum (Evropsko-české forum, ECF) was set up from the initiative of a group of Chambers of Commerce from certain EU member states (Sweden, Germany, the

⁷ Government decision n. 640 of 21 June 2000

Netherlands, Great Britain and France) to analyse the political and legal environment in the Czech Republic for the purpose of supporting the interests of foreign investors and entrepreneurs in the country. It is difficult to identify the unifying element in this “residual” group of public policy centres by origin; therefore, the easiest definition would be a negative one, meaning that they originated neither by transformation, nor by political initiative/affiliation, nor in connection with the universities or academia.

To conclude, we can summarize that the key driving forces behind the creation of think-tanks in the Czech Republic were either certain political-ideological profile connected with the promotion of certain values and principles (e.g free market, Christian-democratic values, social values, conservative principles), or an issue-based approach, meaning that think-tanks tend to focus on and analyse a particular domain of public policy (such as accession to the European Union, higher education reform, environmental issues, public finance). This will be explained in more detail in the next section which will look into the key functions performed by think-tanks in the Czech Republic. In any case, the creation of Czech think-tanks was mainly domestic-driven, based on the perceived needs for public policy analysis within the country, and it was not so much pressed by foreign donors who would perceive the independent think-tanks as a necessary component of the civil society or an alternative to government-pursued policies.

KEY FUNCTIONS PERFORMED BY CZECH THINK-TANKS

As the survey of the think-tanks in the Czech Republic was undertaken, the authors have identified several key functions that the public policy centres usually perform. On basis of this classification, we were trying to explore which of these functions seem to be dominant in the day-to-day work of policy centres that were surveyed. This classification was based on the functions that well-established think-tanks and policy centres in the USA and Western Europe generally perform, and agreed as a basis of common methodology with the other partners who conducted similar research in the other countries.

The key functions identified by the authors for the purpose of the study are the following:

1. Research and analysis
2. Educational activities (trainings)
3. Creative work (definition of new topics, raising them in the public discourse)

4. Communication (publishing, conferences, seminars, workshops, generally dissemination)

5. Advocacy

In the questionnaire that was compiled during the interviews conducted with the representatives of the selected think-tanks (10 altogether), these people were supposed to divide the work of their respective centres into the aforementioned categories and try to assess in percentages how much of their everyday work these five key activities take. The results of the findings are stated in the table below, and they can serve as a good basis for further comparison:

	<i>Research and Analysis</i>	<i>Education</i>	<i>Creative work</i>	<i>Communication</i>	<i>Advocacy</i>
CEP	30%	5%	5%	30%	30%
Civic Institute	0%	40%	10%	10%	40%
Liberal Institute	30%	30%	10%	20%	10%
CEVRO	10%	35%	10%	35%	10%
AMO	30%	30%	5%	30%	10%
ISEA	50%	10%	10%	10%	20%
CESES	50%	20%	15%	20%	5%
ECN	30%	15%	20%	20%	15%
IIR	25%	25%	0%	25%	25%
EUROPEUM	40%	10%	10%	30%	10%
Average	29,5%	22%	9,5%	23%	16%

Drawing the general conclusions based on the average of representation of each of the key activities, the following conclusions of the think-tanks surveyed can be drawn.

Research and analysis is the most important activity undertaken on average by the Czech think-tanks, which goes in line with the general notion of a think-tank/public policy centre as a place where various aspects of public policy are being analysed and researched. However, even looking at the individual breakdown, we can see that there are huge discrepancies among

the individual policy centres. The most research oriented are the institutes linked to the academia/university, i.e. CESES and EUROPEUM, which is only natural given the kind of people they recruit, many of whom are also acting as university teachers and researchers. Apart from that, ISEA is also putting a lot of emphasis on research, despite not being linked to a university its researchers also come from academic ranks. The opposite extreme is the Civic Institute which claims itself not to carry any research at all. This balances with the fact that the Civic Institute can be considered an advocacy think-tank, or what we could call “think-do tank”, or perhaps only “do tank”. Out of all the policy centres survey, the Civic Institute places most emphasis exactly on the advocacy component of the think-tank work. What comes with a bit of a surprise is that research does not form such a strong component of the Institute of International Relations, which is basically serving as a research centre and the main source of expertise for the Ministry of Foreign Affairs. This has been explained by the fact that the Institute of International Relations has recently diversified its activities into other functions, such as organisation of conferences and seminars, or educational activities (Diplomatic Academy, see further).

The two functions that are on average equally strongly represented among the think tanks surveyed are education and communication. The first entails especially trainings for various target groups such as civil servants, political parties representatives and future policy makers, journalists or other NGOs. The second comprises public or quasi public events, such as conferences, seminars, workshops or any other public appearances. Another important element of this function is also the work with the media, such as publishing of articles and op-eds in major newspapers, interventions in radio or TV etc. The third important element is the publication activity, comprising periodicals, books, studies and publications etc., but also e.g. websites.

Given the variety of activities under the communications sections, it is hardly surprising that it is on average the second most important activity of think-tanks. The margin is not as high as in case of research, ranging from 10% to 35%. The lowest importance for this function is attached by the Civic Institute and ISEA, while the most importance is attached to it by CEVRO.

As for the educational activities, these also rank almost as important as communications, and the margin is again higher – with 40% at the Civic Institute and 5% (the least at CEP). The high proportion of educational activities, as opposed to for instance advocacy and creative

thinking, seems to be quite a distinctive feature of Czech think-tanks. This is given firstly by quite a high demand for training in the sphere of public policy in the Czech society, which cannot be always delivered by classical educational organisations who are perhaps too academic and not enough practically oriented. For instance, the Institute of International Relations has been outsourced by the Foreign Ministry to manage and run the Diplomatic Academy, educating future diplomats. Equally, CEVRO is running a series of courses aimed at educating future liberal-conservative leaders. One institute which has not been included in the survey but for whom the educational activities are also crucial is a Prague-based organisation CERGE-EI which is running a separate post-graduate programme in economics. Similarly, EUROPEUM is organising annually a summer school on European issues as well as delivering a set of courses for public administration on EU-related issues. The range of educational activities, as it has been highlighted, is extremely diversified and entails a large number of topics as well as target groups.

Another explanation for a relatively high representation of the educational activities is that these can actually be an important source of income for think-tanks. It is one of the few activities on which the policy centres can make profit, allowing them to cover some of the operational costs. Given quite a harsh competition for tenders and grants, and with the limited and ever shrinking number of donors available, the think-tanks are looking more and more into this source of income, to which they also adjust their activities. Some of this money is generated on a commercial basis (i.e. the participants pay for trainings) but the attempt to develop a system of lifelong learning in public administration (recently managed by a newly established Institute for Public Administration) is a good sign for think-tanks, as these trainings often have to be outsourced to private entities with a particular expertise (including think-tanks) as the public administration cannot deliver them on its own. Yet this concerns mainly think-tanks linked to academia, which assures their qualification and competence for this job.

Less represented are the advocacy activities of the think-tanks surveyed. In case of most of them, this component of think-tank work takes up only around 10% of the activities, with a notable exception of the Civic Institute and CEP which tend to be more advocacy-oriented than the other centres. This has to do with the fact that both of them were set up with an idea of promoting particular values and ideas. For instance CEP came out recently quite forcefully against the European Constitutional Treaty, basically calling on the Czech political representation to refuse the document and arguing that it is not a good thing for the Czech

Republic to ratify it. Similarly, CEP has been one of the prime proponents of the flat tax in the country. Similarly the mission of the Civic Institute is to promote conservative Christian values in the Czech society. However, it can be concluded that for the Czech think-tanks the advocacy component of their work is not as important as the other activities, notably research, communication and education. This has to do with a distinction of the policy centres/think-tanks of other NGOs who are advocating or lobbying particular interests. The other feature is that the term “lobbying” with which advocacy is often associated still has some negative connotations in the Czech discourse. For this reason, policy centres do not often attach too much importance to this as they do not want to be perceived as classical pressure groups like other NGOs (e.g. some environmental or social NGOs).

The least represented key activity in the survey undertaken is creative thinking. In most cases, this activity features only around 5 to 10%. However, there is one constrain that has to be taken into account. The representatives of think-tanks often perceive creative thinking to be an overarching activity to the other ones carried out by policy centres, so it stretches to areas such as research, education or communication. Most of the think-tanks are striving at coming up with new topics and ideas, which they firstly research, subsequently they come-up with particular policy recommendations and at the end they communicate them to various target groups and promote them with different advocacy means at their disposal. In this respect, they tend to view creative thinking not as a separate component of think-tank work but as a general feature of their activity, stretching into other areas of the public policy work.

PART II.

At this section, we analyse various aspects of the legal framework pertinent to Czech think-tanks. As mentioned at the very beginning, unlike in the US, there is no legal definition of a think-tank in the Czech Republic. But regardless of which available legal form they actually take, all of the institutes surveyed can be broadly described as part of a non-profit sector. This has to do with the overall notion of think-tanks as entities aimed at analysing and raising awareness on various public policy issues, thus serving for a public good. Although there are some exceptions of organisations who claim to be think-tanks but have a commercial legal status (such as Gabal Analyses and Consulting), these are extremely rare exceptions, and they operate at a verge between policy centres and consultancy groups. For this reason, we consider it appropriate to analyse the overall legal framework of the non-profit sector in the Czech Republic, concluding briefly with the legal position of Czech think-tanks.

Legal regulation and the position of non-profit organisations in the Czech Republic

Although the term “non-profit organisation” is widely used in various connotations, there is no legal definition of this term. In the past, discussions were held from time to time on introducing a special law that would govern the position of a non-profit organisation in general. However, any attempts to introduce such legislation were unsuccessful.

We can define a non-profit organisation indirectly, through the Income Tax Act, which enumerates the individual types of non-profit organisations and regulates their position from the tax perspective. Universities form an exception since they are subject to a slightly different tax treatment.

A non-profit organisation can be defined as an entity, whose main object of activities is other than pursuing business. With regards to the entity that founds a non-profit organisation, we distinguish:

Non-profit organisations in a narrow sense, established for private purposes (e.g. foundations, associations, beneficiary societies, universities, as well as professional associations and trade unions, etc.)

Non-profit organisations in a wider sense established primarily for a discharge of public administration (municipalities, regions, State funds, organisational components of the State, etc.)

In this study, we deal in detail with the first category of entities. Consequently, we do not discuss public corporations exercising specific public or State administration; however, for example, the position of municipalities, as self-governing bodies, is similar to non-profit organisations in the narrow sense in a number of aspects.

Further, we can describe a non-profit organisation as a legal entity. Thus, in no case may an individual be considered a non-profit organisation.

Although business is not their main activity, nevertheless, these organisations are registered by the Czech Statistical Office as economic entities and they are allotted an identification number. As is explained in the text below, even a non-profit organisation can pursue its own economic activity and can even make a profit.

Non-profit organisations are always registered with the competent body. This could be a court (foundations, beneficiary societies), the Ministry of Culture (churches) or the Ministry of Interior (civic associations). Individual laws always distinguish whether a non-profit organisation arises at the instant of authorization by the competent body or whether registration is only an administrative act without a requirement for authorization.

Based on the above-stated features, a non-profit organisation can be defined as follows. It is a legal entity with its own founder that is not primarily established for business purposes, whose activities are governed by a special law and that is registered by the competent body.

TYOLOGY OF NON-PROFIT ORGANISATIONS IN THE CZECH REPUBLIC

As already mentioned, the Income Tax Act stipulates the best definition and enumeration of non-profit organisations. The Act distinguishes the following types:

- professional associations of legal entities
- civic associations including trade unions
- political parties and political movements
- foundations and endowment funds
- beneficiary societies

- registered churches and religious associations
- public universities
- contributory organisations

These entities will be discussed in more detail below. The Income Tax Act gives preferential treatment to these entities in a certain way, because they are not primarily pursuing business and making profit. On the other hand, with the exception of political parties and movements, they are not prohibited from pursuing business by special laws, provided that the economic/business activity may not be their main activity and any profit made must be used to promote activities listed in the statute or the mission of the NPO. That means that, unlike in business entities, profits may not be distributed among the owners or founders of a non-profit organisation.

PROFESSIONAL ASSOCIATIONS OF LEGAL ENTITIES WITH LEGAL PERSONALITY

This type of a non-profit organisation is stipulated directly by the Civil Code (Act No. 40/1964 Coll., as last amended). However, if a professional association of legal entities is to be considered a non-profit organisation, it has to be established for a purpose other than carrying on a gainful activity. In practice, professional associations are founded especially for the protection of interests of their members (other non-profit organisations). However, this form of a non-profit organisation is relatively rare.

A professional association of legal entities (PALE) is established by a written foundation agreement and approval at the constituent meeting of its members. A PALE is incorporated on the date of its registration by the competent regional authority according to the seat of a PALE. The existing by-laws regulating activities and decision-making processes in the association constitute an essential precondition for registration.

PALEs are often founded for a fixed term or for fulfillment of a specific purpose. An organisation is terminated by agreement of the members, upon fulfillment of the purpose or after the lapse of term for which a PALE was established.

CIVIC ASSOCIATIONS INCLUDING TRADE UNIONS

Act No. 83/1990 Coll., on association of citizens, was passed not long after the Velvet Revolution in spring 1990. This Act is relatively liberal toward association of citizens as one of the fundamental rights of citizens defined in the Charter of Fundamental Rights and Freedoms. Under this Act citizens have the right to associate without any authorization of a State body. This is a significant change compared to the previous state of affairs, when registration of civic associations was subject to an authorization process and when the Ministry of Interior has relatively extensive powers to approve or reject the registration of an association.

The Act does not apply to political parties and political movements, churches and religious associations, whose activity is governed by special laws; these entities will be discussed later.

A civic association (CA) is a legal entity. Individuals or legal entities can be associates of a CA. This means that a particular civic association can also be an associate of another civic association. A CA is incorporated upon its registration by the Ministry of Interior based on a proposal filed by at least three citizens, one of whom must be over 18 years of age.

In practice, civic associations are founded with various aims, e.g. carrying out sports (sports clubs), cultural (stage societies), social (care for disabled), and health activities (e.g. the Czech Red Cross). Trade unions, organisations working with children, education or nature conservation institutions also belong to this category. Moreover, civic associations also include various centers carrying out advocacy activity, lobbying, research activities or think-tank work. Majority of organisations examined in our research have the form of a civic association.

There were over 61,000 civic associations registered in the list kept by the Ministry of Interior at the end of 2005. It must be noted that many of them need not carry on any activity (so-called sleeping associations) and some of them may, de facto, no longer exist. In such a case, information on dissolution of the association may not reach the Ministry of Interior. Nevertheless, it is clear that, in the Czech Republic, there are tens of thousands of active associations carrying on certain non-profit and, typically, beneficial activity, mostly through volunteers.

As already mentioned, civic associations are allowed to carry on a certain profit-making activity, provided that they use income from this business activity to promote their main activity, as stated in the by-laws. In addition to their own activities, CAs also have other sources of income - membership fees, subsidies and grants from public institutions (ministries, State funds, municipalities, regions), sponsorship contributions from foundations and donations from individuals and legal entities.

A civic association is terminated on the basis of a decision of its members or through a merger with some other association.

In connection with civic associations, we should also mention a particular historical law, which is, however, still valid. This is Act No. 116/1985 Coll., on the conditions of transboundary organisations. This communist Act is based on entirely different preconditions compared to the Act on association of citizens. First, it stipulates a condition of authorization. The Ministry of Interior, in cooperation with the Ministry of Foreign Affairs, has the right of discretion as to whether it will register an organisation on the basis of a proposal for establishment of such an organisation. It is likely that, if this regulation were challenged before the Constitutional Court, it could be declared unconstitutional, due to its variance with the Charter of Fundamental Rights and Freedoms.

Although Act No. 116/1985 Coll. is still valid, it is not used in practice and foreign entities use other forms of non-profit organisations for registration.

POLITICAL PARTIES AND POLITICAL MOVEMENTS

Association of citizens in political parties and movements is governed by special Act No. 424/1991 Coll., which guarantees citizens the right to engage and participate in the political life in the society.

Political parties and movements are defined in the Act as associations of individuals over 18 years of age. They are legal entities and are subject to registration with the Ministry of Interior, similar to civic associations. However, registration of a political party is more difficult compared to a civic association. The preparatory committee of a political party files a proposal which must be signed by at least one thousand individuals.

As mentioned above, political parties are not allowed to carry on a business activity; however, they may establish business companies and undertake business activities in fields, in which

this is permitted by the Act (e.g. publication and promotional activities, organisation of educational, cultural and sports events, etc.)

In terms of income, there is an important provision according to which political parties and movements may not accept donations from public budgets. That means that it is prohibited to accept a donation from the State, regions, municipalities and State funds. The restriction also applies to donations from business companies where the ownership interest of the State exceeds 10%. Parties obtain funds from membership fees and donations from individuals and legal entities. Political parties also obtain certain funds from the State budget based on the results achieved in the elections to the Chamber of Deputies of the Parliament of the Czech Republic.

A political party may be terminated, in addition to a decision of its members on its dissolution, through a court decision. Furthermore, a political party may also cease to exist automatically if it fails to submit a financial report for the previous year to the Chamber of Deputies by April 1. Financial control of political parties is thus ensured.

REGISTERED CHURCHES AND RELIGIOUS ASSOCIATIONS

Act No. 3/2002 Coll., on freedom of religion and position of churches and religious associations, governs, in particular, the legal position of churches and religious associations and their relationships towards the Ministry of Culture.

Churches and religious associations (CRA) are associations of individuals with their own structure and internal regulations. They provide divine services, education and spiritual services. CRAs are legal entities and are registered with the Ministry of Culture. Registration is similar to that of a political party. That means that a proposal is filed by a three-member preparatory committee and registration is conditional upon providing signatures of at least 300 individuals, namely citizens of the CR over 18 years of age or foreigners with their residence in the CR.

The Act of 2002 enables CRAs to carry on business. However, similar to, e.g., civic associations, this must be a complementary activity. In the CR, there is a strong linkage between the State and the church, which is manifested primarily in the way of financing CRAs. The Ministry of Culture significantly contributes to the wages of churchpersons. Subsidies from the state budget are also provided, e.g. by the Ministry of Education for

financing educational and training institutions or by the Ministry of Health for financing of charitable care for citizens with impaired health.

In addition to financial subsidies from the public budgets, churches and religious associations obtain income from their own property (e.g. leasing, forests) and donations from individuals and legal entities. Collections during divine services form an important and regular source of income.

FOUNDATIONS AND ENDOWMENT FUNDS

Foundations and endowment funds are governed by special Act No. 227/1997 Coll. Foundations and endowment funds are special-purpose associations of property. They are legal entities established for the purpose of attaining generally beneficial aims. Activities of foundations concentrate in practice, e.g., on the protection of human rights, nature conservation, culture, support for education, research and sports.

Foundations can be established by various types of founders. These include separate individuals or separate legal entities; a foundation can also be established jointly by several persons. A foundation is established by means of a property contribution – the assets of the foundation, through a foundation deed or a testament. A foundation or an endowment fund is incorporated on the date of its registration with the competent Registry Court.

What is the difference between a foundation and an endowment fund? The conditions for establishment of a foundation and its activities are stricter; however, its position and perception in the society is more prestigious compared to an endowment fund. A foundation may use revenues on its assets and also other property of the foundation to pursue its objectives. In practice, this means that a foundation is obliged to maintain a certain amount of its assets, which may not decrease under CZK 500,000 (ca EUR 17,000). On the contrary, an endowment fund may freely dispose of its whole property.

Both a foundation and an endowment fund are obliged to use the word foundation (foundation fund) in their name. On the contrary, no other legal entity is allowed to use these words in its name. This is a certain means of protection of foundations in order to maintain or increase their prestige and prevent abuse of their name.

Foundations and endowment funds mostly provide sponsorship contributions to other entities in accordance with their by-laws; foundations thus strive to fulfill their own mission. On the

other hand, income for foundations consists of donations from individuals and legal entities and of revenues on their assets (investment income).

BENEFICIARY SOCIETIES

This form of a non-profit organisation is governed by special Act No. 248/1995 Coll., on beneficiary societies (BS). A BS is a legal entity established for the purposes of providing generally beneficial services. In general, the potential profit from operations may not be distributed among the founders and it also may not be provided to the employees; rather, it must be used to provide services in accordance with the by-laws of the organisation.

A beneficiary society can be founded by individuals or legal entities, as well as by the State. A BS is incorporated on the date of its registration with the competent court according to the seat of the society. The foundation agreement regulates the activities of the organisation, its decision-making process and management of assets. A beneficiary society may also carry on a gainful activity as a complementary activity. Profits from operations are transferred to a reserve fund, which can be used to cover losses in future years.

Similar to a majority of other NPOs, a beneficiary society obtains funds from the State and other public budgets (regions, municipalities), from donations and fees and from its own economic activity.

So what is the difference between a civic association and a beneficiary society? A BS is regulated by the law in more detail, particularly, with respect to aspects connected with economic activities and management of assets. BSs operate mainly in the field of education (schools, nursery schools), health (medical institutions, hospices) and social affairs (social institutions, homes for seniors). Civic associations have a wider range of activities, their legal regulation, including registration, is more liberal and they are more suited to the needs of volunteer activities.

PUBLIC UNIVERSITIES

Act No. 111/1998 Coll., on universities, governs the legal position of these institutions, which aim to foster and promote scientific, educational, developmental and other inventive activities. The position of public universities is truly specific. The Act grants them wide powers regarding self-administration, educational and research programs and economic issues. Public universities are established by law and, currently, 23 universities operate in the

Czech Republic. In addition to public universities, there are also private universities and State universities founded by organisational components of the State. However, the latter forms of universities cannot be considered to be non-profit organisations in a narrow sense.

CONTRIBUTORY ORGANISATIONS

The last organisation which is described in this study and that can be considered to be a non-profit organisation in a narrow sense (although, with certain reservations), is a contributory organisation. While this is a historical legal form, a number of these contributory organisations still operate in the Czech Republic.

A contributory organisation is a legal entity founded by the State, or rather by its organisational components – ministries and other central administrative authorities, or by self-governing authorities (regions, municipalities). These organisations are mostly established for social and health-care purposes (homes for seniors, care for health-impaired persons) and cultural needs (libraries, museums).

Contributory organisations manage only public budgetary funds; therefore, they must comply with the regulations governing management of State assets and public property. Contributory organisations can also obtain additional funds from their own economic activity, through donations and revenues on their own assets.

When compared with other above-described forms of non-profit organisations, we can state that while, through contributory organisations, public beneficial services are carried out by the State or self-governing bodies, other forms of non-profit organisations are employed by the general public, i.e. citizens and other legal entities. Thus, the non-profit sector, as a sphere dedicated to the performance of certain activities, is created both from above (by initiative of the State) and from below (by citizens' initiatives – the civil society).

LEGAL FORMS OF PUBLIC POLICY CENTRES

Let us have a look at the legal forms of public policy centres which arises from the field research whose results are summarized in detail in the annexes of this paper. From ten public policy centres which have been examined, seven of them are civic associations while only one is beneficiary society and one is contributory organisation established in the communist period. Last institution has no legal entity and represents integral part of University – a specific department with its own statute.

The reason why most of founders chose the way of civic association can vary. Firstly, to establish civic association is not difficult, the registration procedure can be simply accomplished by non-lawyers and last but not least the applicants or founders do not have to prove a legal title to use the premises of the seat of the organisation. Generally, the registration is swift and the Ministry of Interior is quite liberal in examining the statutes of the civic association. Secondly, the Association of Citizens Act is very general and enables individuals and organisations to create various modifications of internal structure, definition of executive and supervisory structure as well as system of management and responsibility of members. And lastly, civic associations in general do not have extensive responsibilities towards state authorities. They benefit from tax deduction, they do not have to publish annual reports, they can interrupt and start again their activities whenever the executive bodies decide so and finally the members of civic association are not liable for the debts of the organisation. On the other hand, beneficiary society chosen as a legal form of ECN (Institute for Environmental Policy) has a stricter requirements prescribed by law regarding its internal structure, accounts, registration (with the court) etc., for this reason it is not favoured so much as a legal form of Czech think-tanks.

Although the reasons which have been mentioned above are paradoxically the same as those for which many experts criticise the Association of Citizens Act, one can appreciate this flexible and not costly form of organisation which represents the mainstream of civil society in the Czech Republic and which significantly helps to develop the third sector in general.

OVERVIEW OF NON-PROFIT ORGANISATIONS

Type of a Non-Profit Organisation	Legal Regulation		Registration
	Number	Name of the Act	
Professional associations of legal entities	40/1964 Coll.	the Civil Code	Ministry of Interior
Civic associations	83/1990 Coll.	on association of citizens	Ministry of Interior
Transboundary organisations	116/1985 Coll.	on conditions of activities of transboundary organisations	Ministry of Interior

Political parties and movements	424/1991 Coll.	on association in political parties and movements	Ministry of Interior
Churches and religious associations	3/2002 Coll.	on churches and religious associations	Ministry of Culture
Foundations and endowment funds	227/1997 Coll.	on foundations and endowment funds	Court
Beneficiary societies	248/1995 Coll.	on beneficiary societies	Court
Public universities	111/1998 Coll.	on universities	Ministry of Education
Contributory organisations	218/2000 Coll. 219/2000 Coll.	on budgetary rules on property of the CR	Founder – organisational component of the state, region, community

Tax regulations applicable to non-profit organisations

From the viewpoint of taxes, in general, the position of non-profit organisations is more advantageous than the position of business companies. The reason lies in the fact that they concentrate primarily on non-profit and socially beneficial activities. Let us examine the advantages of non-profit organisations according to various kinds of taxes.

CORPORATE INCOME TAX

As already stated, a non-profit organisation may never be an individual. Consequently, non-profit organisations are subject to the provisions on the corporate income tax. Regulation of this tax is by no means simple NPOs. With respect to non-profit organisations, the Act distinguishes several types of income:

- Income that is not subject to tax (e.g. sponsorship contributions and donations, subsidies, funds from the EU budget and public budgets of the CR);
- Income that is subject to tax, but is exempt (e.g. collections in churches, membership contributions in churches; revenues on assets of foundations, income for trade unions from lease of real estate);
- Income subject to tax (e.g. membership fees for a majority of NPOs, income from rent, advertising)

The most important provision in the Income Tax Act is concerned with the possibility to reduce the tax base of non-profit organisations by up to 30%, not exceeding CZK 1,000,000 (ca. EUR 33,000). If the above-stated 30% reduction is less than CZK 300,000, a non-profit organisation can deduct up to CZK 300,000 (ca. EUR 10,000). In practice, this means an important advantage for small, mainly volunteer organisations, whose tax base does not exceed CZK 300,000. Thus, activities of such organisations are not subject to tax.

Another important provision of the Income Tax Act stipulates in which cases a non-profit organisation must (and in which cases it need not) file a tax return. The relevant provision of the Act lays down that a non-profit organisation need not file a tax return if it has only income that is not subject to tax or is tax-exempt.

In general, it can be stated that non-profit organisations are given a highly preferential treatment compared to other entities with respect to income tax.

VALUE ADDED TAX

Whereas non-profit organisations enjoy preferential treatment with regard to the income tax, the enactment of new Act No. 235/2004 Coll., on value added tax, imposed a stricter requirements on NPOs with respect to the value added tax.

The former regulation of VAT defined the subject of the tax as delivery of goods or services within business activities. Thus, if a non-profit organisation formerly carried on its activities as a principal activity according to its own by-laws, such performance was not exempt from VAT.

The current regulation uses the term “delivery of goods or services for consideration”. In this case, such deliveries could also be the principal activity of a NPO, unless such income is tax-exempt (see the previous chapter). In practice, this means that, e.g., subsidies, sponsorship donations and grants from public budgets are not included in the turnover for the purposes of VAT; however, any other activities carried out for consideration (e.g. training) are now included in the turnover.

The registration for VAT is, nonetheless, subject to certain conditions. The turnover for the provided taxable fulfillments is fundamental in this respect. If this turnover does not reach CZK 1,000,000 (ca. EUR 33,000) per year (per last twelve successive months), a NPO is not required to become a VAT payer.

Thus, overall, the new Act of 2004 worsened the position of major non-profit organisations in terms of their duty to register for payment of VAT.

REAL ESTATE TAX

The owner of real estate or its tenant, as appropriate (i.e. of land, building or other small building) is obliged to pay the real estate tax. However, Act No. 338/1992 Coll., on real estate tax, introduced some important tax exemptions for non-profit organisations. These exemptions include:

- lands and buildings in the ownership of churches and religious associations used to provide spiritual services
- lands and buildings in the ownership of civic associations and beneficiary societies
- lands and buildings serving foundations, social, health-care and educational facilities

Non-profit organisations may take advantage of a preferential treatment compared to other entities with respect to the real estate tax.

INHERITANCE TAX, GIFT TAX AND REAL ESTATE TRANSFER TAX

All non-profit organisations mentioned in this document are exempt from these taxes in the Czech Republic.

TAX PREFERENCES FOR DONORS – CURRENT SITUATION

In the Czech Republic, the donors, i.e. both individuals and legal entities, are given preferential treatment in terms of taxes if they donate part of their income to support non-profit activities (nature conservation, educational activities, social and health services, etc.). The Income Tax Act stipulates that a donor may deduct donations granted to non-profit organisations from his tax base reduced by the statutory deductible items. Whereas legal entities may deduct an amount from CZK 2,000 (ca. EUR 66) to a maximum of 5% of their tax base, individuals may deduct an amount from CZK 1,000 (EUR 33) to a maximum of 10% of their tax base. The total amounts of deductions from the tax base are calculated with a period of one year. This incentive system allows non-profit organisations to carry on fundraising activities, address suitable donors and strive to obtain their patronage.

It can be stated that the situation in the Czech Republic in terms of corporate sponsorship is improving every year, i.e. companies provide non-profit organisations with more money in total; however, the total amount of these contributions can hardly cover the needs of the non-profit sector as a whole. The sector is forced to search for multi-resource financing and to address other potential donors (public entities, foundations, EU sources). From the quantitative point of view, donors contribute the most to charity projects (social and health-care services) and sports events. Support for cultural events and for education is only secondary.

TAX ASSIGNMENT – FUTURE PROSPECTS

A suitable arrangement of tax deductions that may be employed by donors in case of their support for a non-profit organisation is an important aspect of sustainability of non-profit activities in any country. Various systems are employed in the Central Europe; however, tax assignment is prevailing (Poland, Slovakia, Hungary). In case of tax assignment, an individual (sometimes even a legal entity) decides as to which non-profit entity will obtain a certain percentage of the levied income tax. The system is usually operated from the center. That means that funds flow from the donors to the beneficiaries through a tax authority, with which both entities have to communicate in a certain manner.

Undoubtedly, a positive aspect of a tax assignment system lies in the fact that a donor, in fact, donates funds levied to public budgets, rather than providing his own money. Therefore, he has the power to decide, to a certain degree, on assignment of tax income of the State.

This system enables non-profit organisations, within their PR and fundraising campaigns, to refer more to the entitlement of the individual entities to make decisions with respect to public funds and to less emphasize the actual donation principle. On the other hand, this could be considered to be a weakness of the system, as it diminishes the sense of responsibility for the state of affairs on the part of the entities – donors, and decreases the willingness to actually support generally beneficial objectives in a manner other than through assignments.

The question is, whether the tax assignment system would increase the inflow of money to the non-profit sector. The experience of Slovakia or Hungary shows that the total amount of money collected from entities – donors has increased significantly; on the other hand, the frequency of subsidies provided by State, regions and municipalities has considerably decreased. Thus, the tax assignment system does not automatically generate a higher income for the non-profit sector. However, the most important fact is admittedly the provision for greater diversity of resources; i.e. non-profit organisations are able to ensure long-term sustainability of their activities if they convince the donors of the sense of their activities. Thus, they become less dependent on public funds (public institutions) and they can advocate their values stated in their mission more confidently.

Discussions are currently being held in the Czech Republic on stimulation of corporate sponsorship in the form of tax assignments. A bill on tax assignments introduced by a minor centrist government party – the Union of Freedom – has been recently discussed by the

Parliament. The bill did not obtain an adequate support in the Chamber of Deputies of the Parliament, in spite of support from the opposition right-wing party, the Civic Democratic Party. Thus, the tax assignment system is not likely to be introduced in the Czech Republic in the near future.

PART III.

INTERACTION OF CZECH THINK-TANKS WITH MEDIA

According to our research, all the Czech think-tanks declare to strive for the best and most intensive interaction with the media which is indispensable for the dissemination of their research and creative outputs. Although the primary goal of the research is to influence in a certain way the policy making mechanism, apart from this it is necessary to ensure the widest possible outreach to the public which can be achieved by the presentation of these outputs in the media.

However, the communication with media often seems to be rather a one-way process. The media tend to approach think-tanks when they need to complement the information provided by policy makers by a short analysis provided by an expert. The reverse process, i.e. the initiative of a think-tank wishing to raise a new topic, is usually not accepted by the media. The exceptions from this rule are renown personalities from think-tanks who are often offered a floor for the articulation of their positions especially in the press through opinion editorials.

Different media also have different approaches to think-tanks. We can define three basic categories of mass media co-operating with policy centres. The first group entails public media such as Czech Television or Czech Radio as well as the Czech Press Agency, the second group includes commercial electronic media, especially TV, and the third group consists of the printed media (press). The most intensive relations of the Czech think-tanks tend to be with the first and the third groups. While the Czech Press Agency (CTK) often approaches the experts from policy centres include their opinions in its press releases, the public electronic media often invite experts to their debates and news.

On basis of the experience of EUROPEUM we can claim that at least the Czech Press Agency welcomes also the initiative of think-tanks. A press release or a commentary concerning a topical political issue is usually accepted and exploited in the agency's news service. This news service is then used by all the other media and this channel can thus be judged a very effective way of promoting certain opinions and positions of think-tanks. In our research it was, however, found out that Czech think-tanks are not using this leverage too much. The reason is the fact that the reaction has to be very well timed and must touch on the most burning and controversial issues. Another problem is that the think-tanks often do not have an "institutional" opinion on a certain topic which they want to communicate, and the position of

individual experts can diverge – thus it becomes more difficult to get a single message from the policy centre across. An opposite problem – a strong personality overshadowing the visibility of a think-tank was, however, also acknowledged for example by ISEA. In this case, the founding member Petr Matějů and a publicly well known figure was often quoted in the media without institutional affiliation to ISEA, which made it difficult for the institute to build a strong reputation vis-a-vis media and general public and get access to the media also on other issues where it wanted to comment or make an impact.

As was already mentioned, the Czech Television and Czech Radio give floor to think-tankers especially in the debates and news releases. This happens mainly in connection with the emergence of specialized news channels of both TV and radio. The experts are given a relatively wide space, enabling them to formulate extensively their positions and recommendations. What remains a problem is the limited outreach of these releases caused by the unsuitable timing. They are usually broadcast in rather unattractive times while the floor during the prime time news is usually quite limited. This means that the message reaches only those people who are very much familiar with a particular type of release, and possibly the topic, which is usually the people who can be approached also by other channels of communication (e.g. press).

Private televisions and radios use think-tankers exclusively in the news releases to complement the opinions of politicians as the debates are either absent or they tend to involve politicians only. The participation in the releases of commercial TV stations can moreover turn out to be a sensitive issue as these media have the tendency to shorten the commentaries and take them out of context which can alter the message the expert wants to get across.

The printed media are equally well pre-disposed to using the experts' opinions. Most of the journalists, however, have their own "ring" of experts from the think-tank milieu whom they tend to approach. This mode of interaction is normally based on good personal relations of think-tank representatives with particular journalists. The representatives of party-linked think-tanks often tend to support the opinions of similarly minded politicians. The journalists in the serious printed media are cautious over the selection of people they approach but still tend to look for comments from think-tanks that are likely to share similar attitudes with their core editors. Thus especially conservative think-tanks get quite a substantive space in the right-wing press.

Our research suggests that the interaction with media is most important for value-oriented or party-linked policy centres as well as for those who consider advocacy and lobbying an important aspect of their work (e.g. Civic Institute).

Another separate group are the vocational journals devoted to policy or journals published by think-tanks themselves. Unlike the mass media, these printed outputs give the think-tank representatives an opportunity to publish analyses and commentaries that are not as topical or controversial. Especially in journals dealing with political science or international relations the policy centres can – apart from presenting their research outputs – advertise their events.

By conclusion it can be said that the interaction with media is a matter of long-term trust building and especially for the emerging think-tanks the access to media can prove rather difficult.

INTERACTION OF CZECH THINK-TANKS WITH POLITICAL PARTIES AND POLITICIANS

The primary goal of think-tanks is to provide the politicians with relevant information and expertise for their decisions. Another goal is to have an impact on these decisions so that the whole society or its majority can profit from a particular policy (advocacy). In order to achieve this, the think-tanks have to co-operate with politicians. As Jiří Schneider states in his monography *Think-tanks in the Visegrád countries*: „Without the participation in politics, it is not possible to influence its creation and effect. Those who want to have an impact on politics cannot stand outside it“. It is possible to say that the relation between politics and think-tanks works both ways. The political parties need think-tanks because of their expertise and the existence of think-tanks without the existence of politics or political parties would not be justified.

In respect to interactions with political parties who are in liberal democracies considered as primary bearers of political legitimacy emerging through free political competition, we can basically distinguish two types of think-tanks - those who are independent and those that we can describe as party-affiliated. The fact that a think-tanks claims to be independent, however, does not mean that it does not co-operate with political parties. Its advantage as compared to a party-affiliated think-tank is the possibility to co-operate with all relevant political parties. The disadvantage might be a possible complicated access to them.

Our research has fully supported this thesis. Although there is only one think-tank that openly claims its affiliation with a political party (CEVRO), there are also a few think-tanks with a strong value orientation who enjoy privileged relations with particular political parties. In the right wing conservative-liberal spectrum, a strong position - apart from CEVRO - is also taken particularly by the Centre for Economics and Politics (CEP), the Civic Institute (OI) and the Liberal Institute (LI). While CEVRO literally is a party think-tank of Civic Democratic Party (ODS), CEP is independent although it co-operates closely with ODS. CEVRO for instance organises for ODS a series of conferences and panel discussions prepared not only by the CEVRO staff but also by the members of ODS party apparatus. The moderator of these panels is often the ODS chairman Mirek Topolánek, following the example of president Václav Klaus who often used to moderate debates in „his“ think-tank - CEP. CEVRO as the only think-tank surveyed also has a contract on co-operation signed with a political party.

The Civic Institute (OI) is ideologically close particularly to Christian-Democratic Union - Czechoslovak People's Party (KDU-CSL) although it co-operates also with ODS. This policy centre has a strong Christian orientation devoting itself extensively to the issues of the position of Church and religion generally in the society. From our research it became evident that OI most of all the think-tanks surveyed devotes itself to advocacy or lobbying especially among the politicians representing the two aforesaid parties. Another think-tank located in the right-wing part of the political or value spectrum is the Liberal Institute who acknowledges generally co-operation with right-wing parties.

On the other part there is the Centre for Economic and Social Strategies (CESES) which is often associated with the Czech Social Democratic Party (CSSD), currently in the government. As was already stated earlier, the close relation between CESES and CSSD can be demonstrated by the candidature of the CESES director Martin Potucek to the post of the president of the republic where he was nominated by CSSD. Even though CESES claims to be an independent think-tank, it does not deny contacts and co-operation with CSSD and its parliamentary fraction.

The relations of truly independent policy centres with political parties can be described as moreless lukewarm, although all the think-tanks surveyed referred to them as standard. The intensity of relations largely depends on how important the think-tanks view the advocacy and lobbying component of their work. If they want to be very active in this field, they have to work intensively on setting up their networks and contacts in the political parties.

Generally it can be claimed that the co-operation of policy centres with the political parties happens in several ways. The political parties are one of the most important recipients of think-tank expertise. Party-affiliated think-tanks are often used as expert party sections in which policies and positions in particular fields are being generated. These think-tanks are also often used for activities that the party does not want to organise directly under its name or which it wants to make appear as independent (for instance the aforesaid conferences organised by CEVRO for ODS).

Apart from the fact that the political parties in their activities make use of the research outputs of think-tanks, another form of interaction is the participation of politicians and political parties specialists in the events organized by policy centres. The foremost representatives of the Czech political parties actively participate in panel debates or take floor at conferences organized by think-tanks. Another frequent form of interaction are the contacts at the parliamentary level. The representatives of think-tanks often keep relations with deputy or senatorial fractions of political parties and their members. These contacts are particularly important if a think-tank wants to devote itself actively to advocacy or lobbying. Still, these contacts seem to be much less developed than in some established democracies, particularly in the United States. There is no equivalent of „congressional hearings“ that the think-tanks in the US often use to argue for a particular case or policy in front of committees of US Congress which is often key for its vote on the issue and subsequently for the vote in the plenary. Although there were cases where the parliamentarians themselves invited the representatives of think-tanks to brief them on a particular issue. An example of this were public hearings during the Convention on the Future of Europe (drafting the EU Constitutional Treaty) in front of the European integration committee of the Senate. However, this initiative was EU-driven as each EU member state including candidate countries was supposed to convene an NGO forum closely interacting with the official authorities such as parliament or government. Furthermore, the impact of these hearings was further diminished by the fact that very few members of the committee for European integration participated in these hearings.

The relationship with the politicians, however, is also twofold in a sense that it is not only the think-tanks that are trying to sell their expertise to politicians. Often they have to use the politicians to get to information that is not available publicly for their research, to be aware in what respect a particular policy is being shaped, what are the likely developments for the future etc. This is important if the think-tanks want to influence the policy, they have to have

as much relevant information as possible in time. Here it very much depends on the willingness of politicians to talk to think-tankers. The experience of most of the think-tanks in this respect is rather positive, and the non-partisan think tanks have a comparative advantage in this sense as it is easier for them to approach politicians from the different parts of political spectrum.

What has not been the case so much in the Czech Republic is also a fluctuation between the think-tanks and politics/government. This again is a normal feature of think-tanks particularly in the United States, where people from think-tanks take up positions in the government or high ranks in public administration and politicians take up posts in think tanks. We have mentioned the example of Martin Potucek, director of CESES, who has been nominated to run for the presidential post, but this is a rare example. Although it happens that think-tanks are founded by politicians (such as CEP, CEVRO), the political representatives usually do not intervene in the day-to-day work of think-tanks. Thus there is still a clear separation between politics and think-tank sphere, which to some extent makes it more difficult for the two to interact. The insider knowledge of the political milieu could be a great asset for the work of a think-tank, as well as taking up more think-tankers in politics and public administration can bring some fresh modes of thinking into the largely stiff milieu of public administration.

INTERACTION OF CZECH THINK TANKS WITH PUBLIC ADMINISTRATION

Drawing the dividing line between politics and public administration is quite tricky, especially in the Czech Republic. The whole body of public administration, especially central authorities, is supporting the work of government. At the same time it is rather stable, as it is only the top posts (ministers, deputy ministers and state secretaries) who are subject to political change when the government swaps; the rest is quite stable.

From our research it emerged that individual think-tanks enjoy a very diverse level of relationship with public administration. They range from policy centres fully dependent on the administration (such as the Institute for International Relations) to the Civic Institute which does not claim to have any relations whatsoever.

The interaction of think-tanks with public administration can take place at different levels. These levels are central, regional or local. Some think-tanks focus on the co-operation at central ministerial level. Others prefer co-operation at local or regional levels, and focus particularly on self-government. An important factor influencing these interactions is the

current political situation which has an impact particularly on partisan think-tanks. In our survey we discovered that think-tanks with a relation to opposition parties (currently ODS) do not co-operate extensively with public administration, or rather that the public administration is reluctant to co-operate with them (at the central level), thus they focus on the local and regional level where ODS is strongly represented.

Think-tanks founded by public administration are in a special position. The Institute for International Relations (UMV) as an organisation funded by the Ministry of Foreign Affairs performs different tasks for the ministry especially in the field of research and position formulation. Apart from being financed from the state budget, it is ascribed with other ministerial orders and participates in tenders for the ministerial grants. Its relationship with the public administration can be described as subordinate in a sense that the Institute of International Relations is dependent on the Foreign Ministry. This relation can at times prove complicated, especially if the stance of the Institute is diverging from the official position of the Foreign Ministry, or even more when it is critical of the Foreign Ministry for a particular policy stance. In the past, it has been the case that the Institute had to soften its position because it was not accepted by the Foreign Ministry, which poses a serious question of the limits of its independence. Similarly CESES, founded by the government resolution, albeit being part of the Charles University, enjoys close relations with public administration, although in this case we cannot talk about direct subordination as in the case of the Institute for International Relations.

Other think-tanks focused on international relations and foreign policy also co-operate closely with the Ministry of Foreign Affairs. For instance the Association for International Issues (AMO) co-operates with the MFA particularly in the field of democracy promotion and civil society support in Belarus. Even closer relations can be observed in case of the People in Need Foundation which primarily focuses on humanitarian and development aid but in recent years has been shifting more towards the think-tank activities as well. Close relations with the Foreign Ministry can be tracked in the field of the democracy and dissent support in Cuba where the People in Need together with the Ministry initiated the creation of the International Committee for Democracy in Cuba and co-operated on promoting the candidature of a renown Cuban dissident Oswaldo Sardinás Payá for the Nobel Prize for peace. The advocacy of the People in Need has also been instrumental in shaping the Czech position towards the official EU policy towards Cuba (on which the Czech Republic took a very strong stance and deserved recognition in the EU Council of Ministers).

The most common forms of co-operation between the think-tanks and public administration are the following:

participation in tenders for grants

training

expertise and publications provision

participation of public administration experts at events organized by think-tanks

consultancy regarding particular issues within the think-tank expertise

The grants from state authorities can be an important source of income of think-tanks. We have highlighted this in relation to the Institute of International Relations. However, even for other think-tanks a substantial part of funding comes from public administration. This is the case of AMO which gets a lot of its finance from the grants of the Foreign Ministry but also from the Government Office.

An important grantor is - apart from the Ministry of Foreign Affairs - also the Ministry of Education and its grant agency, the Ministry for Local Development and the Government Office. Currently, apart from the own resources of the individual ministries, the think-tanks can also apply for EU projects and funds administered by these ministries. Although the decisions on awarding the grants or orders should be independent, the good relations of think-tanks with public administration remain to play a key role in this respect.

Another form of co-operation between think-tanks and public administration are the trainings of ministerial officials and other bodies of public administration, including self-government. EUROPEUM for instance runs a series of courses for the officials on issues regarding European Union, as well as AMO who prepares its own training modules.

Apart from politicians and political parties, even the public authorities are important recipients of analyses and publications developed by think-tanks. The mailing of publications and analyses to different public authorities has been confirmed by almost all the think-tanks surveyed. What remains dubious is the policy impact of this interaction. It is doubtful whether the public officials actually read the think-tanks products if such a move is not supported by a

consistent and deliberate advocacy action (as in the case of People in Need Foundation referred to previously).

What seems to be a more effective way of interacting with public administration is the participation of experts from the public administration ranks at conferences, seminars, workshops and roundtables organised by think-tanks. Their participation is mutually advantageous for both the public administration and think-tanks. While for the officials participation at such forums brings an opportunity to gain additional input for their work, for the think-tanks this presents an opportunity for networking and advocacy. The officials often actively participate as speakers or intervenants, thus contributing to a higher standard of activities organised by think-tanks. The pressure of opening up of public administration causes that the officials are usually willing to take up the invitations but not always to speak publicly, so a better way of learning about the developments of a particular policy in the public administration is to organise rather close debates and round tables under the so-called Chatham House rules.

An important input for the work of public administration is also consultancy of particular issues with think-tanks. This can include the legislative process, or the consultations regarding particular administrative procedures. In any case this form of co-operation enables the public administration to improve the quality of its outputs, contributes to an independent assessment of a particular policy and in a certain way makes the decision-making process easier. For the think-tanks, this presents yet another opportunity for advocating particular solutions. Typical examples of think-tanks that engage in these consultations include the Institute for International Relations and People in Need with the Foreign Ministry and the Institute for Environmental Policy (ECN) with the municipalities and regions.

Generally, as in the case of media, the development of relations with public administration is a long-term and complex process based on a gradual trust building in the quality of work and outputs of think-tanks.

INTERACTION OF CZECH THINK-TANKS WITH CIVIL SOCIETY AND ACADEMIA

In this part of the paper we refer particularly to the relations among think-tanks themselves as well as their relations with universities. As there is no umbrella organisation in the Czech Republic encompassing namely think-tanks, they tend to organize in international networks of

similar institutes. For instance EUROPEUM is a member of the EPIN network (European Policy Institutes Network) and PASOS (Policy Association for an Open Society). Some of the think-tanks surveyed are also members of the national associations of non-profit organizations, for example AMO is a member of the Association of non-governmental non profit organisations of the Czech Republic. The fact that the think-tanks are not organised in a national entity is the reason why their relations are not formalized in any way and that there is no stable forum for the debates and experience – sharing or planning of joint activities.

We can say that think-tanks, despite having their own focus, are active in the same environment and in many ways follow the same issues in their research. This factor influences their mutual co-operation in both positive and negative ways. On the one hand, this co-operation can be mutually advantageous as it helps sharing of expertise and best practices. At the same time, the think-tanks act at a highly competitive market, including competition for resources including the sources of funding.

The forms of think-tank co-operation are different and they include consortia for the implementation of a particular project, joint research or organising joint events or simply mutual information on one another's activities. All the institutions surveyed stated that they have some co-operation with other think-tanks, differing in intensity. The most common mode of co-operation is the invitation to participate at events organised by a particular centre.

Where we can see most competition among the think-tanks is in the bidding for tenders and grants where a rather limited supply of funds available is much lower than the demand of think-tanks for possible sources of funding.

As far as the relations with universities are concerned, as was already mentioned previously, much depends on how a particular think-tank came into being. The most intensive relations with universities can be identified in those think-tanks which originated as university affiliates or on the initiative of university teachers or students. These intensive relations out of the think-tanks surveyed were mostly encountered in case of CESES and EUROPEUM. The staff of such think-tanks is usually active at the universities where, however, they devote themselves mostly to teaching, while most of their research activities are undertaken in the respective think-tanks. In case of EUROPEUM, almost all the research fellows are also active at the Faculty of Social Sciences of Charles University. CESES is an integral part of the aforesaid faculty while the staff of the Institute of International Relations often teaches at

different universities in Prague. The Institute of International Relations also places greater emphasis on the academic track of its researchers, stimulating them to teach, publish in renown scientific journals or to participate at internationally recognized forums and conferences, which is an approach not entirely typical for other Czech think-tanks, especially those without stronger links to the academia. The motivation of university staff to undertake research and organise events rather within the framework of think-tanks is usually given by practical considerations as they are less constrained by university bureaucracy and they can enjoy greater flexibility in their activities.

But also the staff of other think-tanks is often active at some of the universities. It is also not uncommon that the think-tanks are recruiting university students as young researchers or even volunteers. This again is a mutually beneficial arrangement as on the part of think-tanks it helps to reduce the cost of human resources and for the students it is a very beneficial practice how to get familiar with policy work during their studies. The universities also to a large degree help the think-tanks with the organisation of their events by providing the infrastructure and premises. Also the academic community is one of the most important target groups of think-tanks events, including publications, conferences, panel discussions and other activities.

ANNEXES

ASOCIACE PRO MEZINÁRODNÍ OTÁZKY - AMO (ASSOCIATION FOR INTERNATIONAL AFFAIRS)

Part I - Organisation

Name	Association for International Affairs
Year of Foundation	1995
Founded by	Czech Association for the Development of International Cooperation) – organizer of Prague model of UN - converted in think-tank in 2003
Legal form	Civic Association
Internal Structure	General Assembly (approving members – 73) Board – Chairman: Antonín Berdych Supervisory Board
Contact address	Žitná 27 110 00 Praha 1

Part II - Human Resources

Number of employees/permanent staff	20 – 25 part-time, 20 volunteers
Number of researchers/support staff	20/4
Type of background	- Economic 35% - Social sciences 45% - Law 10% - Other 10%

Part III - Finance

Annual budget	3.5 million CZK
Key donors	- Ministry of Foreign Affairs, - KAS, FES, British embassy, American embassy, - Private donors (20%)
Own resources	Less than 5%
Grants	70%
Tenders (public procurement)	
Direct orders	Less than 5%

Part IV - Focus/key activities

Analysis, research	30%
Education	30%

Creative work (new topics)	5%
Communication, publications, conferences	30%
Advocacy	10%
Political affiliation	None
Value focus	None
Mission	Through a series of projects, we influence wide spectrum of the Czech society. In the long-term period we encourage Czech citizens' interest in international affairs. We also facilitate information to the Czech public so it can form an educated opinion on current international affairs.
Activities	<ul style="list-style-type: none"> - Research centre: <ul style="list-style-type: none"> - PASS – Programme of Atlantic Security Studies - Development Programme - Eastern European Programme - European Programmes - Prague Model UN
Target groups	Decision makers, teachers, students, media, embassies, expert public
Target countries	Czech Republic, Belarus, whole world
Membership in international networks	None
Relations with media	Articles, appearance in TV/Radio, press releases from seminars
Relations with political parties	Advocacy work
Relations with civil society	Member of Association of non-governmental non-profit organization
Relations with public administration	Ministry of Foreign Affairs, regional self-administration, educational projects
Key projects	See activities

CEVRO – LIBERÁLNĚ – KONZERVATIVNÍ AKADEMIE (CEVRO – LIBERAL CONSERVATIVE ACADEMY)

Part I - Organisation

Name	CEVRO –Liberal Conservative Academy
Year of Foundation	1999
Founded by	Ivan Langer – vice-chairman of ODS
Legal form	Civic association
Internal Structure	<ul style="list-style-type: none"> - General assembly (1 each 2nd year – 25 members) - Managing Board – approving of members, appointment of director - Board of Experts – non-members of CEVRO – cooperates with Managing Board – generally advises activities - Supervisory Board - Director – Ladislav Mrklas
Contact address	Letenské nám. 4 170 00 Prague 7

Part II - Human Resources

Number of employees/permanent staff	4 permanent 2 part-time 10 – 15 paid collaborators 30 volunteers
Number of researchers/support staff	6/1
Type of background	Social science

Part III - Finance

Annual budget	10 million CZK
Key donors	KAS, IRI, private donors (20%) the institute is collective assistant to MEP (20%)
Own resources	5%
Grants	20%
Tenders (public procurement)	0
Direct orders	0

Part IV - Focus/key activities

Analysis, research	10%
Education	35%

Creative work (new topics)	10%
Communication, publications, conferences	35%
Advocacy	10%
Political affiliation	ODS – cooperation agreement
Value focus	Liberal – conservative
Mission	The objectives of CEVRO embrace support of spontaneous activities of individuals, versatile preparation of publicly active persons, free exchange of experience and knowledge on domestic and international levels, breaking through the barriers between political, academic, entrepreneurial, media and civil spheres as well as among various groups of the population. And last but not least, the mission of CEVRO is also aimed at evoking lively interest in public issues and popularising liberal conservative thinking and policy.
Activities	<ul style="list-style-type: none"> - Liberal – Conservative Academy - CEVRO Revue - Conferences, seminars, publications, translations of foreign papers, symposiums
Target groups	<ul style="list-style-type: none"> - Active politicians, those who aim to become politicians - People with interest in public policy - Broad public – entrepreneurs, teachers, students
Target countries	Czech Republic and CE countries
Membership in international networks	<ul style="list-style-type: none"> - EIN – international network under the patronage of EPP-ED - Stockholm network
Relations with media	Slowly raising, with concrete journalists, especially economic daily (Hospodářské noviny)
Relations with political parties	ODS, KDÚ-ČSL
Relations with civil society	Cooperation with other think tanks
Relations with public administration	Because of political situation – mainly with regional and local self-administration
Key projects	<ol style="list-style-type: none"> 1. CEVRO Institute – private university 2. preparations of candidates (ODS) for elections (2006) 3. CEVRO Revue

LIBERÁLNÍ INSTITUT (LIBERAL INSTITUTE)

Part I - Organisation

Name	Liberal Institute
Year of Foundation	1990
Founded by	Liberal Association of F.A. von Hayek
Legal form	Civic association
Internal Structure	Assembly Academic Board – elects president and director Supervisory Board – control power Director: Ing. Miroslav Ševčík, CSc. President: NA
Contact address	Spálená 51 110 00 Prague 1 miroslav.sevcik@libinst.cz

Part II - Human Resources

Number of employees/permanent staff	30 part-time
Number of researchers/support staff	10/2
Type of background	Economic 80% Law 10% Social sciences 10%

Part III - Finance

Annual budget	3 million CZK
Key donors	Private donors (70%)
Own resources	5%
Grants	25%
Tenders (public procurement)	0
Direct orders	NA

Part IV - Focus/key activities

Analysis, research	30%
Education	30%
Creative work (new topics)	10%
Communication, publications, conferences	20%
Advocacy	10%
Political affiliation	Liberal – conservative, Republicans, Conservative party
Value focus	Liberal and conservative values
Mission	The Liberální Institut's activities are based on the recognition

	<p>of the following principles:</p> <ul style="list-style-type: none"> • all men are created equal and are endowed by inalienable rights to life, liberty and property • individual freedom is the foundation of all other values, provided that it is understood as the negative freedom to protect oneself from external aggression, not as a positive freedom to manipulate others, and provided that freedom and the rule of law are inseparable • the individual actor knows best what is in his/her interest (the principle of utilitarian autonomy) • freedom is impossible without the institution of private property • the rule of law defines the framework for permitted government activities and guarantees the enforcement of voluntarily agreed-upon contracts and promises • the scientific theory of spontaneous market self-regulation and the general benefits of free trade (the principle of laissez-faire, laissez-passer)
Activities	<p>Research:</p> <ul style="list-style-type: none"> - Macroeconomic development - Regulation and deregulation - Public finance - Business cycles and money supply - International financial markets <p>publications, seminars, conferences, lectures, Summer School of Liberal Studies,</p>
Target groups	Economists from private sector, politicians,
Target countries	Czech Republic
Membership in international networks	<ul style="list-style-type: none"> - network of think tanks analyzing Index of economic freedom headed by Fraser Institute - cooperation with Liberal Institute in Zurich - cooperation with Heritage Foundation and IRI
Relations with media	Articles, press releases from seminars, appearance in TV/radio
Relations with political parties	Political parties from the right spectrum
Relations with civil society	Cooperation with Civic Institute, CERO, Young Conservatives (Youth organization of ODS), all their events are open to broad public
Relations with public administration	<ul style="list-style-type: none"> - Correct - certification for summer courses from Ministry of Education, cooperation with the Antimonopoly Bureau and with Ministry of Regional Development - positions for different proposal of public administration
Key projects	<ol style="list-style-type: none"> 1. Reform of public finances (taxes, health care, education, fiscal) 2. Index of Economic Freedom + Day of Tax Freedom 3. Study of competition, globalization, environmental programme

CENTRUM PRO EKONOMIKU A POLITIKU (CENTRE FOR ECONOMICS AND POLITICS)

Part I - Organisation

Name	Centrum pro ekonomiku a politiku (Centre for Economics and Politics)
Year of Foundation	1998
Founded by	Václav Klaus
Legal form	Civic association
Internal Structure	Governing Board (currently three members: Klaus, Weigl, Steigerwald), appoints the executive director General Assembly: elects the Governing Board and Supervisory Board
Contact address	Politických vězňů 10, 11000 Prague 1 Contact person Mr Petr Mach, executive director

Part II - Human Resources

Number of employees/permanent staff	2.5
Number of researchers/support staff	1.5
Type of background	Economics, social science

Part III - Finance

Annual budget	3.5 million CZK Cca 150,000 USD
Key donors	N/A
Own resources	34%, mainly through the subscription to a newsletter and publications
Grants	The policy of not accepting any public money; focus on private donors
Tenders (public procurement)	
Direct orders	

Part IV - Focus/key activities

Analysis, research	30%
Education	5%
Creative work (new topics)	5%
Communication, publications, conferences	30%
Advocacy	30%
Political affiliation	Close to the president (Václav Klaus), good relations with ODS (Civic Democratic Party –

	conservative)
Value focus	Pro-market, economically liberal
Mission	Promoting the values of free society, market economy and great personalities of liberal thinking
Activities	Seminars, publications, lectures
Target groups	Politicians, university teachers, journalists, opinion leaders (including NGOs), members of parliament
Target countries	Czech Republic
Membership in international networks	Not on purpose, more on ad hoc basis with similarly minded think-tanks, e.g. European Foundation in the UK, Štefánik Institute in Slovakia, conservative think-tanks in Poland and Hungary
Relations with media	Mailing of outputs to selected journalists, opinion-editorials in major dailies, appearance in mass media (TV)
Relations with political parties	Close relations with ODS; good relations with ODA; but also trying to influence the government agenda
Relations with civil society	Good relations with CEVRO (Liberal-conservative academy); relations with Liberal Institute not so intensive but often participate at each other's events
Relations with public administration	Not a key activity
Key projects	<ol style="list-style-type: none"> 1. European Constitution – publications arguing against its adoption; targeted at wide public 2. Flat tax – long-term 3. Environment – global warming, issue of renewable resources 4. Adoption of Euro and EU financial perspectives

ÚSTAV MEZINÁRODNÍCH VZTAHŮ (INSTITUTE OF INTERNATIONAL RELATIONS)

Part I - Organisation

Name	Ústav mezinárodních vztahů (Institute of International Relations)
Year of Foundation	1970; substantial re-structuralisation in 1990
Founded by	Ministry of Foreign Affairs
Legal form	Contributory organisation
Internal Structure	Director appointed by the minister of foreign affairs; scientific council; controlled by the Ministry of Foreign Affairs (annual audit, director can be repealed by the Minister of Foreign Affairs)
Contact address	Nerudova 3, Prague 1 – Malá Strana, CZ-11850, Czech Republic Contact person: Mr Petr Drulák, director

Part II - Human Resources

Number of employees/permanent staff	N/A
Number of researchers/support staff	approx. 23
Type of background	Economics 15%, Legal 5%, social science 80%

Part III - Finance

Annual budget	approx. 46 mil CZK or 2 million USD
Key donors	Ministry of Foreign Affairs, Ministry of Education, EU programmes (5 th framework)
Own resources	N/A
Grants	N/A
Tenders (public procurement)	N/A
Direct orders	Diplomatic academy (Ministry of Foreign Affairs), development aid (administered by Development Centre)

Part IV - Focus/key activities

Analysis, research	25%
Education	25%
Creative work (new topics)	-
Communication, publications, conferences	25%

Advocacy	25%
Political affiliation	None
Value focus	None
Mission	Scientific research and analysis in the field of international relations, Czech foreign policy and security policy; more precisely defined in the Research Goal
Activities	Research, publications (policy papers, books), conferences and other events
Target groups	Czech Republic – academia, officials, politicians, journalists Abroad – foreign academia
Target countries	Czech Republic, Germany, Scandinavian countries, UK, Slovakia, generally Europe, USA
Membership in international networks	TEPSA, ECPR, CONNEX
Relations with media	Very good, demand for their expertise
Relations with political parties	Not very intensive
Relations with civil society	Development NGOs – especially through the Development Centre; intensive relations with academia (universities, university departments) and other think-tanks
Relations with public administration	Although subordinated to the Foreign Ministry, there are the greatest reserves in mutual interaction
Key projects	<ol style="list-style-type: none"> 1. European integration and European public (series of conferences and seminars) 2. Czech Foreign Policy (publication) 3. European integration (Centre of European Analyses) 4. Security – European Security and Defense Policy (ESDP) 5. Territorial priorities: Europe (particularly Germany, Russia, Poland), China, Middle East, USA, Sub-Saharan Africa

INSTITUT PRO EKONOMICKÉ A SOCIÁLNÍ ANALÝZY (INSTITUTE FOR ECONOMIC AND SOCIAL ANALYSES, ISEA)

Part I - Organisation

Name	Institut pro ekonomické a sociální analýzy (Institute for Economic and Social Analyses, ISEA)
Year of Foundation	2002
Founded by	Petr Matějů (Member of Parliament, Chamber of Deputies)
Legal form	Civic association
Internal Structure	9 members constituting the General Assembly; elects president, vice-president and appoints the executive director Functioning as a virtual think-tank (working on issues/project), communication through internet, no “centre” in a traditional sense
Contact address	K Červenému vrchu 6 16000 Prague 6, Czech Republic Contact person Ms Simona Weidnerová, executive director

Part II - Human Resources

Number of employees/permanent staff	1 (executive director)
Number of researchers/support staff	Cca 20 experts (9 members of ISEA, the rest external experts)
Type of background	economics, social science

Part III - Finance

Annual budget	N/A
Key donors	Open Society Foundation (institutional grant, Anglo-American College (in-kind support), Konrad Adenauer Foundation (co-financing)
Own resources	N/A
Grants	CERGE-EI, Byron Schneider
Tenders (public procurement)	N/A
Direct orders	N/A

Part IV - Focus/key activities

Analysis, research	50%
Education	10%
Creative work (new topics)	10%

Communication, publications, conferences	10%
Advocacy	20%
Political affiliation	None
Value focus	liberal
Mission	Fostering the public debate on key societal topics pertinent to the anchoring of the Czech Republic in the West European and Euro-Atlantic civilisation at the time of transformation to the knowledge-based economy
Activities	Cycle: basic project/analysis → policy paper → advocacy (including workshops, seminars, conferences, media)
Target groups	Politicians – priority Public administration Media General expert public Specific target groups depending on the project
Target countries	Czech Republic
Membership in international networks	Not formal – co-operation with selected partners (e.g. Canadian Statistical Office, LSI, etc.)
Relations with media	Developing rapidly; the key personality of Petr Matějů used as “trademark” (originally quoting only him); now taking ISEA as a serious institution; often approaching for quotations – the other way round does not work very well
Relations with political parties	Wherever the identification with outputs is possible. Representatives across the political spectrum invited to events.
Relations with civil society	Similarly minded institutes (eSTAT, Liberal Institute) and key donors (Open Society Fund)
Relations with public administration	Important but complicated. Problem of “stealing of ideas” mentioned
Key projects	1. Higher education reform 2. Pension system reform 3. Labour market flexibility

OBČANSKÝ INSTITUT (CIVIC INSTITUTE)

Part I - Organisation

Name	CIVIC INSTITUTE
Year of Foundation	1991
Founded by	Pavel Bratinka (politician), Petr Skalický (politician), Michal Semín
Legal form	civic association
Internal Structure	fathers – founders, executive director, no supervisory body
Contact address	Vyšehradská 49, Praha 2, CZ-11000

Part II - Human Resources

Number of employees/permanent staff	3 full time, 3 part time
Number of researchers/support staff	5 researchers / 1 assistant
Type of background	social sciences – 80%, natural sciences – 20%

Part III - Finance

Annual budget	4 mil. CZK (0,16 mil. USD)
Key donors	Educational Initiative for Central and Eastern Europe
Own resources	less than 1%
Grants	Konrad-Adenauer-Stiftung
Tenders (public procurement)	0
Direct orders	0

Part IV - Focus/key activities

Analysis, research	0%
Education	40%
Creative work (new topics)	10%
Communication, publications, conferences	10%
Advocacy	40%
Political affiliation	conservative approach
Value focus	conservative values, lesser, more effective state, Christian values
Mission	advocacy, promotion and dissemination of conservative and Christian values
Activities	publications, studies, analyses, periodical, conferences, seminars, commentaries in newspapers, library for public
Target groups	students, members of parliament, teachers

Target countries	Czech Rep., Slovakia
Membership in international networks	ATLAS – network of conservative – liberal institutes, Heritage foundation
Relations with media	MF Dnes, HN, ČT, ČRo, Týžden
Relations with political parties	MPs, assistants of right-wing parties
Relations with civil society	through media
Relations with public administration	0
Key projects	1. Series of philosophical books 2. Family Policy project

ÚSTAV PRO EKOPOLITIKU (INSTITUTE FOR ENVIRONMENTAL POLICY)

Part I - Organisation

Name	INSTITUTE FOR ENVIRONMENTAL POLICY
Year of Foundation	1992
Founded by	Ms. Kružíková, Mr. Medřický, Mr. Bochnář
Legal form	Beneficiary society
Internal Structure	fathers-founders, executive director, supervisory body (3 persons)
Contact address	Hradební 3, Praha 1, CZ-11000

Part II - Human Resources

Number of employees/permanent staff	10 full time, 2 part time
Number of researchers/support staff	12 researchers / 2 assistants (fundraiser)
Type of background	law – 33%; social sciences – 42%; natural sciences – 25%

Part III - Finance

Annual budget	5,4 mil. CZK (0,21 mil. USD)
Key donors	Ministry of Environment, UNDP, Flemish Region
Own resources	less than 1%
Grants	VIA Foundation, European Commission – Phare, MATRA/Kap
Tenders (public procurement)	0
Direct orders	0

Part IV - Focus/key activities

Analysis, research	30%
Education	15%
Creative work (new topics)	20%
Communication, publications, conferences	20%
Advocacy	15%
Political affiliation	independent organization
Value focus	environmental law, environmental policy, sustainable development, public participation
Mission	research, promotion and dissemination of environmental law and policy
Activities	co-operation with public administration, influencing public policy, lobbying

Target groups	public administration – national level – ministry, regional and local levels – regional and town councils, decision-makers, broader public, lawyers
Target countries	Czech Rep., Europe
Membership in international networks	EEB – European Environmental Bureau ANPED – Northern Alliance for Sustainability different Visegrad networks
Relations with media	PR coordinator, press releases, articles – ČRo 3, web, ČT – reporting activities, HN, Ekonom, Veřejná správa
Relations with political parties	seminars for individual political parties
Relations with civil society	planning weekend with public, working groups – Local agenda 21, public seminars
Relations with public administration	seminars, publications, consultancy
Key projects	1. Agenda 21 in Visegrad countries 2. Environmental Codex – law proposal on environment – Ministry of Environment 3. National strategy of sustainable development – Government Office

CESES – CENTRUM PRO SOCIÁLNÍ A EKONOMICKÉ STRATEGIE (CENTRE FOR SOCIAL AND ECONOMIC STRATEGIES)

Part I - Organisation

Name	CESES
Year of Foundation	2001
Founded by	University, initiative of government, prof. Martin Potůček
Legal form	integral part of Charles University (discussion of own legal entity)
Internal Structure	special department of university, head of department
Contact address	Celetná 20, Praha 1, CZ-11000

Part II - Human Resources

Number of employees/permanent staff	12 full time, 10 part time
Number of researchers/support staff	22 researchers / 3 assistants
Type of background	social science – 95%; economy – 5%

Part III - Finance

Annual budget	10 mil. CZK (0,4 mil. USD)
Key donors	Ministry of Education, UNDP, EU, University of California (Berkeley)
Own resources	less than 1%
Grants	European Commission – 6 th Framework Programme, European Social Fund, Ministry of Education, Czech Grant Agency
Tenders (public procurement)	
Direct orders	Ministry of Education

Part IV - Focus/key activities

Analysis, research	50%
Education	10%
Creative work (new topics)	15%
Communication, publications, conferences	20%
Advocacy	5%
Political affiliation	independent institution, cooperation with Social Democratic Party
Value focus	promotion of long-term visions in terms of sustainable development

Mission	identify the key problems and provide analyses, scenarios, visions and strategies of development in the Czech Republic
Activities	research in social sciences (i.e. European integration, governance, demography, competitiveness)
Target groups	public administration, political parties, research and educational institutions, NGOs, trade unions, corporations, media
Target countries	Czech Republic
Membership in international networks	CINEFOGO, TSEP (Third Sector European Policy, NISPA
Relations with media	articles, interviews – LN, ČRo, HN, Trend
Relations with political parties	Czech Social Democratic Party
Relations with civil society	trade unions
Relations with public administration	rarely
Key projects	<ol style="list-style-type: none"> 1. Visions of the Czech Development (research and publication) 2. Actors of Modernisation (long-term research) 3. Social Cohesion in the Czech Republic (research with other partners)

INSTITUT PRO EVROPSKOU POLITIKU EUROPEUM (EUROPEUM INSTITUTE FOR EUROPEAN POLICY)

Part I - Organisation

Name	EUROPEUM
Year of Foundation	1998
Founded by	Lenka Rovná, David Král, Pavel Černoš
Legal form	civic association
Internal Structure	<ul style="list-style-type: none"> • honorary board • executive committee – consists of five persons, in the head of executive committee – chairman and vice-chairman • supervisory committee – up to three persons
Contact address	Rytířská 31, CZ-11000 Praha 1

Part II - Human Resources

Number of employees/permanent staff	5 full time, 6 part time
Number of researchers/support staff	11 researchers / 2 support staff
Type of background	27% - law, 9% - economics, 64% - social sciences

Part III - Finance

Annual budget	5,8 mil CZK (0,23 mil USD)
Key donors	German Marshal Fund Konrad-Adenauer-Stiftung Friedrich Ebert Stiftung
Own resources	15% - 20%
Grants	European Union Government, ministries VIA foundation
Tenders (public procurement)	Government Office
Direct orders	

Part IV - Focus/key activities

Analysis, research	40%
Education	10%
Creative work (new topics)	10%
Communication, publications, conferences	30%
Advocacy	10%

Political affiliation	non-profit, non-partisan and independent institute
Value focus	freedom, security, human rights, co-operation in Europe
Mission	<ul style="list-style-type: none"> • deal with issues of European integration and its impact on the transformation of political, economic and legal milieu in the Czech Republic; • contribute to a long-lasting development of democracy, security, stability, freedom and solidarity across Europe; • formulates opinions and offers alternatives to internal reforms in the Czech Republic .
Activities	research – future of EU; foreign policy and transatlantic relations; freedom, security and justice; economic and social issues
Target groups	decision-makers; journalists; academics; civil servants; expert public
Target countries	Czech Republic, EU, countries covered by ENP
Membership in international networks	EPIN PASOS
Relations with media	co-operation with journalists (CTK, HN, LN, Czech Radio, Czech TV), interviews, opinion articles
Relations with political parties	rarely
Relations with civil society	non-profit organisations – tailored educational courses ; other think-tanks
Relations with public administration	public administration – tailored educational courses, round tables, conferences, newsletters
Key projects	<ul style="list-style-type: none"> • Constitutional Treaty –commentary, ratification monitoring, debate analysis • European Security and Defense Policy • Implications of the EU enlargement on EU foreign policy • Analysis and Promotion of Policy Debate on the European Future of Turkey and Ukraine in Four Central European States • Comparison of transatlantic developments in internal security policy • Visa policies after EU accession • EurActiv.cz – information portal on EU