



Policy Association for an Open Society

public

A Directory of Think-Tanks in Central

policy

and Eastern Europe and Central Asia

centres

A network of policy centres in Central and Eastern Europe and Central Asia

PASOS, the Policy Association for an Open Society, promotes and protects open society values, including democracy, rule of law, good governance, respect for and protection of human rights, and economic and social development by supporting independent policy centres.

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PASOS PUBLIC POLICY CENTRES

A Directory of Think-Tanks in Central
and Eastern Europe and Central Asia

2007/8

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A Directory of Think-Tanks in Central and Eastern Europe and Central Asia

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CONTENTS

Introduction	
Sharing the Lessons of Transition throughout Europe and Central Asia	8
PASOS Members' Joint Projects	10
PASOS Members (and Associate Members *)	
ALBANIA	
Institute for Contemporary Studies (ISB), Tirana	23
ARMENIA	
International Center for Human Development (ICHD), Yerevan	31
AZERBAIJAN	
Center for Economic and Social Development (CESD), Baku	37
Economic Research Center (ERC), Baku	43
BULGARIA	
Center for Economic Development (CED), Sofia	49
European Institute (EI), Sofia	59
International Centre for Minority Studies and Intercultural Relations (IMIR)*, Sofia	65
CROATIA	
iDEMO Institute for Democracy (iDEMO)*, Zagreb	71
CZECH REPUBLIC	
Association for International Affairs (AMO)*, Prague	77
EUROPEUM Institute for European Policy (EUROPEUM), Prague	82
ESTONIA	
PRAXIS Center for Policy Studies (PRAXIS), Tallinn	89
GEORGIA	
Caucasus Institute for Peace, Democracy and Development (CIPDD), Tbilisi	101
Institute for Policy Studies (IPS), Tbilisi	107
HUNGARY	
Center for Policy Studies at the Central European University (CPS - CEU), Budapest	113
Local Government Initiative Development Limited (LGID), Budapest	121
KAZAKHSTAN	
Public Policy Research Center (PPRC), Almaty	129
KYRGYZSTAN	
Center for Public Policy (CPP), Bishkek	139
LATVIA	
Centre for Public Policy PROVIDUS (PROVIDUS), Riga	145

MACEDONIA

Center for Research and Policy Making (CRPM), Skopje 153
 International Centre for European Culture Euro Balkan Institute (Euro-Balkan), Skopje 164

MOLDOVA

Institute for Development and Social Initiatives (IDIS) “Viitorul”, Chisinau..... 173
 Institute for Public Policy (IPP), Chisinau..... 184

POLAND

Institute of Public Affairs (ISP), Warsaw 191

ROMANIA

Center for Rural Assistance (CAR)*, Timisoara 205
 Institute for Public Policy (IPP), Bucharest..... 213
 Romanian Center for Economic Policies (CEROPE)*, Bucharest 220

RUSSIA

Center for Legal Support to Local Government (LSLG), Moscow 225
 Strategia - St. Petersburg Center for Humanities and Political Studies (Strategia),
 St Petersburg 229

SERBIA

Jefferson Institute, Belgrade 237

SLOVAKIA

Institute for Public Affairs (IVO), Bratislava..... 245

SLOVENIA

Peace Institute - Institute for Contemporary Social and Political Studies, Ljubljana 257

UKRAINE

International Centre for Policy Studies (ICPS), Kiev 265

Other policy centres

ALBANIA 279
 AGENDA Institute

ARMENIA 279
 Social Policy and Development Center(SPDC)

BELARUS 279
 Belarusian Institute for Strategic Studies (BISS)

BELGIUM280-281
 BRUEGEL
 Centre for European Policy Studies (CEPS)
 European Policy Centre (EPC)
 European Policy Institutes Network (EPIN)
 EU-Russia Centre
 Friends of Europe
 International Crisis Group (Crisis Group)

BOSNIA AND HERZEGOVINA	282
Center for Policy Studies (CEPOS)	
European Research Centre	
BULGARIA	282
Centre for Liberal Strategies (CLS)	
CROATIA	283
Centre for Educational Research and Development, Institute for Social Research in Zagreb (CERD)	
CEPOR SMEs and Entrepreneurship Policy Center	
CZECH REPUBLIC	283
Prague Security Studies Institute (PSSI)	
FRANCE	284
Notre Europe	
GEORGIA	284
Partnership for Social Initiatives (PSI)	
HUNGARY	284-285
DEMOS Hungary	
Eötvös Károly Public Policy Institute (EKI)	
ITALY	285
Central and Eastern European University Network (CEEUN) - Transition Studies World Applied Research	
KOSOVO	285-286
Forum 2015	
Kosovo Civil Society Foundation (KCSF)	
KYRGYZSTAN	286-287
Analytical Consortium "Perspective" (ACP)	
Center for Social and Economic Research in Kyrgyzstan (CASE-Kyrgyzstan)	
Economic Policy Institute (EPI)	
Institute for Public Policy (IPP)	
Investment Round Table (IRT)	
LATVIA	287
Latvian Centre for Human Rights (LCHR)	
LITHUANIA	288
Civil Society Institute	
MACEDONIA	288
Analytica	
MOLDOVA	288
Expert Grup	

MONTENEGRO	289
CEDEM - Centre for Democracy and Human Rights	
POLAND	289-290
CASE - Center for Social and Economic Research	
Center for International Relations	
demosEUROPA - Centre for European Strategy	
ROMANIA	290
Romanian Academic Society	
RUSSIA	290-291
Center for Fiscal Policy (CFP)	
Institute of Urban Economics (IUE)	
Leontief Centre - International Centre for Social and Economic Research	
SERBIA	291-292
Bureau for Social Researches	
Center for Public Administration and Local Government PALGO	
Economic and Social Policy Institute (ESPI Institute)	
SLOVAKIA	292- 293
Institute for Economic and Social Reforms (INEKO)	
Research Center of Slovak Foreign Policy Association (RC SFPA)	
Slovak Governance Institute (SGI)	
TAJIKISTAN	293
Pulse Educational Reforms Support Unit (ERSU)	
TURKEY	293-294
Centre for Economic and Foreign Policy Studies (EDAM)	
European Stability Initiative (ESI)	
Istanbul Policy Center, Sabanci University (IPC)	
Turkish Economic and Social Studies Foundation (TESEV)	
UKRAINE	294-295
Centre for Peace, Conversion and Foreign Policy of Ukraine (CPCFPU)	
Ukrainian Centre for Economic and Political Studies named after Olexander Razumkov	
Ukrainian Center for Independent Political Research (UCIPR)	
UNITED KINGDOM	295
Centre for European Reform (CER)	
European Council on Foreign Relations (ECFR)	
UNITED STATES OF AMERICA	296
EastWest Institute	
The German Marshall Fund of the United States (GMF)	
Urban Institute	
PASOS Board of Directors	298

Sharing the Lessons of Transition throughout Europe and Central Asia

The first PASOS Assembly took place in Prague in December 2004, just as the Orange revolution was taking place in Ukraine. Subsequent events, leading up to the closely fought parliamentary elections of 30 September 2007, have shown that democracy has taken root in Ukraine, along with a free and vigilant media, but the challenges facing policymakers remain immense in Ukraine and elsewhere. While the emergence of an open society, governed by democracy and the rule of law, remains “unfinished business” in much of the Caucasus and the Balkans, in Russia and Central Asia autocratic rule has become even more entrenched. At the same time, there is no room for complacency in the new member states of the European Union, as intolerance towards minorities persists, and populist politicians continue to undermine the efforts of civil society.

Free and fair elections must go hand in hand with an independent judiciary where the rule of law is observed and enforced in an unarbitrary way, with mutual respect between governing parties and a critical, but responsible democratic opposition, with the existence of a pluralist media, both in terms of ownership and range of viewpoints, and a vibrant civil society. Likewise, an open society requires an open economy where small businesses and start-ups are not thwarted by entrenched interests or bureaucratic barriers and corruption.

Independent think-tanks perform an essential watchdog function, overseeing the decision-making of government and public administration; furthermore, through high-quality policy research and analysis, they help both policymakers and society at large develop a better, and more informed, understanding of the policy options before important decisions are taken.

PASOS, the Policy Association for an Open Society, is committed to promote and protect open society values by supporting independent policy centres and working to strengthen the policymaking environment in Central and Eastern Europe and Central Asia. In 2006-7, the PASOS network has continued to grow, with more than 30 members and associate members now spanning 21 countries. PASOS members - independent policy centres - provide policy advice to the region’s decision-makers and international organisations on economic and social development, public administration reform, migration, energy policy, security and cross-border co-operation, human rights, health and education policy, and much more.

In 2007-8, through a project to evaluate the democracy assistance policies and priorities of the Visegrad Four countries, PASOS will be making evidence-based policy recommendations to seek a new approach in EU members’ policies towards supporting democratic players and human rights activists working to improve the quality of life in repressive regimes.

Supporting think-tanks and project development

There is a rich variety of expertise in the think-tanks of Central and Eastern Europe, in particular in the process of transition towards democracy and a market economy governed by the rule of law. The experience of the new member states of the EU is especially invaluable to extend the lessons of transition to the think-tank community in countries at an earlier stage of transition, for instance in Central Asia.

Many independent think-tanks continue to need assistance to develop their internal capacities and sustainability. PASOS, supported by the Local Government and Public Service Reform Initiative (LGI) of the Open Society Institute, actively seeks to match the training expertise of experienced think-tanks with the training needs of less established think-tanks.

The PASOS Secretariat facilitates communications between independent think-tanks through a range of activities: seminars and conferences, including an annual PASOS international think-tanks' conference; project development meetings; and setting standards in policy work and in think-tanks' governance.

Advocacy and international policy initiatives

Where joint advocacy can strengthen the influence of policy centres on international decision-making, PASOS seeks to co-ordinate policy statements that can be issued at a national and international level.

In December 2006, PASOS launched an initiative to extend European know-how to Central Asia in the field of higher education in public policy. The initiative, which has been joined by the Hertie School of Governance, Berlin, the Central European University, Budapest, and the University of Central Asia, Bishkek, aims to secure the training of future faculty who will be able to teach public policy in their own countries in Central Asia. The four partners are seeking to increase the number of Central Asian students on Masters of Public Policy courses in Berlin and Budapest, and to seek long-term co-operation between European policy schools and the University of Central Asia and its campuses across Central Asia.

PASOS prepared a strategy paper for the Donor Exchange Co-ordination and Information Mechanism (DECIM), an initiative of the European Commission and the World Bank. The paper, *Increasing Donor Effectiveness and Co-ordination in Supporting Think-tanks and Public Advocacy NGOs in the New Member States of the EU, Western Balkans, the CIS and Turkey*, was presented at the 3rd Roundtable of Public and Private Donor Agencies Supporting Civil Society Development, held in Trento, Italy, on 17 November 2006. PASOS subsequently joined a DECIM Advisory Group to enhance donor co-ordination in the region.

In 2007, the European Parliament commissioned from PASOS a research study into the subject of the development aid policies of 10 new EU member states. In 2008, PASOS will build on the joint research efforts currently underway, such as the evaluation of European models of democracy assistance, and the other collaborative projects highlighted in *PASOS Public Policy Centres 2007/8*, the new edition of the PASOS directory of think-tanks in Central and Eastern Europe and Central Asia.

PASOS members work with a wide variety of partners, from bilateral agencies, the World Bank and United Nations Development Programme, to the European Commission and technical assistance consultancies, as well as with partner think-tanks in western Europe and further afield. The range of research and practical policy experience within the network is evident from the project summaries in this publication.

The PASOS network combines the commitment to advocacy for an open society, governed by the rule of law and respect for the individual, with hands-on policy know-how; in combination, these two attributes are essential to spreading sustainable prosperity throughout the region. The wealth of knowledge of PASOS members on transition issues, including democratisation and public administration reform, will continue to drive our efforts to secure better policies throughout Europe and Central Asia.

Jeff Lovitt
Executive Director, PASOS

Prague, October 2007

PASOS MEMBERS' JOINT PROJECTS

2006

Evaluation of progress on commitments to local government reform in south-east Europe

Lead partner: PASOS Secretariat

PASOS partners: Institute for Contemporary Studies, Albania, Center for Economic Development, Bulgaria, Center for Research and Policy Making, Macedonia, Institute for Development and Social Initiatives (IDIS) "Viitorul", Moldova, Institute for Public Policy, Romania

Other partners: Center for Policy Studies, Bosnia-and-Herzegovina, Institute for Public Finance, Croatia, Union of Municipalities, Montenegro, Public Administration and Local Government Center, Serbia

Publication: *Effective Democratic Governance at Local and Regional Level - Proceedings of the Second South-Eastern Europe Regional Ministerial Conference*

The project, conducted under the auspices of the Stability Pact for South Eastern Europe and the Council of Europe, set out to analyse and evaluate progress made in implementing local government reform programmes in South-East Europe. Local research teams critically assessed the commitments made by national authorities in the areas of fiscal decentralisation and local government reform. The research results were presented to the Stability Pact and the Council of Europe at a conference of the region's ministers responsible for local government, held in Skopje, Macedonia, in November 2006. The reports serve as tools to encourage the ministers to continue and accelerate the reform process, and to adhere to and, in some cases, modify the National Work Programmes adopted at the earlier ministerial meeting in Zagreb, Croatia, in 2004.

The project was funded by the Local Government and Public Service Reform Initiative (LGI) of the Open Society Institute.

Promoting reciprocal understanding of relations between the EU and western Balkans countries

Lead partner: European Institute, Bulgaria

PASOS partners: Institute for Contemporary Studies, Albania, Euro-Balkan Institute, Macedonia

Other partners: SME Policy Centre (CEPOR), Croatia, Belgrade Centre for European Integration, Serbia, Mozaik Foundation (former NGO Development Foundation), Bosnia-and-Herzegovina, Open Society Foundation for Bosnia-and-Herzegovina

Contact: Julia Nikolova, jnikolova@europe.bg

The project, conducted between January 2004 - December 2007, aimed to facilitate understanding between the European Union and the Western Balkans through support for the EU-driven reforms in the region. More specifically it aimed to: (a) support the implementation of EU integration policies in western Balkans countries in areas such as democratic stabilisation, institutional capacity-building and sustainable social, and economic development; (b) assist institutional and legislative development and development of national capacities and national policy formulation, and co-ordination of current and upcoming EC assistance; (c) disseminate specific skills that are needed to consolidate reforms and prepare the region for EU membership,

including harmonisation with EU norms and approaches; (d) raise awareness in Brussels of the challenges faced by the countries in the western Balkans on their road to EU membership as well as broaden the understanding of EU policy towards the region.

The project was supported by the European Commission.

Support to promotion of reciprocal understanding of relations and dialogue between the European Union and the western Balkans

Lead partner: European Institute, Bulgaria

PASOS partner: Institute for Contemporary Studies, Albania

Research was undertaken into two areas:

(a) Albanian points of view on the European perspectives of the Balkans;

(b) Visa policies in Albania.

Subsequently, on 15 December 2006, roundtable discussions were held on the research findings at a conference, "European Perspective of the Western Balkans", held in Tirana, Albania. The project was supported by the European Commission.

Save public assets

Lead partner: Centre for Public Policy PROVIDUS, Latvia

PASOS partners: EUROPEUM Institute for European Policy, Czech Republic, Institute of Public Affairs, Poland

Other partners: Transparency International Lithuania, researcher in Hungary

Contact: Lolita Cigane, lolita@providus.lv

The project, conducted from June 2006 until March 2007, examined the propensity of various aspects of policymaking in the new EU member-states to present opportunities for corruption in the allocation of EU structural funds. The researchers examined the project selection criteria, issues around the publicising of information about recipients of the funds, and the rights of applicants to appeal and raise complaints. To tackle the funds' susceptibility to corruption, the project developed a systematic assessment of the initial phase of structural funds allocation in the new member-states. Partners identified corruption risks, conducted six-month monitoring, prepared recommendations, and carried out advocacy campaigns. Country case studies were compiled and incorporated into a final report that will serve as a manual for NGOs in other states interested in undertaking similar efforts. PROVIDUS also organised discussions about the next EU funds programming period (2007-2013).

The project outputs include guidelines for an anti-corruption strategy in structural funds management on the national level, and EU-wide policy recommendations for reducing the risk of corruption. This project was co-financed by the European Commission.

Strategic overview of armed violence data collection and analysis mechanisms (south-eastern Europe)

Lead partner: Jefferson Institute, Serbia
PASOS partner: iDEMO Institute for Democracy, Croatia
Contact: Aaron Presnall, apresnall@jeffersoninst.org

There is a growing recognition that armed violence should not be addressed solely through conventional law enforcement approaches. Violence prevention can be specifically addressed through targeted development assistance, human-centred security sector initiatives (such as community-based policing), local peace-building and conflict management, access to basic entitlements, and a range of other interventions. Despite relatively developed governmental structures in South Eastern Europe, due to the lack of data collection and analysis mechanisms, successive research projects have revealed there to be very few reliable and comparable indications of the level of armed violence within the region's countries and territories. This report offers an insight into current data-gathering practices, and analyses the practicalities of improving the availability of operationally useful information, with reference to international best practices in this field.

The project was funded by UNDP-SEESAC (United Nations Development Programme - South Eastern and Eastern Europe Clearinghouse for the Control of Small Arms and Light Weapons).

Analysing and debating the future of EU enlargement - enlargement roadshows in the Czech Republic, Latvia and Poland

Lead partner: EUROPEUM Institute for European Policy, Czech Republic
PASOS partners: Centre for Public Policy PROVIDUS, Latvia, Center for Research and Policy Making, Macedonia, Institute of Public Affairs, Poland, International Centre for Policy Studies, Ukraine
Other partner: Centre for Economics and Foreign Policy Studies (EDAM), Turkey
Publications: *Bulgaria, Romania, and Who Next? Perspectives of Further EU Enlargement as seen from the New Member States and EU Hopefuls*, EUROPEUM Institute for European Policy; *The Future of EU Enlargement: On Track or Derailed? Debates in New Member States, Candidates and Neighbours*, Centre for Public Policy PROVIDUS
Contact: David Král, dkral@europeum.org

This project set out between March 2006 and February 2007 to raise the profile of policy debate on the implications and challenges of further EU enlargement in three new member-states of the EU – the Czech Republic, Poland and Latvia. It stimulated debate by organising roundtables and conferences in these countries, raised the profile of the issue in the major national media, and raised the awareness of the issue among key policymakers in the respective states. The roadshow in each new member-state focused on examining the enlargement policy towards one particular candidate or potential candidate country in the following pairs: Czech Republic-Ukraine, Poland-Macedonia (and Western Balkans generally), and Latvia-Turkey.

The project was funded by the European Integration Subprogramme of the Open Society Institute's East-East Partnership Beyond Borders Programme, and the Konrad Adenauer Foundation, Prague.

Linking Latvia to Turkey

Lead partner: Centre for Public Policy PROVIDUS, Latvia

Other partner: Centre for Economic and Foreign Policy Studies (EDAM), Turkey

Through the PASOS Policy Centres Development Fund, supported by LGI, PASOS was able to fund the costs of meetings in Riga and Istanbul between the Centre for Public Policy PROVIDUS, Latvia, and the Centre for Economic and Foreign Policy Studies (EDAM), Turkey, as part of the project "Analysing and Debating the Future of EU Enlargement – Enlargement Roadshow in the Czech Republic, Poland and Latvia".

EDAM and PROVIDUS examined possibilities for future co-operation in the field of EU accession, drawing on the experience of Latvia as a new EU member-state in the Turkish accession negotiations and accompanying public debate in Turkey.

European prospects of Ukraine and Turkey

Lead partner: Institute of Public Affairs, Poland

PASOS partners: Centre for Policy Studies at the Central European University, Hungary, EUROPEUM Institute for European Policy, Czech Republic, Peace Institute, Slovenia

Publications: *Accession Prospects for Turkey and Ukraine. Debates in New Member States; Turkey and Ukraine: Wanted or Not? Central European Reflections of Their EU Membership Perspectives*

Contact: Justyna Frelak, justyna.frelak@isp.org.pl

The project, undertaken from April 2005 - April 2006, analysed and compared the debates in four new EU member-states on the EU accession prospects of Ukraine and Turkey. After the preparation of initial analyses and a series of roundtables, conferences were held in Warsaw and Brussels. The project was funded by LGI.

Improving the procedure of immigration policy implementation in Ukraine. The EU experience in executing readmission agreements

Lead partner: Institute of Public Affairs, Poland

PASOS partner: International Centre for Policy Studies, Ukraine

Publications: *Recommendations on the Implementation of the Negotiated Agreement on Readmission (white and green book) Based on the Polish Experience*

The aim of this project was to improve migration management in Ukraine via dissemination of knowledge and experience regarding readmission agreements. The project, from September 2005 - September 2006, involved a series of seminars in Poland and Ukraine, an international conference, a training seminar/study visit for Ukrainian officials in Poland, and visits to deportation centres. The project was funded by the British Embassy in Kiev, LGI, and the Stefan Batory Foundation, Poland.

Model for public oversight of healthcare spending

Lead partner: International Centre for Policy Studies, Ukraine

PASOS partners: International Centre for European Culture Euro Balkan Institute, Macedonia, Public Policy Research Center, Kazakhstan

Publication: *Budget Oversight Model*

Contact: Oksana Remiga, oremiga@icps.kiev.ua

This project set out to enhance public awareness and participation at the local level by developing effective mechanisms of public oversight of healthcare spending for use in South-Eastern Europe, Central and Eastern Europe, and Central Asia. Outputs included a practical, subnational budget oversight model that comprises: (a) requirements of legislative and institutional framework, (b) requirements for information dissemination, and (c) examples of independent analysis of budget spending on healthcare. The project was funded by LGI.

Study programme for young Russian public policy analysts

Lead partner: Institute of Public Affairs, Poland

PASOS partner: Strategia - St. Petersburg Center for Humanities and Political Studies, Russia

This project aimed to enhance the analytical skills of future Russian opinion-leaders, and to disseminate knowledge about the changes in Poland after 1989. The project involved a series of training seminars and study visits in Poland from February to October 2006. The project was funded by the National Endowment for Democracy.

Study programme for Moldovan public policy analysts

Lead partner: Institute of Public Affairs, Poland

PASOS partner: Institute for Public Policy, Moldova

This project involved the organisation from September to December 2006 of a series of seminars and study visits to Poland for Moldovan public policy analysts, followed up by a seminar in Moldova. It aimed to enhance the analytical skills of future Moldovan opinion-leaders and disseminate knowledge about the changes in Poland after 1989. This project was funded by the Polish Ministry of Foreign Affairs.

Sharing experience of NGOs and journalists as important stakeholders in the EU accession process

Lead partner: EUROPEUM Institute for European Policy, Czech Republic

PASOS partner: Center for Research and Policy Making, Macedonia

Contact: Vladimír Bartovic, vbartovic@europeum.org

This pilot project was designed to transfer to the countries of the Western Balkans know-how generated during the EU accession process of the Czech Republic. In the first stage, the project focused on two different target groups of civil society: representatives of NGOs (think-tanks), and

journalists. This first stage was conducted with Macedonia from June-December 2006. Plans are underway to launch the project in other countries in the Western Balkans, initially with those most advanced in the process of accession to the EU.

The project was funded by the European Integration Subprogramme of the Open Society Institute's East-East Partnership Beyond Borders Programme.

Friendly EU border

Lead partner: Stefan Batory Foundation, Poland

PASOS partners: Association for International Affairs (AMO), Czech Republic, Institute for Public Policy, Moldova

Other partners: Centre for Peace, Conversion and Foreign Policy of Ukraine, Ukraine, Centre for Social Innovations, Belarus, Collegium Civitas, Poland, Helsinki Foundation for Human Rights, Poland, Moscow Bureau for Human Rights, Russia

Publication: Visa Policies of the European Union Member States - Monitoring Report

Contact: Grzegorz Gromadzki, ggromadzki@batory.org.pl

This module evaluated the visa policies and the consular practices of eight EU countries - Belgium, Czech Republic, Finland, France, Germany, Great Britain, Lithuania and Poland - in four countries of Eastern Europe: Belarus, Ukraine, Russia and Moldova. The monitoring comprised in-depth interviews with 1,300 people requesting visas at 31 consulates in Chisinau, Kiev, Minsk and Moscow, conducted in November-December 2005. Analysis of the interviews and information on EU visa policies were presented in the resulting publication, along with a policy paper including recommendations by experts, lawyers and human-rights activists on the most desirable, friendly and consistent model of EU visa policy.

The project was funded by the Open Society Institute's East-East Partnership Beyond Borders Programme.

2007

The new EU members' contribution to shaping and implementing the Eastern policy of the EU

Lead partner: Prague Security Studies Institute (PSSI), Czech Republic

PASOS partners: Association for International Affairs (AMO), Czech Republic, EUROPEUM Institute for European Policy, Czech Republic

This project aims to analyse during 2007-8 the role of the new EU member-states in shaping the policy of the EU towards its Eastern Neighbourhood. The research team will analyse the interests of the Czech Republic, Poland, Hungary and Slovakia (in 2007), then Estonia, Lithuania, Latvia, Romania and Bulgaria (in 2008), as well as the institutional framework of EU relations towards target countries (Belarus, Ukraine, Moldova, Russia and Georgia).

This project is funded by the Ministry of Foreign Affairs, Czech Republic.

Strengthening the policymaking environment in Kyrgyzstan

Lead partner: PASOS Secretariat

PASOS partners: International Centre for Policy Studies, Ukraine, International Center for Human Development, Armenia, Strategia - St. Petersburg Center for Humanities and Political Studies, Russia

Other partners: Soros Foundation Kyrgyzstan

This project sets out to increase the policymaking skills of independent policy centres and policymakers in the public administration in Kyrgyzstan through joint training exercises and through fostering mutual dialogue between independent think-tanks and government policy units. Training will be conducted in writing policy papers, in advocacy, and in budget processes by experienced policy professionals from the PASOS network and partners.

This project is funded by LGI.

Standards-setting in the governance and policy work of independent think-tanks

Lead partner: PASOS Secretariat

This project sets out to create agreed standards and best practice in both the governance of independent policy centres, and in the quality of their policy outputs (including research methods, peer review procedures, and branding). Current practice will be assessed through a survey of PASOS members, and a core working group will be established to examine current practice, and to develop best practice in the work of policy centres.

This project is funded by LGI.

Evaluation of democracy assistance policies and priorities of the Visegrad Four countries in Belarus, Bosnia-and-Herzegovina, Cuba, and Ukraine

Lead partner: PASOS Secretariat

PASOS partners: EUROPEUM Institute for European Policy, Czech Republic, Center for Policy Studies at the Central European University, Hungary, Institute of Public Affairs, Poland, Institute for Public Affairs, Slovakia

PASOS is conducting a democracy assistance evaluation project in Belarus, Bosnia-and-Herzegovina, Cuba and Ukraine with a view to making a series of recommendations to the foreign ministries and civil society organisations in the Visegrad Four countries (Czech Republic, Hungary, Poland, and Slovakia) to improve the impact of policies in the area of democracy assistance and supporting democratic movements.

The project will include the evaluation of a series of case studies in the four target countries, followed by roundtables in the Visegrad countries with a view to improve the way support is targeted and to raise awareness in the target countries and Visegrad Four countries of the need to strengthen civil society and human rights organisations.

A critical evaluation will be conducted by PASOS experts to analyse how Visegrad countries,

and the EU as a whole, support democracy and respect to human rights in other countries. This project is supported by the International Visegrad Fund, the Open Society Institute Think-Tank Fund, and LGI.

The challenge of the EU Development Co-operation Policy for new member-states

Lead partner: PASOS Secretariat

PASOS partners: European Institute, Bulgaria, EUROPEUM Institute for European Policy, Czech Republic, PRAXIS Center for Policy Studies, Estonia, Center for Policy Studies at the Central European University, Hungary, Centre for Public Policy PROVIDUS, Latvia, Institute of Public Affairs, Poland, Institute for Public Policy, Romania, Institute for Public Affairs, Slovakia

Other partners: Institute of International Relations and Political Science, Vilnius University, Lithuania, SLOGA Slovenian NGDO platform, Slovenia

The goal of the study is to draw attention to how 10 new EU member-states incorporate the requirements of European Development Co-operation Policy into their national legislations, and to how they contribute to this policy. The output will be a briefing paper, submitted to the European Parliament Committee on Development.

This project is funded by the European Parliament.

Populism and liberal democracy in central eastern Europe

Lead partner: Institute for Public Affairs (IVO), Slovakia

PASOS partners: Institute of public Affairs (ISP), Poland

Other partners: Centre for Liberal Strategies, Bulgaria, Hungarian team of experts

The project, carried out from January - September 2007, sets out to formulate policy responses to the difficulties (or even "crisis") encountered with the current development of liberal democracy in central eastern Europe and the rise of populist movements. Over the past two years, elections in at least five countries in the region have demonstrated that the political parties that stand behind the liberal consensus of the transition period - market economy, protection of human rights, pro-western orientation in foreign affairs - are no longer in a dominant or even comfortable position. The question is whether support for actors who believe that political majorities are not bound by respect for human and minority rights, and who depict parliamentarianism as a corrupt façade for a governing oligarchy, is a sign of a serious crisis of liberal democracy.

There are three competing explanations of crisis of liberal democracy in central eastern Europe:

1. The problems are nothing but temporary aberrations from the norm within young and inexperienced liberal democracies. These aberrations are due to transition fatigue, and disappointment with the speed with which market reforms create welfare.
2. The current crisis of liberal democracy is comparable with its demise in the inter-war period, when right- and left-wing extremists subverted the democratic order by abusing its instruments of representation.
3. The current crisis is not just a temporary aberration, but an expression of a lasting trend, which will lead to a serious transformation of liberal democracy.

The three interpretations of the current crisis of liberal democracy cannot be simultaneously valid. It is necessary to single out an explanation of the ongoing processes, because the current situation of cognitive indeterminacy prevents the possibility of designing a meaningful strategy for reinvigorating political liberalism in the region.

The basic assumption is that it is possible to test empirically the three competing interpretations, or indeed any other which manages to explain better what is going on in the region. Such a test, designed to falsify some of the competing explanations, will be of enormous practical value for liberal political actors in designing their strategies and policies. This test will also be an important step towards a better assessment of the real dangers presented by the rise of populism.

The project included the publication of *Democracy and Populism in Central Europe: The Visegrad Elections and Their Aftermath*, edited by Martin Bútorá, Oľga Gyárfášová, Grigorij Mesežnikov, and Thomas W. Skladony (IVO, Bratislava, 2007).

Contributing authors included: Martin Bútorá, Zora Bútorová, Joanna Fomina, Ivan Gabal, Oľga Gyárfášová, Kevin Krause, Vladimír Krivý, Jacek Kucharczyk, László Kéri, Kai-Olaf Lang, Grigorij Mesežnikov, Jacques Rupnik, Robin Shepherd, Tomáš Strážay, Soňa Szomolányi, Pál Tamás, and Peter Učeň.

The project was supported by the Trust for Civil Society in Central and Eastern Europe.

PASOS MEMBERS (AND ASSOCIATE MEMBERS *)

- ALBANIA**
- ARMENIA**
- AZERBAIJAN**
- BULGARIA**
- CROATIA**
- CZECH REPUBLIC**
- ESTONIA**
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- LATVIA**
- MACEDONIA**
- MOLDOVA**
- POLAND**
- ROMANIA**
- RUSSIA**
- SERBIA**
- SLOVAKIA**
- SLOVENIA**
- UKRAINE**



ALBANIA

Institute for Contemporary Studies (ISB), Tirana

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Mission

To promote the development of Albanian society based on democratic principles, the free market, the rule of law and sustainable development. ISB's activities focus on four main areas: i) democratic institution-building and good governance; ii) economic and social development policies; iii) civil society development, and iv) European integration and regional co-operation.

Main Fields of Expertise

Democracy and Governance

Administrative and public law, and civil code

Anti-corruption and transparency

Civil service reform

Civil society, third sector/NGOs

Democratic institutions/constitutional affairs

Decentralisation and local government

Electoral systems and political parties

Judicial system

Legislative reform

Media

Economic Policy and Development

Agriculture and forestry
Economic statistics
Finance and banking
Industrial policy
Infrastructure development and public utilities
Labour and employment
Legal environment (investment climate)
Macroeconomics
Regional development and rural affairs
Small and medium-sized enterprises
Trade
Tourism and entertainment development
Urban development

Social and Health Policy

Culture and arts
Health administration, planning and funding
Poverty reduction
Welfare models, pension and social support reform

EU and Foreign Policy Issues

EU common policies
EU integration and consolidation
EU law versus national legal system
EU structural and cohesion policy
European Neighbourhood Policy
Foreign policy/international relations
Implementation of *acquis communautaire*
Lobbying at EU or other supranational level
Regional co-operation

Human Rights

Redress of misuse of power//Ombudsman institute
Conflict prevention and management
Ethnic and multicultural policies
Equal access issues
Gender issues
Migration/refugees
Minority rights

Privatisation, Procurement, Partnership

Marketing ethics and policy
Private sector development and corporate policies
Privatisation of public services
Public-private partnerships
Public procurement

Public Finances and Financial Management

Accounting
Budget transparency (local/national)
Fiscal policy
Intergovernmental fiscal relations
Political party finance transparency
Taxation and revenue administration

Public Sector Management and Organisational Development

Information technology in public sphere
Management of not-for-profit organisations
Organisational restructuring and management reform
Project management and administration
Public and communal services
Public policy reform management
Professional associations and networks

Education, Research and Development

Education administration, management and finance
General education (primary, secondary, higher)
Vocational training
Environmental management and conservation
Environmental protection
Research and development

Key projects

1. Embracing social economic development in disadvantaged areas through information and the knowledge society
2. Transition to the rule of law and market economy. Diagnosis phase of the informal economy in Albania
3. Social protection and social inclusion in Albania
4. Public information and participation on National Strategy for Development and Integration (NSDI) consultation process
5. Good policy- and law-making process
6. Mapping of the creative industries in Albania
7. Albanian Centre for International Trade (ACIT)

1. Embracing social economic development in disadvantaged areas through information and the knowledge society

Project period: July 2006 - December 2008

Contracted by: Interreg III B Central Adriatic Danubian South Eastern European space (CADSES), 4th call, through Community Assistance for Reconstruction, Development and Stabilisation (CARDS)

Lead partner: TRACK Consulting

Objectives

Establishment of Small and Medium-sized Enterprises (SME) Observatory in Albania. The observatory is going to collect and analyse data on SME development and on SMEs' access to information technology.

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2. Transition to the rule of law and market economy. Diagnosis phase of the informal economy in Albania

Project period: April - October 2007

Contracted by: Local Government and Public Service Reform Initiative (LGI) of Open Society Institute

Lead partner: Institute for Liberty and Democracy, Peru

Participating organisations: Co-plan, Institute for Policies and Legal Studies (IPLS)

This project is part of a major initiative of the Government of Albania: a project on extra-legality, supported by the United Nations Development Programme (UNDP) and other donors (Government of Norway, LGI).

Objectives

The main objective of this project is to provide a comprehensive approach to the reduction of the informal economy in Albania. ISB has been conducting an important part of the diagnosis, especially related to issues surrounding business registration, licensing, tax procedures, law-making and law-enforcement, informality in the tourism sector, access to credit, and sector studies.

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3. Social protection and social inclusion in Albania

Project period: August 2007 - May 2008

Contracted by: European Commission

Objectives

(i) To provide a research study on the subject of social inclusion and protection in Albania. The research, in accordance with similar reports in other countries, will deploy an analysis based on the set of Laeken Indicators and other statistical information on the Albanian economic and social background; (ii) to explore the social, demographic and economic characteristics, as well as the institutional and legal framework, that have influenced features of the social protection system; (iii) analyse the degree of social exclusion risk in Albania through a comparative study of the literature and other countries' experience in adopting a social protection system that reduces exclusion during the economic transition path.

Impact

The outcome will be a published research study and systems analysis that will extract guidelines and frameworks that will be used to explore and assess the Albanian social protection system.

Publication: Social Inclusion and Social Protection in Albania, ISB

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4. Public information and participation on National Strategy for Development and Integration (NSDI) consultation process

Project period: May - December 2007

Contracted by: Department for International Development (DFID), UK

ISB has been actively engaged in the process of the National Strategy for Socio-Economic Development (NSSD) since 2001, playing a key role in the preparation of the strategy, preparing specific papers, organisation of national debates, consultation with stakeholders, regional debates, and providing substantial input through analyses and consulting services. This year (2007), the strategy had been changed into the National Strategy for Development and Integration under the responsibility of the Department of Strategy and Donor Co-ordination. ISB will assist the consultation process and design and implement media campaigns and public debates.

Objectives

Maximise public information, awareness and participation in the preparation of NSDI through a multi-channel communication instruments and appropriate activities, aiming to enable a good understanding and build the largest possible consensus for the strategy.

Impact

- (i) A participatory environment through involvement of the main stakeholders in consultative workshops and public debates organised in different cities to gather their opinions, feedback, comments and suggestions.
- (ii) The broadcasting of the series of public debates on TVSH (national public service television) will ensure maximum awareness at national level.
- (iii) Both public debates and workshop consultations will provide recorded contributions of the participants
- (iv) Consolidated feedback on the NSDI will be presented to the government, together with recommendations for appropriate changes and amendments.
- (v) As citizens become well informed about the policies and take part in their development, this ensures more effective implementation of the strategy.
- (vi) One of the key results of this wide and mediated participation with the main stakeholders and the public at large is expected to be support for the implementation of the strategy and sustainable results.

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5. Good policy- and law-making process

Project period: January 2006 - December 2008
Contracted by: Open Society Foundation Albania

ISB is analysing opportunities for the introduction of good policy- and law-making process standards in Albania. During 2006, ISB carried out an assessment of the current situation, including (i) legal and institutional framework analyses, (ii) capacity analyses of the central public administration, businesses, and civil society organisations. The methodology used was based on primary data collection through surveys and focus groups, secondary data collection, and in-depth analyses of all the information gathered.

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6. Mapping of the creative industries in Albania

Project period: January - March 2007
Contracted by: British Council, Albania

Objectives

- to identify and group the creative industries existing in the country;
- to assess their capacities and at the same time to identify their needs and problems;
- to assess the creative industries' impact in the country's economy and development

Impact

The research identified trends in this sector in Albania, and in behaviour towards this industry, and specifically looked at three main issues: institutional capacity; business and financial capacities; business environment (rules, procedure, taxation, competition, licensing, property rights). The report also provided key conclusions and recommendations.

Publication: *Mapping Of Creative Industries in Albania*, Elira Jorgoni, ISB, British Council Albania, 2007

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7. Albanian Centre for International Trade (ACIT)

Project period: May 2002 – September 2008
Contracted by: United States Agency for International Development (USAID)

Objectives

To carry out in-depth research and policy advisory activities, to build up a large and diverse database, as well as to promote the participation of key stakeholders in trade and economic policy decision processes.

Impact

ACIT provides four types of services:

- (i) research and policy recommendations, including monitoring of the impact of trade policies (such as free trade agreements);
- (ii) information on trade and other economic issues;
- (iii) capacity building within government and the business community;
- (iv) public awareness and facilitation of dialogue among the stakeholders on trade policies.

The process of negotiation of Albania's Stabilisation and Association Agreement (SAA) with the European Union was supported by ACIT, which provided tailored consulting and capacity building to government officials involved in the process. During the project period, ISB and ACIT staff carried out several research and consulting activities in the field of trade policies and export promotion.

Publication: ACIT has published various research papers. More information is available at www.acit-al.org

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ARMENIA



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Mission

To help improve policy- and decision-making processes through research, analysis, training and advocacy. A key element in achieving this mission is the formulation of unique solutions to the principal issues in economic development and social welfare.

Main Fields of Expertise

Democracy and Governance

Anti-corruption and transparency

Civil service reform

Civil society, third sector/NGOs

Democratic institutions/constitutional affairs

Decentralisation and local government

Electoral systems, political parties

Media

Economic Policy and Development

Finance and banking

Labour and employment

Macro-economics

Social and health policy

Health administration, planning and funding

European Union and Foreign Policy Issues

Border management/security
EU common policies
EU integration and consolidation
European Neighbourhood Policy
Foreign policy/international relations
Regional co-operation

Human Rights

Conflict prevention and management
Migration/refugees

Public Finances, Financial Management

Fiscal policy

Education, Research and Development

Education administration, management and finance
Research and development

Key projects

1. Translation of literature on conflict management
2. European Neighbourhood Policy (ENP): New Tool for Co-operation and Peaceful Neighbourhood
3. Support to the roll-out of programme budgeting reforms
4. Promotion of Organization for Security and Co-operation in Europe (OSCE) values, principles and commitments as a basis for security and co-operation in the OSCE area: concrete steps towards the European integration of Armenia - an international conference
5. Drug prevalence survey among general population
6. Constitutional reforms in Armenia
7. Democratisation of Local Governance
8. The peaceful resolution of the Nagorno Karabakh issue: pros and cons - public discussion
9. Connecting futures - living together
10. Training module on CEDAW and UNSCR 1325
11. Asset-mapping training for the youth of Karakert village within the framework of YCAP

1. Translation of literature on conflict management

Project period: June - December 2004

Contracted by: European Commission office, Armenia

Objectives

Translation of two prime texts on conflict studies (*Peace by Peaceful Means: Peace and Conflicts, Development and Civilisation*, Johan Galtung, and *Getting to Yes: Negotiating Agreement without Giving In* by Roger Fisher and William Ury). The project, which included translation, publication and presentation of the books, was targeted at experts and lecturers in educational institutions in Armenia, at current and future decision-makers, and the wider public.

2. European Neighbourhood Policy (ENP): New Tool for Co-operation and Peaceful Neighbourhood

Project period: April - November 2005

Contracted by: UK Department for International Development (DFID), and British Council, Yerevan

Objectives

Study of practices in the development of the ENP Action Plan in Ukraine and Moldova, with a view to learning from the successes and challenges to date, and to provide in the form of policy papers comprehensive feedback to the relevant stakeholders in Armenia. The project included the organisation of off-the-record roundtable events and the development of policy papers.

3. Support to the roll-out of programme budgeting reforms

Project period: 2005 - 2008

Contracted by: UK Department for International Development

Participating organisation: Atos Consulting, UK

Objectives

The project set out to improve the effectiveness of public spending within the framework of addressing public policy priorities as stated in Armenia's Poverty Reduction Strategy (PRSP).

Impact

By working with the Ministry of Finance and Economy (MFE), and budget agencies, ICHD re-focused the business processes of the MFE towards value for money and good policy outcomes; and strengthened the capacity of budget agencies to implement programme budgeting and a Medium-Term Expenditure Framework (MTEF).

4. Promotion of Organization for Security and Co-operation in Europe (OSCE) values, principles and commitments as a basis for security and co-operation in the OSCE area: concrete steps towards the European integration of Armenia - an international conference

Project period: November 2005

Contracted by: OSCE, Yerevan office, and Council of Europe, Yerevan office

Objectives

A conference to bring together representatives of interested organisations from different countries that focus on current issues on the theme of stability and co-operation to celebrate the 30th anniversary of the Helsinki Final Act by discussing OSCE values, principles and commitments as a basis for security and co-operation in the OSCE area. A policy paper was developed, alongside the publication of the conference speeches.

5. Drug prevalence survey among general population

Project period: 2005

Contracted by: Southern Caucasus Anti-Drug Programme

Objectives

A survey was designed to reveal the current prevalence in use of illicit drugs and pharmaceuticals, alcohol consumption and smoking, as well as people's attitudes towards smoking, alcohol consumption, and use of drugs and pharmaceuticals. The project was targeted at both state agencies and NGOs dealing with public health issues.

6. Constitutional reforms in Armenia

Project period: November 2005

Contracted by: Council of Europe, Yerevan office

Objectives

Increase public participation in the process of constitutional amendments, and reveal common public attitudes towards the proposed changes in the current constitution. The project, which comprised town hall meetings as well as final recommendations, was targeted at the general public as well as decision-makers at a variety of levels.

7. Democratisation of Local Governance

Project period: 2005 - 2006

Contracted by: Local Government and Public Service Reform Initiative (LGI) of Open Society Institute

Objectives

Increase community participation in the local decision-making process, in particular its involvement in discussion of the annual budget of the community. The project, which included a town-hall meeting, development of a case study and final reporting, was targeted at the local community and decision-makers, as well as NGOs and agencies focusing on training of local government.

8. The peaceful resolution of the Nagorno Karabakh issue: pros and cons - public discussion

Project period: February 2006 - January 2007

Contracted by: Global Opportunities Fund (GOF) through British Embassy, Armenia

Objectives

Conduct an open public discussion on a very sensitive issue - resolution of the Nagorno Karabakh issue - designed to give voice to the perspectives of ordinary citizens; present the outcomes to decision-makers; overcome the isolation of direct beneficiaries from the process of finding acceptable solutions to this important issue. The project includes town-hall meetings.

9. Connecting futures - living together

Project period: April 2004 - January 2006

Contracted by: British Council

Objectives

To foster good relations among the participants, transfer skills and knowledge about identity, communication, negotiation, and other issues; deliver skills necessary for mutual understanding and dialogue, and peace-building. The project includes training, the establishment of a youth network, and the implementation of small project. Participants included youth in Armenia, Azerbaijan, Georgia, and Northern Ireland.

10. Training module on CEDAW and UNSCR 1325

Project period: August-December 2005

Contracted by: United Nations Development Fund for Women (UNIFEM)

Participating organisations: UNIFEM-supported regional coalition, Women for Peace, three UNIFEM-supported national networks/coalitions of "women for peace" and their partners.

Objectives

Develop an advanced training module (level b) for UNIFEM with the aim of using it in Armenia, Azerbaijan and Georgia; to build capacities and raise awareness of gender equality advocates in government and civil society in the south Caucasus in order to advocate for and support the implementation of the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), and United Nations Security Council resolution 1325 on women, peace and security (UNSCR 1325). The project included the participation of government officials at the local and national level.

11. Asset-mapping training for the youth of Karakert village within the framework of YCAP

Project period: August-December 2005

Contracted by: Youth Community Action Network (YCAP), implemented by the Academy for Educational Development (AED) in partnership with Junior Achievement of Armenia (JAA), funded by US Agency for International Development (USAID)

Objectives

Through training to increase civic activism among young men and women, and enhance community involvement in addressing public issues.

AZERBAIJAN



Center for Economic and Social Development (CESD), Baku

Website: www.cesd.az

Chairman: Vugar Bayramov

Year of establishment: 2005

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Mission

CESD was established with the purpose of promoting research into contemporary economic and social problems. The Center: (i) organises and promotes theoretical and practical research into economic and social development problems; (ii) provides policy advice to the Government of Azerbaijan; (iii) contributes to national capacity-building and raising public awareness of socio-economic issues; (iv) fosters co-operation between the public, private, NGO, and educational sectors in addressing and resolving economic problems; (v) assists sustainable development, gender development, poverty reduction, achievement of Millennium Development Goals and economic and social reforms.

Main Fields of Expertise

Democracy and Governance

Administrative and public law, and civil code

Anti-corruption and transparency

Decentralisation and local government

Economic Policy and Development

Agriculture and forestry

Economic statistics

Finance and banking

Industrial policy

Infrastructure development and public utilities

International development aid

Legal environment (investment climate)

Macroeconomics

Regional development and rural affairs

Small and medium-sized enterprises
Trade
Urban development

Social and Health Policy
Health administration, planning and funding
Poverty reduction
Welfare models, pension and social support reform

European Union and Foreign Policy Issues
EU common policies
EU integration and consolidation
European Neighbourhood Policy
Regional co-operation

Human Rights
Redress of abuse of power/Ombudsman institute
Gender

Privatisation, Procurement, Partnership
Private sector development and corporate policies
Privatisation of public services
Public-private partnerships
Public procurement

Public Finances, Financial Management
Audit
Budget transparency (local/national)
Fiscal policy
Intergovernmental fiscal relations
Taxation and revenue administration

Public Sector Management and Organisational Development
Public policy reform management

Education, Research and Development
Education administration, management and finance
Research and development

Key projects

1. Media campaign to increase transparency in oil revenues
2. Increasing awareness of health expenditures
3. Auditing in local government in Azerbaijan
4. Development and preparation of Annual Report on Good Governance and Anti-corruption in Azerbaijan
5. Monitoring of agriculture sector in Azerbaijan
6. Development of strategy of State Oil Fund of Azerbaijan Republic

1. Media campaign to increase transparency in oil revenues

Project period: June 2007 - April 2008

Contracted by: Norway Royal Embassy, Baku, and Eurasia Foundation

Lead partner: Liberty Radio

Objectives

To promote public engagement in the economic and social development of Azerbaijan by increasing citizens' participation in discussing government policies for managing the country's oil resources. In order to create opportunities for dialogue and cooperation between civil society and government representatives on this issue, this project will engage public officials and civil society representatives in developing joint recommendations for improving the current mechanisms for allocating resources generated from Azerbaijan's oil revenues. The project will produce and broadcast a series of 24 call-in radio programmes on the Liberty Radio channel with government officials, civil society experts and the general public to discuss the allocation of oil revenues that would benefit the non-oil sector in the most efficient way.

Impact

Since the programme is an issue-based informative radio magazine, CESD has to date achieved exclusive coverage of transparency of revenues, inefficient spending cases, issues of good governance, and efforts of the government and non-governmental institutions to enhance transparency in Azerbaijan. The public were made more aware of transparency and governance issues. Government officers were made aware about questions concerning the efficiency of service delivery.

Other outputs so far:

field visit and study of the conditions of service;

working as a pressure group to raise issues with the government and local authorities via radio; interaction between representatives of civil society via radio talk programme; interviewing people from different walks of life, e.g. transparency campaigners, public officials, politicians, social activists and experts, etc.

2. Increasing awareness of health expenditure

Project period: June 2007 - August 2008

Contracted by: US Embassy, Baku

Participating organisations: Four local NGOs from Azerbaijan regions

Objectives

The project seeks to explain to end-beneficiaries how the government appropriates and distributes funds to provide healthcare services to residents in rural areas and to provide local citizens with the necessary information and tools to hold local officials accountable for healthcare spending practices. The project will be implemented in Shemkir, Ter-Ter and Salyan regions of Azerbaijan. In each region, CESD will interview and select approximately 30 community members and local government officials from different villages to participate in a two-day workshop on the healthcare spending process. Workshop participants will be informed about the budget for their region and individual community. Experts will explain to participants how funds from the central government are distributed through local government entities and identify mechanisms through which community members can exercise control over spending and influence spending decisions. In additions to workshops, local healthcare spending budgets will be posted on community centre

information boards in all nine target villages to ensure that they are accessible to all residents. Following the workshop, four quarterly meetings will be held in each region to discuss progress in health-related expenditure tracking and to identify and solve any problems. The project coordinator will attend and facilitate the quarterly meetings along with local partner organisations in each region.

A final conference will be held in Baku with the project participants, state officials, members of parliament and representatives from local and international NGOs and media to communicate and discuss the project results.

Expected impact

The strategic aim is to enable communities to become a stronger force and a catalyst for positive changes towards the transparency of national budget expenditure in education and health, and to influence local and national decision-makers to secure more effective use of state budget expenditures in villages. The project is targeted at communities, in particular municipalities, local government bodies and representatives of health, finance and education departments at the local level.

The project is expected to have two main results:

- Institutionalised dialogue will be established between government and communities over the issue of transparency in budget expenditure on education and health.

We expect to have (a) a country-specific public expenditure tracking model developed for assessing transparency of budget expenditure in education and health; (b) transparency issues developed by communities with a view to influencing government decisions on budget expenditure; and (c) consultations between government and communities to discuss the main challenges identified within the transparency assessment.

- Improved knowledge and enhanced commitment of communities to hold government accountable for budget expenditure on education and health at the local level.

We expect that: (i) at least 10 communities from each selected district will apply the public expenditure tracking model to create reliable and robust scores; (ii) at least six media agencies will use this model to create human stories and spread the information throughout Azerbaijan; and (iii) at least 10 per cent of communities will directly participate in public debates on transparency of budget expenditure in education and health.

3. Auditing in local government in Azerbaijan

Project period: June 2007 – October 2007

Contracted by: Local Government and Public Service Reform Initiative (LGI) of Open Society Institute

Objectives

The proposal is aimed at conducting a survey of existing audit practices in Azerbaijan to enhance transparency and promote accountability in municipalities.

Impact

The implementation of the project has drawn a clear picture of the audit function in local government in Azerbaijan. The project assisted enhancing transparency and promoting accountability in local government.

A report will be published by LGI.

4. Development and preparation of Annual Report on Good Governance and Anti-corruption in Azerbaijan

Project period: April - October 2007

Contracted by: Global Integrity, USA

Objectives

Development of good governance and anti-corruption indicators in Azerbaijan for the Global Integrity Index and country reports.

Impact

Influence the central government's decisions, support good governance, enhance transparency and increase accountability

The report will be published by Global Integrity (www.globalintegrity.org)

5. Monitoring of agriculture sector in Azerbaijan

Project period: April - October 2007

Contracted by: BI International Research Group

Objectives

To prepare and research a study of the agriculture sector in Azerbaijan

Impact

The project has made recommendations supporting agriculture reforms, and has contributed to the encouragement of foreign investment into the agriculture sector in Azerbaijan.

The report will be published by BI International Group.

6. Development of strategy of State Oil Fund of Azerbaijan Republic

Project period: April 2007 - November 2007

Contracted by: Extractive Industries Transparency Initiative (EITI)

Lead partner: EITI

Participating organisation: Center for Economic and Political Research

Objectives

The project set out to prepare and develop a strategy for the State Oil Fund.

Expected impact

The resulting report, which will be published in November 2007, is expected to lead to increased awareness of the expenditure of oil revenues, and to influence the government to secure more efficient usage of oil revenues.

Key publications

Development Strategy for Mortgages, Vugar Bayramov, 525-ci gazet, June, 2007

Follow the Money; how effectively is oil revenue used? Elchin Reshidov, IB Press, August, 2007

Economic Research Center (ERC), Baku

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Mission

ERC is dedicated to strengthening participatory governance and overall economic growth. Its mission is to facilitate sustainable economic development and good governance in the new public administration system in Azerbaijan, and to nurture economic growth and improved administrative practices throughout the country, especially in areas of participatory democracy, amplifying the voices and opinions of lower tiers of government and of ordinary people.

Main Fields of Expertise

Economic Policy and Development

Economic statistics

Finance and banking

Infrastructure development and public utilities

Labour and employment

Legal environment (investment climate)

Macroeconomics

Small and medium-sized enterprises

Trade

Key projects

1. Enhancing transparency initiative and ensuring public participation in municipal budgets
2. Alternative inflation methodology development
3. Assessment of factors that affect implementation and targeting accuracy of needs-tested benefits in Azerbaijan
4. Budget transparency and budget control
5. Azerbaijan's accession to the World Trade Organisation (WTO) and business interests
6. Monitoring in pilot territories of implementation of needs-based social assistance
7. Monitoring and evaluating outcome objectives of the state programme on poverty reduction and economic development (SPPRED) 2003-2005
8. The role of municipalities in poverty reduction

1. Enhancing transparency initiative and ensuring public participation in municipal budgets

Project period: August 2006 - April 2007

Contracted by: Eurasia Foundation

Objectives

The project built on the idea of more inclusive and strategic municipal policy formulation and development processes through the application of information communications technologies in daily management and forecasting activities and wider public participation. The project aimed to expand public participation in the local budgetary process and to increase initiatives towards gaining local budget transparency in municipalities.

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2. Alternative inflation methodology development

Project period: November 2006 - June 2007

Contracted by: US Agency for International Development (USAID)

Objectives

The project aimed at determination of the most appropriate method(s) of core inflation calculation for Azerbaijan, and prepared and developed alternative inflation calculation methods. Statistical methods were designed for this purpose. ERC conducted the START Participant Training Programme, "Alternative Inflation Methodology Development", to review the current inflation calculation methodology, evaluating if it correctly measures inflation and truly reflects the impact of inflation on household budgets, developing a new and appropriate inflation calculation methodology, and conducting a public education campaign in Baku and regions of Azerbaijan.

Publication: *Alternative Inflation: International Experience and Azerbaijan*, ed. Dunya Abdullayeva

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3. Assessment of factors that affect implementation and targeting accuracy of needs-tested benefits in Azerbaijan

Project period: August 2006 - January 2007
Contracted by: Counterpart International

Objectives

The project aimed at assessing the quality of the new targeted social assistance benefit (TSA) provision, and at revealing factors likely to determine errors in calculation of eligibility for the new benefit and to negatively affect possible future take-up of the benefits by the poor. The project seeks to address questions concerning facilitation of a household's access to the new TSA benefits.

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4. Budget transparency and budget control

Project period: May 2005 - May 2006
Contracted by: Oxfam Great Britain

Objectives

Preparation of a model for effective usage of state budget expenditures in primary health care, and of evaluation technologies to assess transparency in health-care expenditures from the state budget.

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5. Azerbaijan's accession to the World Trade Organisation (WTO) and business interests

Project period: April-September 2006
Contracted by: US Embassy, Baku

Objectives

The project set out to educate businesspeople about WTO accession. Four workshops were held.

Impact

More collaboration emerged between the private sector and the government, and negotiations developed more quickly.

Publication: *WTO and Azerbaijan*, Gubad Ibadoglu, Azer Mehtiyev and Rashad Aliyev, 2006

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6. Monitoring in pilot territories of implementation of needs-based social assistance

Project period: April - December 2006

Contracted by: Open Society Institute Azerbaijan, Oxfam Novib Netherlands

Objectives

Monitoring of social expenditure allocated from the state budget was conducted to reveal mechanisms to transparently allocate funds. To that end, it was planned to publish and distribute booklets to raise public awareness, to make an examination of the legal and normative basis of regulation of social payments. In addition, the allocation and payment of social assistance in the pilot territories was monitored, and training was conducted for local NGOs and media in a monitoring module with a view to involving civil society institutions in this process.

Publication: *Targeted Social Assistance: Fairness, Equality and Targetedness*, Azer Mehtiyev, Gubad Ibadoglu, Rovshan Agayev, 2006

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7. Monitoring and evaluating outcome objectives of the state programme on poverty reduction and economic development (SPPRED) 2003-2005

Project period: May 2006 - April 2007

Contracted by: Oxfam Great Britain

Objectives

Healthcare measures were monitored and evaluated. As a component of the State Programme on Poverty Reduction and Economic Development (SPPRED) 2003-2005, healthcare measures have a direct impact on the lives of citizens living in poverty. Commitments to improving conditions for primary health care, making funds available for dispensing medicines, as well as founding community healthcare councils, are measures aimed at facilitating the access of citizens living in poverty to the primary health care. Monitoring and evaluation with a view to seeing how these commitments are undertaken aimed to reveal the impact of the programme's execution on the population.

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8. The role of municipalities in poverty reduction

Project period: May 2006 - April 2007
Contracted by: Oxfam Great Britain

Objectives

Methodological and technical support to discussion, and documentation, of socio-economical programmes and budget allocations.

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Key publications

Intergovernmental Fiscal Transfers In Azerbaijan: Role Of Tax - Sharing In Local Government Financing, Elshad Mikayilov, ERC, 2007

Strengthening Municipalities in Azerbaijan - Concept Paper, research team leader: Rovshan Agayev; other team members: Gubad Ibadoglu, Azer Mehtiyev, Aydin Aslanov, translated by: Elshad Mikayilov, ERC, 2007

BULGARIA



Center for Economic Development (CED), Sofia

Website: www.ced.bg

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Mission

To contribute to Bulgaria's economic development and achievement of sustainable economic growth in a market economy; to enhance economic culture and the quality of economic education in Bulgaria; to promote public debate on major economic policy issues and co-operation among the public and private sectors, educational institutions and non-governmental organisations in addressing economic problems.

Main Fields of Expertise

Democracy and Governance

Anti-corruption and transparency

Civil service reform

Civil society, third sector/NGOs

Decentralisation and local government

Judicial system

Legislative reform

Economic Policy and Development

Agriculture and forestry

Economic statistics

Finance and banking

Industrial policy

Infrastructure development and public utilities

International development aid

Labour and employment

Legal environment (investment climate)

Macroeconomics

Regional development and rural affairs

Small and medium-sized enterprises
Trade
Tourism and entertainment development
Urban development

Social and Health Policy

Health administration, planning and funding
Poverty reduction
Welfare models, pension and social support reform

EU and Foreign Policy Issues

Adoption of Euro
EU common policies
EU integration and consolidation
EU structural and cohesion policy
Foreign policy/international relations
Regional co-operation

Privatisation, Procurement, Partnership

Private sector development and corporate policies
Privatisation of public services
Public-private partnerships
Public procurement

Public Finances and Financial Management

Budget transparency (local/national)
Fiscal policy
Intergovernmental fiscal relations
Taxation and revenue administration

Public Sector Management and Organisational Development

Management of not-for-profit organisations
Project management and administration
Public policy reform management
Professional associations and networks

Education, Research and Development

Education administration, management and finance
Environmental management and conservation
Environmental protection

Key projects

1. Investment reform index (IRI) 2006
2. Composition of a system of indicators for monitoring the competitiveness of the Bulgarian economy
3. Meetings of the Club of Diplomats-economists (CoDe): Bulgaria's economic policy and EU membership

4. Regulatory regimes administered at central level in Bulgaria – presentation and proposals for the optimisation of the regimes and the procedures
5. Increased trust of Bulgarian business in the judicial system through better awareness and access to cost-efficient justice
6. Introducing arbitration in administrative justice
7. Annual Report on the conditions and development of SMEs in Bulgaria - special edition
8. Improving the policy-making process and management of urban transport systems
9. Special education project in Bulgaria
10. Programme for strengthening frameworks for sub-national capital investment transfers
11. Involving small and medium-sized business in an active counteraction to corruption
12. National information campaign 'Be Active'
13. Providing practical knowledge to SMEs and NGOs on national strategic and programme documents for EU funds

1. Investment reform index (IRI) 2006

Project period: February - April 2006

Contracted by: Investment Compact for South East Europe (OECD)

Participating organisations: Stability Pact for South Eastern Europe, country researchers in Albania, Croatia, Macedonia, Moldova, Montenegro, Romania, and Serbia

Objectives

The Investment Reform Index (IRI) is a tool for south-eastern European (SEE) countries to measure and communicate progress on key dimensions of investment policy reform. The IRI's objective is to encourage the investment reform process through bottom-up ownership and regional peer review. IRI is developed by the Investment Compact, set under the Stability Pact for South Eastern Europe (Working Table II on Economic Reconstruction, Development and Co-operation) and the OECD Directorate for Financial and Enterprise Affairs. The IRI allows SEE countries to benchmark their progress relative to peers in the SEE region, and provides direction on how to improve on each policy dimension through good practices from OECD countries. CED's project team was the local consultant in the second phase of the project for the country self-evaluation, and assembled a database of initial country measurements and rationales on Bulgaria along all IRI dimensions. These were: investment policy and investment promotion; tax policy; anti-corruption policies; competition policy; trade policy; regulatory reform; and human capital.

Publication: *Progress in Policy Reforms to Improve the Investment Climate in South East Europe*, CED, Investment Compact for South East Europe (OECD), Stability Pact for South Eastern Europe, 2006

2. Composition of a system of indicators for monitoring the competitiveness of the Bulgarian economy

Project period: October - December 2006

Contracted by: Ministry of Economy and Energy, Bulgaria

The project aim was the composition of an overall competitiveness index that measures the current competitiveness of the country, showing time dynamics of competitiveness and allowing

comparisons with other countries. The index value is computed on an annual basis. It is calculated for a total of 12 countries, thus allowing ranking of competitiveness progress among the countries. The project was developed applying two approaches - an objective one, based on publicly available data, and a subjective one - based on a survey of opinions of the business sector.

The indicators assess competitiveness and indicate changes in competitiveness, providing an idea of those factors with an underlying positive or negative impact.

The main advantages of the system are:

- competitiveness may be measured independently and before the release of the reports of international institutions;
- it makes it possible to outline trends in changes of competitiveness;
- it may prompt timely measures to be taken in areas of low performance.

The composition of the index is based on the economic understanding of the determinants of growth and combines a number of indicators of institutional efficiency and structure reforms. Key factors for economic growth and competitiveness are: macroeconomic performance, public institutions' efficiency, business efficiency, quality of human resources, infrastructure, technology level, and innovation capacity.

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3. Meetings of the Club of Diplomats-economists (CoDe): Bulgaria's economic policy and EU membership

Project period: May - December 2006
Contracted by: Ministry of Foreign Affairs, Bulgaria

Objectives

The project goal was to organise and to hold six meetings of the Club of Diplomats-economists (CoDe) with governmental representatives and top institutional officials/ministers/deputy ministers/directors of agencies, etc.), and thus to provide better information for the representatives of foreign embassies about the readiness of Bulgaria and the work carried out by the government of Bulgaria for fulfilling its commitments in relation to European Union membership. At these meetings, the special guest of the CoDe (a government representative) presented the policy of the government in a particular economic policy area, in the context of Bulgaria's forthcoming EU membership, and the work done in this area in order to meet the EU requirements. Through these meetings, members of the CoDe were informed about the state of the programmes and activities undertaken by the corresponding ministries in fulfilling the particular requirements in their areas of work.

Impact

The project was successfully implemented since it enabled CoDe members to better understand and know Bulgaria, its efforts and its resolve to achieve the commitments resulting from the negotiations and as a future EU member, in implementation of the Lisbon Agenda goals. During the project, meetings of the CoDe were organised with:

1. Minister of Agriculture and Forestry, Nihat Kabil, on the topic "Bulgarian Agricultural Policy and the Accession to the EU" on 20 June 2006;

2. The Executive Director of Invest Bulgaria Agency, Dr Stoyan Stalev, on the topic "The Investment Environment, and the Work of the Agency to Attract Investments and to Meet EU Challenges," on 19 July 2006;
3. Prosecutor General of the Republic of Bulgaria, Boris Velchev, on the topic "The Fight Against Corruption and the Work of the Prosecution in the Conditions of Bulgaria's Forthcoming EU Membership," on 27 September 2006;
4. Minister of State Administration and Administration Reform, Nickolay Vasilev, on the topic "Competitiveness of the Bulgarian Economy and the State Administration Reform in the Context of Bulgaria's EU Membership," on 24 October 2006;
5. Director of the Directorate for Co-ordination of EU Affairs and International Financial Organisations of the Council of Ministers, Zinaida Veleva, on the topic "State and Implementation of the Recommendations for Bulgaria in the EC Monitoring Report," on 29 November 2006;
6. Deputy Minister of Finance, Georgi Kadiev, on the topic "Amendments in Taxation Legislation and Budget 2007," on 5 December 2006.

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4. Regulatory regimes administered at central level in Bulgaria – presentation and proposals for the optimisation of the regimes and the procedures

Project period: May - September 2006

Contracted by: Ministry of State Administration and Administrative Reform, Bulgaria

The aim of the project was:

- to review and to describe the regimes at central level;
- to analyse them from the point of view of their harmonisation with the Law for Limiting of Administrative Regulation and Administrative Control over Economic Activities;
- to propose measures for their further simplification.

The review was used for the improvement of the Electronic Register of Centrally Administered Regimes. An important task in the field of regulatory regimes is to set up a Public Register of Regimes. The review of the regulative regimes applied by the central bodies was based on a classification of statutory grounds and comparative analysis of conformity to the requirements established in the Law for Limiting of Administrative Regulation and Administrative Control over Economic Activities and the European Directives. A review and conformity assessment was carried out to test the compliance of these recommendations to the applicable provisions and to the law in order to evaluate the progress made towards the improvement of the business environment in Bulgaria through restricting administrative regulation.

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5. Increased trust of Bulgarian business in the judicial system through better awareness and access to cost-efficient justice

Project period: November 2005 - May 2006

Contracted by: Judicial Strengthening Initiative of US Agency for International Development (USAID)

The project goal was to increase the trust of the business sector in the judicial system, and thus facilitate the access of business to justice, and lead to a more favourable economic environment for business, as a precondition for the successful implementation of judicial reform, and - indirectly - for economic growth in Bulgaria.

CED developed and implemented an information technology programme in the business portal ECON.BG, to provide information for business about the specifics of court and alternative dispute resolution mechanisms. CED also prepared, printed and distributed two types of brochures –one concerning the dispute resolution mechanisms, and another on the possibilities for business to become involved in law creation activities at central and local government levels. During the project period, CED implemented an awareness campaign – in radio and TV broadcasts, and publications in national and local print media. Within this campaign, CED experts travelled around the country in order to publicise the project and its outcomes and mainly to inform business about arbitration and mediation mechanisms.

The project team organised a final conference, at which the findings, conclusions and recommendations from the project were discussed and publicised. This project was targeted at SME representatives. CED, with the assistance of its long-term partners – the National Association of Small and Medium Businesses (NASMB) and the National Business Development Network (NBDN), maintained a continuous dialogue between the business community and the project team during the project period.

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6. Introducing arbitration in administrative justice

Project period: August 2006 - April 2007

Contracted by: Judicial Strengthening Initiative of US Agency for International Development (USAID)

Participating organisations: National Association of Small and Medium Business (NASMB), National Business Development Network (NBDN)

The goal of this project was to improve legislation, introduce arbitration in administrative justice, and improve the efficiency of the courts and the public administration. The better quality of justice and of administrative services will lead to more trust in the institutions and higher economic growth in the country.

The project is targeted at the representatives of small and medium-sized business. CED's basic activity under the project is developing drafts of legislative amendments to the Administrative Procedure Code (APC) and to some special laws, aimed at introducing arbitration in resolving disputes between business and the administration.

An analytic report was developed on best foreign practices in introducing arbitrage in administrative relations, and a concept was developed for introducing arbitrage in this field.

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7. Annual Report on the conditions and development of SMEs in Bulgaria - special edition

Project period: September - December 2006
Contracted by: Ministry of Economy and Energy

The focus of the project was research, analysis and the production of a report on the state and development of SMEs in Bulgaria. The focus in the report is on the implementation of the National Strategy for Encouragement of SME Development, 2002–2006.

The objective is to show through analysis how successful the strategy's implementation has been. The aim is to provide a comprehensive picture of the sector, and to formulate clear proposals as to the necessary amendments to the policy for SMEs on the eve of Bulgaria's EU membership and preparedness for the single European market. Based on a comprehensive characterisation of the SME sector, it outlines the achievements and problems, and formulates entrepreneurship promotion proposals and measures. The operational programme, "Development of the Competitiveness of the Bulgarian Economy, 2007-2013", is also discussed in the report. This programme focuses specifically on SMEs and ways to improve their competitiveness by using EU Structural Funds.

The report presents a couple of focal points – nurturing entrepreneurial spirit, quality of the business environment, providing up-to-date information, and quality consulting services, and improving the access of SMEs to finance. The report attempts to provide an answer as to how competitive Bulgarian SMEs are, and to identify factors for improving their competitiveness.

Publication: *Annual Report on the Conditions and Development of SMEs in Bulgaria - Special Edition*, Dr George Prohasky, Dr Anelia Damianova (eds.), CED and Ministry of Economy and Energy, 2006

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8. Improving the policy-making process and management of urban transport systems

Project period: April 2005 - March 2006
Contracted by: Local Government and Public Service Reform Initiative (LGI) of Open Society Institute

The project sought to formulate adequate options for better management and implementation of sustainable urban transport policies in Sofia. The project philosophy consists in the improvement

of existing urban public transport policy and the achievement of short-term objectives with regards to the successful implementation of a long-term strategy.

The findings from CED's report indicate that the system of urban public transport of Sofia as Bulgaria's capital is malfunctioning, thus giving rise to extensive and deepening dissatisfaction on the part of passengers. Sofia needs the elaboration and consistent implementation of a long-term transport policy. The project findings were publicised in all national daily newspapers.

Publication: *Improvement of the Public Transit System Management in Sofia*, CED and Bulplan Ltd., Sofia, 2006

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9. Special education project in Bulgaria

Project period: March 2006 - March 2007
Contracted by: Save the Children UK

The project was designed to analyse the benefits and costs of special education in Bulgaria. The sociological component placed the emphasis on the attitudes and the outlook of those employed in special and mainstream schools to reforms that envision the integration of children with special education needs (SEN) into mainstream schools.

Within the project activities, statistical data were collected from the National Statistical Institute (NSI), Ministry of Education, Ministry of Finance, and Ministry of Labour and Social Policy on educational statistics, Roma education projects, and social services for children in special schools. Data analysis was done of the qualitative information at national and local levels, and on the quantitative information from the sociological survey carried out among teachers from 69 special schools in Bulgaria.

The main activities of the project were:

- sociological survey of special schools in Bulgaria, conducted by the Estat Agency;
- collection of reliable statistical information on special schools from the Ministry of Education and NSI;
- elaboration of report on the integration process of children with special educational needs in Bulgaria – current issues and perspectives.

10. Programme for strengthening frameworks for sub-national capital investment transfers

Project period: November 2005 - October 2006
Contracted by: LGI

The project served to develop a technical paper and training materials on the system of capital investment transfers (case studies from five municipalities in Bulgaria) and thus to provide an

opportunity for countries in central and eastern Europe to share knowledge and experience in respect of best and worst practices in local financing.

Objectives

- to describe and assess capital investment funding mechanisms in Bulgaria;
- to facilitate exchange of ideas on strategies for improvement of intergovernmental capital transfer system in Bulgaria;
- to provoke public discussion on intergovernmental capital transfer ideas;
- to build expert capacities to better design intergovernmental relations and develop local government capacities through applied lessons and training materials;
- to prepare, disseminate and advocate viable proposals for an adequate intergovernmental capital transfer framework in Bulgaria.

11. Involving small and medium-sized business in an active counteraction to corruption

Project period: December 2005 - July 2006

Contracted by: EU PHARE programme, Civil Society Development 2002

Participating organisations: National Association of Small and Medium Business, National Business Development Network

The goal was to involve actively the representatives of small and medium-sized businesses in partnership with non-governmental organisations and industrial associations, as well as governmental and municipal authorities in joint efforts directed at curbing corruption practices, developing intolerance towards corruption at central and municipal levels, and encouraging active citizens' involvement in these processes.

The project was implemented in 12 municipalities: Vidin, Montana, Rousse, Teteven, Turgovishte, Silistra, Bourgas, Sliven, Haskovo, Pazardjik, Gotse Delchev, and Blagoevgrad.

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12. National information campaign 'Be Active'

Project period: January - July 2007

Contracted by: Ministry of Finance, Bulgaria

Lead partner: PR Media, Bulgaria

The aim of the national awareness campaign is to improve national capacity for the absorption of EU Structural funds in the period 2007 - 2013.

The slogan of the campaign is "Be active."

The campaign presented to the public the conditions and parameters of the forthcoming absorption of EU Structural Funds and financing in the development priority areas of the country, defined

in the National Strategic Framework Reference Framework (NSRF) and in the seven Operating Programs - transport, environment, human resource development, competitiveness increase, regional development, administrative capacity, and technical assistance.

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13. Providing practical knowledge to SMEs and NGOs on national strategic and programme documents for EU funds

Project period: December 2006 - November 2007
Contracted by: EU PHARE programme, Civil Society Development 2004
Lead partner: National Association of Small and Medium Business (NASMB)

It is planned to carry out the project activities in the following municipalities: Montana, Mezdra, Tryavna, Targovishte, Pernik, Razlog, Asenovgrad, Yambol.

The project aims to support small and medium-sized enterprises (SMEs) and NGOs, in particular from certain less developed Bulgarian regions, which have smaller potential and face serious difficulties in getting access to information because of the lack of adequate financial, legal and human resources, by providing them with information about vital issues related to the EU integration process. SMEs and NGOs have to be prepared and have knowledge of some basic documents that define the priorities, rules and opportunities for operating with EU programmes.

Publication: *Providing Practical Knowledge to SMEs and NGOs on National Strategic and Programme Documents for EU Funds*, Dr Anelia Damianova, Marietta Tsvetkovska, Blenika Djelepova (eds)

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Key publications

The Economy of Bulgaria, reports by the Center for Economic Development (in Bulgarian and in English), joint publication with Agency Economica, every trimester, since December 2002, Sofia
Business Statistics, quarterly electronic bulletin, in Bulgarian
Business Law, electronic bulletin, in Bulgarian
Annual Report on the Condition and Development of SMEs in Bulgaria, Special Edition, published 2007, under assignment of Ministry of Economy and Energy
In-court and Alternative Dispute Resolution Mechanisms (in Bulgarian), Sofia, 2006
Small and Medium-Sized Business Against Corruption (in Bulgarian), Sofia, 2006

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Mission

To support the efforts of governmental and non-governmental agencies to successfully prepare Bulgaria for EU membership through research, technical assistance, training and public awareness initiatives.

Main Fields of Expertise

Democracy and Governance

Administrative and public law, and civil code

Anti-corruption and transparency

Civil service reform

Civil society, third sector/NGOs

Consumer rights

Democratic institutions/constitutional affairs

Decentralisation and local government

Electoral systems and political parties

Judicial system

Legislative reform

Media

Economic Policy and Development

Agriculture and forestry

Industrial policy

International development aid

Labour and employment

Regional development and rural affairs

Small and medium-sized enterprises

Social and Health Policy

Ethnic statistics

Anti-discrimination

EU and Foreign Policy Issues

Adoption of Euro

Border management/security

EU common policies

EU integration and consolidation

EU law versus national legal system

EU structural and cohesion policy

European Neighbourhood Policy

Foreign policy/international relations

Implementation of *acquis communautaire*

Lobbying at EU or other supranational level

Regional co-operation

Human Rights

Ethnic and multicultural policies

Equal access issues

Gender issues

Migration/refugees

Privatisation, Procurement, Partnership

Public-private partnerships

Public procurement

Public Sector Management and Organisational Development

Information technology in public sphere

Management of not-for-profit organisations

Project management and administration

Public policy reform management

Professional associations and networks

Education, Research and Development

Research and development

Key projects

1. Planning of local economic development, programme "Active services on the labour market" - Pleven district and Kavarna municipality
2. Development of guide, "The challenges of the structural and cohesion funds - how to succeed"
3. Elaboration of a methodology for monitoring and assessment of the implementation of the framework programme for equal integration of Roma into Bulgarian society, its action plan for 2003 - 2004 as well as development of the action plan until 2007
4. Combined evaluation of the national programme, "Assistance to people with disabilities" (NPAPD), Social Assistant sub-programme and the social services against new employment (SANE) project

5. National awareness-raising campaign, "Diversity brings us together"
6. Roma inclusion

1. Planning of local economic development, programme "Active services on the labour market" - Pleven district and Kavarna municipality

Project period: January - December 2006

Contracted by: National Employment Agency, Ministry of Labour and Social Policy

Participating organisation: Strategma Agency, Bulgaria

Objectives

The purpose of the project is the provision of professional technical assistance to Pleven district and Kavarna municipality, with special focus on the identification and development of alternative ways to stimulate economic development and the creation of durable employment by supporting the building of local planning capacity.

The objectives of the project are as follows:

- Increasing the capacity of the local community, representatives of district and municipal administrations, civic and business organisations and social partners for participation in the planning, implementation and monitoring of initiatives aiming to stimulate social and economic development, to promote the creation of new employment opportunities and to increase the level of durable employment in the target region;
- Conducting surveys for assessment of the current situation and identification of the possibilities for overcoming the obstacles to economic development, as well as for identification of short-term and long-term investment intentions;
- Identification of the possibilities for development of the labour market by creation of durable year-round employment;
- Formulation of strategies for economic development and elaboration of a plan for local economic development;
- Development of a communication strategy for promotion of the local economic potential and materials for its implementation.

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2. Development of guide, “The challenges of the structural and cohesion funds – how to succeed”

Project period: May - September 2006

Contracted by: Consortium of Eficom OOD, American University in Bulgaria and All Channels Communications Group, and Council of Ministers, Bulgaria

Objectives

- to increase understanding of the European Union’s functioning – its policies and programmes - among the general public, and to prepare future beneficiaries of EU structural funds and cohesion funds in Bulgaria for creating projects and applying for grants from these funds;
- to give practical advice on how the structural funds could be utilised successfully in Bulgaria in order to achieve high and sustainable growth with more and better jobs, and to familiarise in time the stakeholders and potential applicants with the opportunities to be provided upon EU accession;
- to present different case studies that give examples relevant to the specifics of the Bulgarian planning regions, presented in a practical way;
- elaboration of a glossary with all terms and definitions related to the structural and cohesion Funds and the project cycle management.

Publication: *The Challenges of the Structural and Cohesion Funds – How To Succeed*, EI, 2006

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3. Elaboration of a methodology for monitoring and assessment of the implementation of the framework programme for equal integration of Roma into Bulgarian society, its action plan for 2003 – 2004 as well as development of the action plan until 2007

Project period: November 2005 - April 2006

Contracted by: Directorate “Ethnic and Demographic issues”, Council of Ministers, Bulgaria

Participating organisations: Foundation “Romani Baht”, Bulgaria, Centre for Policy Modernisation, Bulgaria

Objectives

The project aimed to improve the co-ordination, effectiveness and sustainability of the measures under the Framework Programme for Equal Integration of Roma into Bulgarian Society (Framework Programme).

The specific project objectives aimed to:

- strengthen the institutional capacity at all levels to formulate, implement, monitor and assess the policy for Roma integration, including capacity-building of the Roma community;

- create conditions and initiate a systematic, regular and objective monitoring and assessment of the implementation of the Framework Programme;
- support the consultation and co-ordination mechanism for equal dialogue between the Roma and government institutions during policy formulation, implementation, monitoring and assessment of the state policy for Roma inclusion at all levels.

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4. Combined evaluation of the national programme, “Assistance to people with disabilities” (NPAPD), Social Assistant sub-programme and the social services against new employment (SANE) project

Project period: November 2006 - January 2007
Contracted by: United Nations Development Programme (UNDP) Bulgaria
Participating organisations: Sociological agency, Market Links, Sofia, Bulgaria

Objectives

The project aimed to compare the approach and mechanism of each of the two initiatives and provide recommendations for policy development and implementation under an integrated model for delivery of the community-based Social Assistant service.

The specific project objectives aimed to:

- assess - in a comparative context - the impact of the National Social Assistant sub-programme and SANE project on the improvement of living conditions in the municipalities in general and the improvement of the access to social services;
- assess the effectiveness of the National Social Assistant sub-programme in relation to that of the SANE project, focusing mainly on the support for gravely ill and disabled people, the promotion of their social inclusion, as well as jobs generated for the unemployed;
- assess - by means of comparison - the implementation modalities of the two initiatives (operational and management procedures, criteria for selection of beneficiaries, monitoring and evaluation of services) and their influence on the effectiveness of each initiative;
- formulate recommendations for the integration of the two models into a third one to incorporate the positive aspects of both current approaches and to be implemented as a National Social Services Programme.

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5. National awareness-raising campaign, “Diversity brings us together”

Project period: December 2005 - December 2006

Contracted by: European Commission Community Action Programme to combat Discrimination 2004 through Council of Ministers, Bulgaria

Objectives

The project aims to enhance knowledge of the EU social legislation transposed into Bulgarian law and specific non-discrimination measures, to sustain positive attitudes and enhance understanding of various national and local stakeholders to adequately reflect on cases, situations and conflicts related to anti-discrimination issues.

Special research activities were designed to analyse EU social legislation in its various sub sectors and milestones of EU social policy, EC Community programmes in protected areas of anti-discrimination, social inclusion. Special analysis and follow-up awareness-building activities aimed to present the basic EC social definitions, European and national case law related to anti-discrimination, and best practices of Bulgarian NGOs in protecting victims from discrimination.

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6. Roma inclusion

Project period: March 2007 - March 2009

Contracted by: Fnasat-Gens du voyage

Objectives

The project aims to foster the implementation of national policies for Roma and to promote dialogue and exchange of knowledge between the majority population and Roma in Bulgaria, and to strengthen the advocacy capacity of NGOs involved in non-formal and informal education in support of learning for individual empowerment and community development.

The project activities are planned to achieve:

- effective Roma participation in shaping local policies for improving their own lives while working on immediate problems and at the same time preserving their cultural and group identity and values;
- long-term networking (Roma and non-Roma NGOs) and partnership with local public authorities in support of equal opportunities for the Roma community;
- increased public support for planned local initiatives to improve Roma inclusion.

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International Centre for Minority Studies and Intercultural Relations (IMIR)*, Sofia

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Mission

IMIR is a private, non-political, non-profit and non-governmental organisation. Its main objectives are:

- to study inter-religious and interethnic issues in Bulgaria, in the Balkans, and the Mediterranean region;
- to work for the peace and peaceful coexistence of various ethnic and religious communities in Bulgaria and in the Balkans;
- to contribute to the creation of open society in the Balkans and to help make Balkan society open to the world;
- to combat discrimination towards minorities and towards representatives of the Roma community, in particular in order to secure social, cultural and political rights of minorities.

Main Fields of Expertise

Economic Policy and Development

Regional development and rural affairs

Social and Health Policy

Diversity management (promotion of tolerance in society)

Ethnic statistics

Poverty reduction

Human Rights

Conflict prevention and management
Ethnic and multicultural policies
Equal access issues
Migration/refugees
Minority rights

Key projects

1. Undocumented worker transitions: compiling evidence concerning the boundaries and processes of change in the status and work of undocumented workers in Europe
2. Minority rights in municipalities with diverse population
3. EUROREG: Changing interests and identities in European border regions: EU policies, ethnic minorities and socio-political transformation in member states and accession countries
4. Monitoring the implementation of minority rights on the local level: minority rights protection and inter-ethnic relations in municipalities with mixed population
5. Gun culture in south-eastern Europe

1. Undocumented worker transitions: compiling evidence concerning the boundaries and processes of change in the status and work of undocumented workers in Europe

Project period: March 2007 - March 2009

Contracted by: European Commission, Sixth Framework Programme (FP6)

Lead partner: Working Lives Research Institute, London Metropolitan University, UK

Participating organisations: Research Unit on Migration and Society, Paris, France, Center of Sociology of Work, Employment and Training (TEF) of Free University of Brussels, Belgium; Laboratory of Training and Research on Immigration, Venice University, Italy

The project will document the factors that underlie migration flows, illegal and legal. It will focus on undocumented migrants and under-documented migrants, whose migration status limits or prevents their possibilities to work.

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2. Minority rights in municipalities with diverse population

Project period: April 2007 - September 2008

Contracted by: Trust for Civil Society in Central and Eastern Europe

The main goal of the project is to monitor the actual implementation of minority rights in two Bulgarian municipalities with ethnically and religiously diverse population (Garmen and Ruen

municipalities), and to study the inter-ethnic and inter-religious relations.

The study will help the municipal authorities to increase their capacity to adequately respond to the needs of their constituencies, and especially of people belonging to minority communities.

It will also raise awareness about the importance of minority rights among citizens and improve communications between citizens and the municipal administration.

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3. EUROREG: Changing interests and identities in European border regions: EU policies, ethnic minorities and socio-political transformation in member states and accession countries

Project period: September 2004 - August 2007
Contracted by: European Commission, Sixth Framework Programme (FP6)
Lead partner: Hellenic Foundation for European and Foreign Policy (ELIAMEP)
Participating organisations: Social and Political Sciences Department of the European University Institute in Florence, Italy

Department of Political Science at University at the European University Institute in Florence, Italy, Department of Political Science at Komenski University, Bratislava, Slovakia, Centre for Cultural and Religious Studies, University of Ljubljana, Slovenia. European Research Centre for Arts and Social Sciences of Kingston University, Kingston upon Thames, UK, Romanian Academic Society, Bucharest, Romania, Department of Political Science at the Universidad del País Vasco - Euskal Herriko Unibertzitatea (UPV-EHU), Basque Country, Spain

EUROREG studies the links between European integration and ethnic minority mobilisation. It explores the effects of European integration on territorially concentrated ethnic minorities and their politics, as well as on their relations with national majority populations.

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4. Monitoring the implementation of minority rights on the local level: minority rights protection and inter-ethnic relations in municipalities with mixed population

Project period: January - December 2006
Contracted by: Friedrich Ebert Stiftung and Stability Pact for South Eastern Europe, sponsored by Germany
Participating organisations: Friedrich Ebert Stiftung, Macedonia office Macedonia, Ethnicity Research Center, Serbia, Albanian Helsinki Committee, Ethnocultural Diversity Resource Center, Romania, Helsinki Committee for Human Rights of Republic of Macedonia

The aim of this project was to study the situation regarding minority rights protection and implementation in the Ardino municipality, characterised by high unemployment, an unfavourable social and economic situation, and remote geographic position. The results of the study were used for the preparation of concrete policy recommendations, aiming at the establishment of a cyclical system of minority rights implementation in the municipality. The system is based on a model elaborated by Stefan Dehnert and Harald Schenker of the Friedrich Ebert Foundation. The project was entirely financed by the Friedrich Ebert Foundation.

The main goals of the project were:

- to improve the implementation of minority rights in the municipality;
- to enhance inter-cultural dialogue in the municipality;
- to assist the municipal administration to work more effectively on the issue of minority rights implementation through concrete projects.

Target groups of the project were the municipal administration of Ardino and representatives of various social groups, belonging to different ethnic and religious communities.

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5. Gun culture in south-eastern Europe

Project period: July 2005 - May 2006

Contracted by: South Eastern and Eastern Europe Clearinghouse for the Control of Small Arms and Light Weapons – SEESAC and the United Nations Development Programme - UNDP
Participating organisations: Center for the Study of Democracy (CSD), Bulgaria, researchers from Serbia & Montenegro, Macedonia, Croatia, Albania, and Moldova

Multidisciplinary research was conducted into the cultural, psychological, and historical underpinnings of gun possession and use in the Eastern European countries. The research was carried out primarily through desk research of available primary and secondary sources.

A final report of the study summarised the findings in each of the research questions. The report was published in English, with executive summaries in local languages.

Much of the cultural analysis was done based on field notes from IMIR's numerous anthropological studies in the former Yugoslavia and Albania. The research team also took advantage of CSD's recent experience in conducting a SALW (Small Arms and Light Weapons) survey of Bulgaria, by fully utilising the available primary resources used for assembling SEESAC's SALW surveys. Such sources included focus group transcripts, household survey results, internet resources, police statistics, and in-depth interview transcripts.

Publication: http://www.smallarmssurvey.org/files/portal/spotlight/country/eu_pdf/europe-regional-2006-b.pdf

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Key publications

Roma Everyday Life in Bulgaria, Alexey Pamporov, IMIR, Sofia, 2006 (in Bulgarian)
The Bulgarian Turks – Emigrants in the Republic of Turkey (Culture and Identity), Mila Maeva, IMIR, Sofia, 2006 (in Bulgarian)
Forced Ethnic Migrations in the Balkans: Consequences and Rebuilding of Societies (Conference Proceedings), IMIR, Sofia, 2006 (in English)

CROATIA



iDEMO Institute for Democracy (iDEMO)*, Zagreb

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Mission

The primary goal of IDEMO is to trigger political, economic, and social paradigm shifts, increasing the overall prosperity of the region. Particularly, IDEMO endeavours to: forge a stronger link between the private, public and NGO sectors; promote active civil society; encourage socially responsible public and business sectors; and build greater confidence in Croatian, European and multi-lateral institutions. Central areas of interest include media, education, economic freedom and entrepreneurship, rule of law, transparency of political processes, and decreased marginalisation of minority groups.

Main Fields of Expertise

Democracy and Governance

Anti-corruption and transparency

Civil society, third sector/NGOs

Democratic institutions/constitutional affairs

Media

Economic Policy and Development

Labour and employment

Regional development and rural affairs

Small and medium-sized enterprises

Social and Health Policy

Diversity management (promotion of tolerance in society)

EU and Foreign Policy Issues

EU integration and consolidation
Foreign policy/international relations
Regional co-operation

Human Rights

Ethnic and multicultural policies
Equal access issues
Minority rights

Public Finances and Financial Management

Fiscal policy

Public Sector Management and Organisational Development

Management of not-for-profit organisations

Education, Research and Development

General education (primary, secondary, higher)
Research and development

Key projects

1. Roma heritage in cultural tourism of Croatia
2. The employment of Roma men and women: needs assessment, evaluation and recommendations
3. Informed Roma women - employed Roma women
4. Open Society Index - Croatia 2006

1. Roma heritage in cultural tourism of Croatia

Project period: November 2006 - November 2007

Contracted by: Netherlands Embassy, Croatia, and Zagrebacka banka

Participating organisations: Association of Roma of the city of Beli Manastir-Baranja

This project is being undertaken in line with the national programme for Roma of the government of Croatia as well as with the Decade of Roma Action Plan (2005 - 2015) that deals with the issues of Roma education and employment. The first goal of the project is the education for employment of members of the Roma community as well as non-Roma population: they are learning skills that are deemed necessary in the local work market, and at the same time work toward the conservation of old traditional crafts.

The project is led by Jagoda Novak and Andrea Feldman, with an associate Jasna Stalman.

A further goal is to minimise the number of social welfare users in the Roma community in Baranja, and to improve the social status of the Roma and non-Roma participants in the programme.

This programme aims at equalising employment opportunities for Roma and non-Roma members of the Baranja community. It will, in its practical aspect, create a new tourist product and serve as a possible model for preservation of Roma cultural traditions.

2. The employment of Roma men and women: needs assessment, evaluation and recommendations

Project period: March - November 2006

Contracted by: Office for National Minorities, government of Croatia

Participating organisations: Association Roma for Roma, Croatia

iDEMO conducted research on the employment of Roma, and produced a public policy paper "Employment of Roma Men and Women: Needs Assessment, Evaluation and Recommendations". This project and the policy paper give an overview of the situation in the employment market in counties with Roma population, analyses the conditions, obstacles, prerequisites and opportunities, and provides recommendations for governmental institutions and local communities. The full version of the report is available on the website www.idemo.hr.

Publication: *The Employment of Roma Men and Women: Needs Assessment, Evaluation and Recommendations*, Andrea Feldman and Jagoda Novak, iDEMO, Zagreb, 2006

3. Informed Roma women - employed Roma women

Project period: July - November 2007

Contracted by: World Bank, Croatia office

iDEMO, building upon the results of previously conducted research on the employment of the Roma population in Croatia, initiated a project that would enable better awareness of information about rights on employment, both benefits and obligations, by publishing a brochure in both Croatian and Romani, adapted to the specific needs of Roma women, and distributing it among this population. Aside from Roma women who are the main beneficiaries, the institutions within the system will benefit as well, as the informative brochure is created in co-operation with them, and will be distributed to their offices as well.

Publication: *Informed Roma Women – Employed Roma Women*, Antonio Pejak, Simona Goldstein, iDEMO, Zagreb, 2007

4. Open Society Index - Croatia 2006

Project period: June 2006 - April 2007

Contracted by: Open Society Institute New York

The Open Society Index is a project initiated with the vision of developing a reputable theoretical framework and appropriate methodology for monitoring the process of opening of society.

The Open Society Index aims at assisting and empowering articulation of public policies, improving

needs assessment, and making ever more societal and political decisions based on publicly discussed expertise. Internationally shared and reconsidered, the Index's results will fertilise future social research as well as policy-influencing efforts, and will stimulate co-operation, particularly in the sphere of social inclusion. iDEMO uses the Index's results as a base for developing policy and advocacy projects.

The Open Society Index measures and evaluates societal openness as a political, economic and social prerequisite for the building of a democratic, pluralistic and fair society, ensuring the human rights of each member of society. It is built as an integrative index based on the level of openness in six key areas: education, rule of law, media, economic rights and entrepreneurship, minority rights, and transparency and degree of democracy of political processes, each of which is described by selected criteria of openness: inclusiveness, access to information, freedom to express opinion and possibility for public debate, capacity to change, and responsibility (individual and social). The research is carried out by using a methodology that enables temporal and spatial comparisons of countries and societies included in the research: experts' pool, public opinion poll, and case studies.

The application of the Index can contribute to the following processes in different societies, using policy and advocacy tools:

- intensifying the process of democratisation;
- strengthening the participation of citizens in decision-making;
- creating vision of an open society in the respective country;
- creating strategies for change in particular areas of society.

The results of the Index serve as a basis for policy and advocacy projects in all six dimensions: education, rule of law, media, economic rights and entrepreneurship, minority rights, and transparency and degree of democracy of political processes.

Expected impact

The long-term benefits will be seen, through time, in stimulating the development of decision-making and enabling public pressure to be articulated and directed towards the centres of political power

Project beneficiaries:

- NGOs – advocacy and policy projects;
- independent policy groups - pushing for policy changes;
- government - as input in policy design;
- international institutions/donors (EU, UNDP, World Bank, aid agencies) - as input in designing their aid programmes;
- business sector – creation of social corporate responsibility programmes and projects.

Publication: *Open Society Index - Croatia 2006* (English and Croatian versions), Simona Goldstein (ed.), iDEMO, Zagreb, 2006, 2007, available at www.idemo.hr



CZECH REPUBLIC



Association for International Affairs (AMO)*, Prague

(Associate member)*

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Mission

The Association for International Affairs (AMO) is a non-governmental organisation founded to promote research and education in the field of international relations. AMO's main goal is to increase awareness of international affairs. Thanks to its activities and more than ten-year tradition, AMO has established itself as a pre-eminent foreign policy think-tank in the Czech Republic.

AMO strives to:

- publish analyses and research papers;
- organise international conferences, expert seminars, round-tables, public briefings;
- promote educational projects;
- provide critical assessment of current affairs for Czech and international media;
- foster development of a new generation of foreign policy experts and scholars;
- encourage interest in international relations among the general public;
- co-operate with Czech and international like-minded institutions.

Main Fields of Expertise

EU and Foreign Policy Issues
Border management/security
EU common policies
EU integration and consolidation
European Neighbourhood Policy
Foreign policy/international relations
Regional co-operation
Transformation co-operation projects

Education, Research and Development
General education (primary, secondary, higher)

Key projects

1. Prague student summit
2. International conference: method, protest or temporary phenomenon?
Populism in central Europe
3. Pavel Tigríd internships II
4. Pavel Tigríd internships I
5. Student exchange programme Taiwan (SEPT)
6. International conference: democratisation in EU external policies: objective or side-effect?
7. More than neighbours
8. European choice for Belarus

1. Prague student summit

Project period: September 2006 - April 2007

Contracted by: Nadace Educa, Komerční Banka, Czech Republic, NATO, British Embassy, Czech Republic

The Prague Student Summit is a prestigious meeting of students from all over the Czech Republic, who are actively interested in international relations. For the first time in history, Czech students, both high school and university, have been provided with the opportunity to experience the atmosphere of high-level, diplomatic negotiations of three key international organisations: the United Nations, the European Union and NATO. The project is a follow-up to Prague Model United Nations, held annually for 12 years.

Publications: *Prague Student Summit Factsheet, Model UN Factsheet, Model NATO Factsheet, Model EU Factsheet, Prague Student Summit Final Report 2006/2007*

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2. International conference: method, protest or temporary phenomenon? Populism in central Europe

Project period: 22 November 2007

Contracted by: Ministry of Foreign Affairs, Czech Republic, International Visegrad Fund, Heinrich Böll Stiftung

Participating organisations: Heinrich Böll Stiftung, Institute of Contemporary History of the Czech Academy of Sciences, Institute of Political Studies of the Polish Academy of Sciences, and Slovak Academy of Sciences

The subject matter of the project is a scientific conference handling the phenomenon of demagogical politics in Central Europe (CE). Has the region engendered a specific form of populist politics? or is populism an inherent feature of political activity, which has only been enhanced by the 2004 (2007) EU enlargement.

The goals of the conference are twofold:

- to provide an environment for discussion of both current and constant political trends of the central European region in the wider EU context;
- to offer an insightful publication by scholars, experts and researchers.

Publication: Conference proceedings will be published by the end of 2007.

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3. Pavel Tigrid internships II

Project period: April - June 2007

Contracted by: National Endowment for Democracy, USA

Seven interns/representatives of democratic opposition groups had the opportunity to gain experiences during internship in selected NGOs and political institutions. The aim was to provide them with information and experiences about the functioning of civil society and political processes in a democratic country. Interns also took courses in the Czech language. The participation of interns in three public discussions about the current situation in Belarus was part of the project.

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4. Pavel Tigríd internships I

Project period: September - November 2006

Contracted by: Ministry of Foreign Affairs, Czech Republic

Seven interns - representatives of democratic opposition groups - had the opportunity to gain experiences during internships in selected NGOs and political institutions. The aim was to provide them with information and experiences about the functioning of civic society and political process in a democratic country. The interns also took courses in the Czech language. The participation of interns in three public discussions about the current situation in Belarus was part of the project.

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5. Student exchange programme Taiwan (SEPT)

Project period: August - September 2006

Contracted by: Taiwan Foundation for Democracy

Participating organisations: European Union Study Association (EUSA), Taiwan

A group of students of political science and international relations from Taiwan visited the principal democratic institutions, such as both chambers of the Parliament, Constitutional Court, and Public Rights Defender's office. The idea of the project was to acquaint Taiwanese students with the democratic process in the Czech Republic, which started in both countries - Czechoslovakia/ Czech Republic and Taiwan - in 1989.

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6. International conference: democratisation in EU external policies: objective or side-effect?

Project period: 22-23 September 2006

Contracted by: Konrad Adenauer Stiftung, European Foundation for Democracy

Publication: *Democratisation in EU External Policies*, Jan Šnidauf (ed.), AMO, Prague, 2007

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7. More than neighbours

Project period: March - September 2007

Contracted by: Open Society Institute East-East: Partnership Beyond Borders programme

Lead partner: Stefan Batory Foundation

Publications: *Energy Game*, Grzegorz Gromadzki, Wojciech Konończuk, Stefan Batory Foundation, Warsaw, 2007

Energy Security in Central and Eastern Europe, Michal Thim (ed.), AMO, Prague, 2007

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8. European choice for Belarus

Project period: January 2000 – September 2006

Lead partner: Stefan Batory Foundation

Publications: *Active and Cohesive. Tomorrow's EU Policy towards Belarus*, Grzegorz Gromadzki, Luboš Veselý, Stefan Batory Foundation/AMO, Warsaw/Prague, 2006

Belarus after the 'election': What future for the Lukashenka regime? Grzegorz Gromadzki, Wojciech Konończuk, Luboš Veselý, Stefan Batory Foundation/AMO, Warsaw/Prague, 2006

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Key publications

Agenda for Czech Foreign Policy, AMO, Prague, 2007

Democratisation in EU External Policies, conference proceedings, AMO, Prague, 2007

Czech Foreign Policy and Elections 2006 (in Czech, English summary), AMO, Prague, 2006

How to teach about the EU? (in Czech), AMO, Prague, 2006

EUROPEUM Institute for European Policy (EUROPEUM), Prague

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Mission

EUROPEUM Institute for European Policy is a non-profit, non-partisan and independent institute. It focuses on the issues of European integration and on the transformation of political, economic and legal milieu in the Czech Republic arising thereof.

EUROPEUM strives to contribute to a long-lasting development of democracy, security, stability, freedom and solidarity across Europe.

EUROPEUM formulates opinions and offers alternatives to internal reforms in the Czech Republic with a view to ensuring its full-fledged membership and a respected position within the European Union.

Main Fields of Expertise

Democracy and Governance

Civil society, third sector/NGOs

Democratic institutions/constitutional affairs

Decentralisation and local government

Electoral systems and political parties

Judicial system

Economic Policy and Development

International development aid

EU and Foreign Policy Issues

Adoption of Euro
Border management/security
EU common policies
EU integration and consolidation
EU law versus national legal system
EU structural and cohesion policy
European Neighbourhood Policy
Foreign policy/international relations
Implementation of *acquis communautaire*
Lobbying at EU or other supranational level
Regional co-operation

Key projects

1. EuropaSecura
2. EuropaNostra
3. Tomorrow's Europe
4. Deliberation in democracy – towards active citizenship training
5. EurActiv.cz
6. EP Generation: the way towards Europe, European Parliament and me: 50 years after Treaty of Rome
7. Local referenda in the Czech Republic – research study and comparative analysis
8. Support for the Institute of State Administration for Middle and Top Management
9. Dialogue with power (Czech Republic and Belarus)
10. Transatlantic policy grant 2006 - 2007

1. EuropaSecura

Project period: April 2007 - March 2012

Contracted by: Ministry of Foreign Affairs, Czech Republic

EuropaSecura is a contest for secondary school students on security issues, the European Union and NATO, and their roles in the global security system. Its first year is taking place from November 2007 to June 2008 and is opened to all interested students of secondary schools in the Czech Republic who are willing to learn something new. In the ensuing years, this contest will be enriched with an international aspect - students from selected countries will be participating. The EuropaSecura contest is conceived in four rounds. In the final national round, students will go through a survival course prepared in co-operation with the Czech Army. The main prize for the winners is a study trip to Brussels - headquarters of the EU and NATO. This contest focuses on solving current political and social problems, enhances team-work and co-operation, and develops soft skills of students, i.e. presentations, negotiations, information-searching.

Information: www.EuropaSecura.cz.

2. EuropaNostra

Project period: May 2006 - February 2007

Contracted by: European Commission, Government of Czech Republic, Konrad-Adenauer-Stiftung, British Council, Prague

EuropaNostra is a contest of teams of high-school students in the Czech Republic. They competed in knowledge about the European Union, EU member states and the integration process of associated countries in general. The aim of the contest is especially to test their awareness about the EU, to develop the debating skills of students in this field and, last but not least, to increase their interest in the EU and ongoing European integration. The structure of the contest also enabled the active participation of the wider public, above all parents, schools, public administration institutions and local authorities. The main prize for the five best teams of the contest was a week's trip to Benelux. Students visited the headquarters of important institutions in Brussels, Luxembourg and Strasbourg.

3. Tomorrow's Europe

Project period: October 2006 - December 2007

Contracted by: European Commission, European Parliament

Lead partner: Notre Europe

Participating organisations: Institute of Public Affairs, Poland, Centre for Public Policy PROVIDUS, Latvia, Real Instituto Elcano, Spain, Initiative & Referendum Institute Europe (IRI), and many other partners

Tomorrow's Europe is a Europe-wide Deliberative Poll® that will:

- build a space for a true deliberation;
- allow a representative microcosm of European society to exchange views on European matters, discuss issues with experts and political leaders, and express an informed opinion;
- develop new methodologies for measuring and understanding public opinion within the European institutions;
- put citizens at the heart of the process by involving them in the definition of what is to be debated and in the assessment of the methodology;
- promote a true long-term dialogue between citizens and EU institutions;
- introduce Deliberative Polling® on an international scale as an instrument that enables ordinary citizens to develop informed opinions on current EU policies and events;
- set an example and develop a methodology for future transnational deliberations.

4. Deliberation in democracy – towards active citizenship training

Project period: December 2005 - December 2007

Contracted by: European Commission

Lead partner: Notre Europe

Participating organisations: Initiative & Referendum Institute Europe (IRI), Centre for European Policy Studies (CEPS), Belgium, European University Institute, Florence, Italy

Encouraging new approaches to active citizenship that are based less on theory and more on practical experimentation of democratic deliberation, and promoting truly inclusive forms of democratic dialogue - rather than just marketing-oriented - are obvious priorities for policy-makers in Europe today. This project is aimed at understanding how innovative deliberation methods that are designed to encourage political participation and to engage citizens in the political decision-making process can act as tools to promote active citizenship. Among such methods, the project will focus on Deliberative Polling®, which is one of the most sophisticated deliberation methods currently available. It focuses explicitly on training at the level of the individual and of the group.

5. EurActiv.cz

Project period: May 2004 - on-going

Lead partner: I-Europa (SK)

EurActiv.cz is the independent media portal fully dedicated to EU affairs. EurActiv has an original business model, based on five elements (corporate sponsoring, EurActor membership, advertising, EU projects, and content syndication). It is well funded and the content usage is free. The EurActiv web portal is firmly established as the favourite online platform for Brussels and national professionals in EU policies. It brings together journalistic independence with transparency and practical efficiency, complementing the existing EU media and institutional websites. EurActiv.cz is a Czech version of the Brussels-based server, EurActiv.com, with its own added-value content.

6. EP Generation: the way towards Europe, European Parliament and me: 50 years after Treaty of Rome

Project period: March 2006 - February 2007

Contracted by: European Parliament

Lead partner: Konrad-Adenauer-Stiftung

Participating organisation: International Institute of Political Science (IIPS) of Masaryk University, Brno, Czech Republic

The overall objective of the project was to raise awareness among the Czech public of the European Parliament's role and work with a focus on young people between 17 and 23 years of age. The role and relevance of the European Parliament has been rather neglected in the Czech public debate on the EU, and the voters' turnout during the last European Parliament elections dropped significantly below the EU average. The project offered a series of 13 regional seminars, a series of 13 lectures held in selected secondary schools, an international conference, the European Parliament Summer School (EPSS) held in Brno, two series of lectures and seminars conducted at selected universities, and regular publication of news, link dossiers and analyses on www.euractiv.cz.

7. Local referenda in the Czech Republic – research study and comparative analysis

Project period: September 2005 - March 2006
Contracted by: VIA Foundation, Czech Republic

This study deals with the possibilities of using the instrument of a local referendum in the Czech Republic. In its quantitative part, past referenda taken place in the country were examined and analysed, and a certain typology created according to the theme, citizen's turnout and success of referenda. In the qualitative part of study, the research team focused on the barriers impeding greater extension of this direct democracy tool, then on political parties' opinions, and the attractiveness of the themes for voting citizens. In the last part of this study, a comparative analysis was elaborated, describing the legal frameworks and situation in selected neighbouring countries (France, Germany, Slovakia).

Publication: *Local Referenda in the Czech Republic and in Selected EU Member States*, Radomír Špok et al. (in Czech), EUROPEUM, Prague, 2006

8. Support for the Institute of State Administration for Middle and Top Management

Project period: March 2004 - February 2006
Contracted by: Government, Czech Republic
Lead partner: DHV CR
Participating organisation: EURION

The overall objective of this project was to ensure the high quality and effectiveness of executive management training in the Czech Republic. The main means how to achieve this objective is to strengthen the capacity of the Institute of State Administration, and the professional competence of trainers.

Publications: Special training courses in standard and e-learning forms

9. Dialogue with power (Czech Republic and Belarus)

Project period: May - December 2006
Contracted by: Ministry of Foreign Affairs, Czech Republic

The aim of this project was to help people in political opposition to learn how to form their targets. Based on the experience of the Velvet revolution in the Czech Republic, negotiations at the round-table are the most important moment in course of a power handover. The project strived to teach people how to distinguish competences, to set the tactics during negotiations and in general manage to co-operate in a team that consists of people of different backgrounds, priorities, and political experience.

10. Transatlantic policy grant 2006 - 2007

Project period: November 2006 - November 2007

Contracted by: German Marshall Fund of the United States

Lead partner: EUROPEUM

The aim of the project is to test the hypothesis that, just as in western Europe, the right-left cleavage is becoming a crucial variable in central and eastern Europe in determining the degree of Atlanticism and transatlantic policies of political parties. Only selected countries, i.e. Czech Republic, Slovakia, Poland, Hungary, Romania and Bulgaria are examined. The regional and country specifics (like in western Europe, too), as well as the fact that the party systems of the given countries are not yet fully stabilised, is taken into account. There are clear signs that the right-left cleavage is gaining salience in the region, albeit unevenly. In order to classify the particular political entities, a set of indicators has been developed. The detection of possible variables, which might be crucial for some of the examined political parties' positions and decision-making on transatlantic issues, is assumed to be a beneficial finding, too, which can in addition challenge the tested hypothesis.

Key publications

Bulgaria, Romania ... and Who Next? Perspectives of Further EU Enlargement as seen from the New Member States and EU Hopefuls, David Král (ed.), EUROPEUM, Prague, 2006

Visa Policies of the European Union and the United States - Challenges for Transatlantic Partners; Counterterrorism Policies in Central Europe, David Král and Věra Řiháčková, EUROPEUM, Prague, 2006

The Fight Against Terrorism: Global Challenge of the 21st Century, EUROPEUM, Prague, 2006

ESTONIA



PRAXIS Center for Policy Studies (PRAXIS), Tallinn

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Mission

To improve public policy in Estonia by identifying crucial public policy problems in society, carrying out innovative and quality policy analysis and research, building policy-making capacity within public sector institutions, and fostering public policy debate and civic participation.

Main Fields of Expertise

Democracy and Governance

Civil society, third sector/NGOs

Democratic institutions/constitutional affairs

Decentralisation and local government

Economic Policy and Development

Industrial policy

International development aid

Labour and employment

Regional development and rural affairs

Small and medium-sized enterprises

Trade

Social and Health Policy

Health administration, planning and funding

Poverty reduction

Welfare models, pension and social support reform

EU and Foreign Policy Issues
EU common policies
European Neighbourhood Policy

Human Rights
Ethnic and multicultural policies
Equal access issues
Gender issues
Migration/refugees
Minority rights

Public Sector Management and Organisational Development
Information technology in public sphere
Management of not-for-profit organisations
Public and communal services
Public policy reform management

Education, Research and Development
Education administration, management and finance
General education (primary, secondary, higher)
Vocational training
Research and development

Key projects

1. Strategic development concept of transnational co-operation in the field of innovation promotion in the Via Baltica Nordica Macro-Region
2. Evaluation of the effectiveness of the service to those made collectively redundant
3. Administrative burden of the Employment Contracts Act on employers and Labour Inspectorate
4. European industrial relations monitoring, European working conditions monitoring, European restructuring monitoring
5. Fathers and paternal leave
6. Choices and balance: flexible forms of work and training
7. Impact evaluation of Estonia's business support policies of 2001-2004
8. Impact evaluation of women entrepreneurship programmes in the Baltic states
9. Achievement of target levels of impact indicators of the Single Programming Document
10. Feasibility study for policy scheme favouring recruitment of innovation staff in enterprises and science-industry mobility
11. Tax/benefit systems and growth potential of the EU
12. Impact of the number of children in the family on old-age pensions
13. Impact of family benefits on poverty using microsimulation methods
14. Macroeconomics and health in Estonia
15. Hospital reforms in Estonia and Bulgaria: what is rational and what not?
16. Patient mobility in the EU
17. Audits of breast cancer and osteoporosis screening projects
18. Creative destruction management in the Baltic Sea region

1. Strategic development concept of transnational co-operation in the field of innovation promotion in the Via Baltica Nordica Macro-Region

Project period: 2007

Contracted by: European Regional Development Fund, BSR INTERREG IIB

Lead partner: Baltic Institute of Finland acting on behalf of the VBN InnoReg project

Participating organisations: Advansis Oy, Finland, partners in Poland, Latvia, Lithuania, Sweden, Germany

The project, "VBN InnoReg – Strengthening Via Baltica Nordica Macro-Region through Transnational Co-operation for Regional Innovation Promotion", involves 10 partner regions in the Via Baltica Nordica (VBN) zone. In co-operation with Advansis Oy, PRAXIS is analysing good practices, joint interests and development needs in innovation promotion in the partner regions to develop "a joint approach to innovation promotion" for the VBN macro-region. VBN InnoReg focuses on knowledge creation and innovation potential and aims at defining shared key concepts as well as indicators for measurement and comparison. The project promotes international networking and collaboration between regional authorities, universities, technology centres and enterprises to foster competitiveness and economic performance of the Baltic Sea region.

2. Evaluation of the effectiveness of the service to those made collectively redundant

Project period: January 2006 - June 2007

Contracted by: Estonian Unemployment Insurance Fund

The aim of the project was to analyse the effectiveness of the service to those made collectively redundant. The service has been developed by the Estonian Unemployment Insurance Fund and has been piloted from 2005 until the end of 2006. PRAXIS analyses whether those that received the service have a larger probability to be employed compared with those who did not receive the service, and what would be the eventual cost-effectiveness of the service.

Publication: *Evaluation of the Effectiveness of the Service to Those Made Collectively Redundant*, project final report (in Estonian), A. Võrk, R. Leetmaa, PRAXIS, Tallinn, 2007

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3. Administrative burden of the Employment Contracts Act on employers and Labour Inspectorate

Project period: October 2006 - January 2007

Contracted by: Ministry of Social Affairs, Estonia

The aim of the project was to measure the administrative burden for employers and for the Labour Inspectorate resulting from the information obligations stipulated in the Employment Contracts Act. By interviewing employers, data was collected on the time spent on the various activities

undertaken to comply with the requirements set in the labour law. The total administrative burden was calculated by summing up the time costs over all employers and expressing them as monetary costs. The results indicate that relatively large administrative burdens are related to internal work procedure rules and employment record books. Simplifying the respective regulations represents a possibility for significantly reducing the administrative burden for enterprises.

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4. European industrial relations monitoring, European working conditions monitoring, European restructuring monitoring

Project period: March 2006 - March 2007

Contracted by: European Foundation for Improvement of Living and Working Conditions, Ireland

The purpose of the project is to provide information on working conditions, industrial relations and restructuring in the Estonian labour market for the European Foundation for the Improvement of Living and Working Conditions. The role of the European Foundation is to provide information, advice and expertise on living and working conditions, industrial relations and managing change in Europe for key actors in the field of EU social policy on the basis of comparative information, research and analysis.

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5. Fathers and paternal leave

Project period: August 2006 - May 2007

Contracted by: Ministry of Social Affairs, Estonia

This study analysed fatherhood and fathers on parental leave. The main aim was to analyse fathers' experiences with parental leave. More precisely, what are the reasons for fathers to take parental leave, what are the considerations, and what are the decisive factors determining why they make their choices? What are the main obstacles in society that prevent fathers from taking parental leave? Attention was also paid to the perception of fathers' role in the society and among fathers themselves: what is the family work balance fathers seek, and what is the role of public policies in finding that balance?

In-depth interviews with both fathers with experience of parental leave and without experience off parental leave were conducted. The experiences and attitudes of employers were analysed through focus-group interviews.

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6. Choices and balance: flexible forms of work and training

Project period: February 2005 - May 2007

Contracted by: European Commission EQUAL programme

Participating organisations: Estonian Employers' Confederation, seven other organisations

The study is a part of a larger project aimed at developing active labour market measures for parents with small children wishing to re-enter the labour market. The aim of the study by PRAXIS is to analyse international experience with flexible work forms, active labour market measures targeted at this group, labour supply of parents with small children in Estonia, and to map the target group for the whole project.

Publication: *Work and Family. Flexible Forms of Work and Employment of Parents*, B. Vaher, K. Seeder (eds) (in Estonian), PRAXIS, Tallinn, 2007

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7. Impact evaluation of Estonia's business support policies of 2001-2004

Project period: 2006 - 2007

Contracted by: Ministry of Economic Affairs and Communications, Estonia

PRAXIS is conducting impact analyses of eight national business support schemas. Most of them have been financed mainly from either European regional development funds or EU structural funds. In this field, this is the first trial to discover if the support measures are relevant, and if the expected results and impacts are achieved. Therefore the elaboration of a methodology that could also be used in the future is almost as important as the results themselves.

In course of the project, the impact evaluations of other countries are being studied and, based on this knowledge as well as discussions with international consultants, a methodology is being elaborated for the Estonian study. Feedback from entrepreneurs is collected via web-surveys as well as personal interviews. Based on the results of the study, recommendations will be made to improve the programmes or launch new schemes during the next financing period of EU structural funds.

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8. Impact evaluation of women entrepreneurship programmes in the Baltic states

Project period: 2007

Contracted by: Council of Europe Development Bank (CEB), Paris, France

Participating organisations: Baltic International Centre for Economic Policy Studies (BICEPS), Latvia, Kaunas University of Technology, Institute of Business Strategy, Lithuania

In 2002-2003, the Council of Europe Development Bank (CEB) provided financing to banks in the Baltic States in order to provide credits with favourable conditions to women entrepreneurs. CEB has now initiated an ex-post evaluation of the programme. PRAXIS is responsible for conducting a web-survey and interviews with the beneficiaries in all the Baltic states. The study is carried out together with partners in Latvia and Lithuania.

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9. Achievement of target levels of impact indicators of the Single Programming Document

Project period: 2007

Contracted by: Ministry of Finance, Estonia

This study focused on projects supported from the EU structural funds in 2004-2006 under the four priorities of the Single Programming Document (SPD). The achievement of target levels of impact indicators set in the SPD was analysed, and the net impact of grants was identified (impact decreased by deadweight and undesirable effects like displacement, leakage and substitution). Based on the results, recommendations were made for upgrading the monitoring system of the EU structural funds and the respective methodology, including selection of suitable indicators.

Publication: *Uuring RAK 2004-2006 mõjuindikaatorite saavutusmäärade väljaselgitamiseks ja analüüsiks* (in Estonian), Merit Tatar, Kadri Kuusk, PRAXIS, Tallinn, 2007

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10. Feasibility study for policy scheme favouring recruitment of innovation staff in enterprises and science-industry mobility

Project period: 2006 - 2007

Contracted by: Ministry of Economic Affairs and Communications, Estonia

Lead partner: inno Scandinavia AB

Participating organisations: Advansis Oy, Finland

The Ministry of Economic Affairs and Communications plans to launch a new support programme to increase firms' internal innovation capability and the capability to integrate external resources

into the companies' innovation processes. To achieve this, most companies need to upgrade their competence base, often by hiring research-trained people or other people with innovation-management skills.

The objective of the feasibility study is therefore to raise the understanding of the prevailing context in which the mobility and recruitment supporting programme will be launched and to make recommendations for designing the support programme. This objective will be reached after taking into consideration global good practice related to the topic and through the integration of Estonian stakeholder organisations into the process. About 20 interviews are being carried out with potential beneficiaries as well as with donor organisations.

11. Tax/benefit systems and growth potential of the EU

Project period: December 2004 - December 2006

Contracted by: European Commission Sixth Framework Programme (FP6)

Lead partner: Centre for European Policy Studies (CEPS), Belgium

Participating organisations: Research Institute of the Finnish Economy (ETLA), Finland, Centre d'Études Prospectives et d'Information Internationales (CEPII), France, Centre d'Études Prospectives d'Économie Mathématique (CEPREMAP), France, Netherlands Bureau for Economic Policy Analysis (CPB), Netherlands, Zentrum für Europäische Wirtschaftsforschung (ZEW), Germany

The ultimate goal of the project is to provide policy options to improve the potential economic growth in the EU, and the attainment of a high level of employment, taking into account the challenges from enlargement and the environmental aspirations adopted in the EU. The set-up of the project will permit an evaluation of the impact of existing different tax/benefits systems and will yield policy options that can be quantified and adapted to different political constraints.

PRAXIS participates in two out of five work packages: first, the link between tax/benefit systems and employment in the EU, and second, the growth potential of the EU and its relationship to tax/benefit systems. The results of the project have been disseminated in Estonia and throughout the EU.

Publications: *Tax-Benefit Systems in the New Member States and their Impact on Labour Supply and Employment*, PRAXIS Working Paper No. 26/2007 (in English); *Labour market Institutions and Productivity in the New EU Member States*, PRAXIS Working Paper No. 27/2007 (in English); *A Comparative General Equilibrium Analysis of the Estonian Labour Market*, PRAXIS Working Paper No. 28/2007 (in English), A. Vörk, R. Leetmaa, A. Paulus, S. Anspal, K.A. Alho, PRAXIS, Tallinn, 2007

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12. Impact of the number of children in the family on old-age pensions

Project period: October - December 2006

Contracted by: Bureau of the Minister of Population Affairs, Estonia

The aim of the project is to provide an overview of the connections between the number of children and the size of the pension in European pension schemes. It also provides policy alternatives suitable for the Estonian pension system that would consider the number of children in the calculation of pensions.

Publication: *Impact of the Number of Children in the Family on Old-age Pensions*, project final report, L. Leppik, B. Veidemann (in Estonian), PRAXIS, Tallinn, 2006

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13. Impact of family benefits on poverty using microsimulation methods

Project period: November - December 2006

Contracted by: Ministry of Social Affairs, Estonia

The aim of the project was to analyse, using microsimulation methods, how Estonian social benefits, primarily family benefits, affect inequality and poverty. The project developed further the microsimulation model of PRAXIS.

Publication: *Impact of Family Benefits on Relieving Poverty: Analysis Using Microsimulation Methods*, A. Võrk, A. Paulus (in Estonian), PRAXIS, Tallinn, 2007

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14. Macroeconomics and health in Estonia

Project period: 2006

Contracted by: World Health Organization (WHO) regional office for Europe, Tallinn, Estonia, and Ministry of Social Affairs, Estonia

This collaborative project with WHO aimed at describing the potential impact of health investments on macroeconomic stability and development in the case of a developed country. The work will be used to feed into national fiscal and economic policymaking to prioritise health issues.

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15. Hospital reforms in Estonia and Bulgaria: what is rational and what not?

Project period: 2006

Contracted by: Local Government and Public Service Reform Initiative (LGI) of Open Society Institute

Participating organisations: Index Foundation, Institute for Social and Trade Studies, Bulgaria

The project set out to disseminate research findings on hospital reform in Bulgaria and Estonia. The aim was to analyse whether hospital reforms had reached their goals, and to what extent the transformation of the ownership and the increase of management autonomy of hospitals has made an impact. One important input to the project was a postal survey among hospitals' management board members, the results of which were presented in the final report.

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16. Patient mobility in the EU

Project period: 2004 - 2006

Contracted by: European Commission Sixth Framework Programme (FP6), Europe for Patients research programme

During the reporting period, the Estonian case study was finalised and presented at the European Public Health Association (EUPHA) annual conference in Graz. Nationally, it is expected to give rise to debates about the impact of health policy decisions on the potential of patient movement to and from Estonia.

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17. Audits of breast cancer and osteoporosis screening projects

Project period: 2006

Contracted by: Estonian Health Insurance Fund

In 2006, the Estonian Health Insurance Fund (EHIF) contracted PRAXIS to audit two projects - Breast cancer screening project 2002-2006 and Osteoporosis screening project 2002-2006. The evaluation was conducted on the basis of project plans and contracts between the screening providers and the EHIF, but no clinical evaluations were made. In addition, an economic and management analysis was carried out by PRAXIS.

The audit showed the possibilities of improvements through better planning and project management, but also that substantial efforts are necessary to improve performance measurement as it is not currently possible to evaluate the cost-efficiency of projects in Estonia. The full reports are available in Estonian.

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18. Creative destruction management in the Baltic Sea region

Project period: 2005 - 2006

Contracted by: EU PHARE CBC (cross-border co-operation) 2003 programme, mediated by Ministry of Interior, Estonia

Participating organisations: Research Institute of the Finnish Economy (ETLA), Finland, Centre for Innovation, Research and Competence in the Learning Economy (CIRCLE), Sweden, Baltic International Centre for Economic Policy Studies (BICEPS), Latvia

A free-market economy tends to develop via creative destruction - the incessant creation of new technologies, products, industries, markets and jobs accompanied by the incessant destruction or perishing of old technologies, products, industries, markets and jobs by entrepreneurs in search of better growth, larger market shares and profits.

The wider objective of the project was to generate enlightened views on the EU Lisbon Strategy as Creative Destruction Management (CDM), as well as to contribute to the emergence of knowledge-based innovation policy in Estonia. The changes that have recently taken place in Estonia have been relatively typical of developing countries: in the course of fast export- and consumption-based growth, the volume of technology and skills in the economy has decreased. Therefore, it is of utmost importance to deal with factors inhibiting innovation in traditional sectors of manufacturing industry.

The main activities of the current project included mutual learning between project partners from Estonia, Lithuania, Sweden and Finland, benchmarking exercises and research in the field of innovation policy. As a result of the project, recommendations were made to policy-makers and politicians with a view to using CDM to meet predictable challenges of the region and for developing research and development and innovation policies.

Publication: *Creative Destruction Management: Meeting the Challenges of the Techno-Economic Paradigm Shift*, Tarmo Kalvet, Rainer Kattel (eds), PRAXIS, Tallinn, 2006

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Key publications

Creative Destruction Management: Meeting the Challenges of the Techno-Economic Paradigm Shift, Tarmo Kalvet, Rainer Kattel (eds), PRAXIS, Tallinn, 2006

Employee Participation: Case Study of Estonian Companies, Epp Kallaste, Krista Jaakson (eds), PRAXIS, Tallinn, 2006

Knowledge-based Economy and ICT-related Education in Estonia: Overview of the Current Situation and Challenges for the Educational System, Rainer Kattel, Tarmo Kalvet (eds), PRAXIS, Tallinn, 2006

Engaging Interest Groups in Decision-making Processes, Reesi Lepa, Eveli Illing, Aare Kasemets, Ülle Lepp, Epp Kallaste (eds), PRAXIS, Tallinn, 2005

Unemployment Insurance: Theory and Empirical Evidence, Reelika Leetmaa, Lauri Leppik, Pille Liimal (eds), PRAXIS, Tallinn, 2004

GEORGIA



Caucasus Institute for Peace, Democracy and Development (CIPDD), Tbilisi

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Mission

CIPDD wants democracy to be a process whereby citizens take responsibility for their political institutions rather than a new dogmatic ideology that the avant-garde of the society imposes upon their “backward” brethren. CIPDD is a catalyst of public discussion: we gain knowledge concerning public problems, propose to citizens analysis, assessment and options for their solution, and broaden the circle of people willing and capable to debate public issues.

CIPDD advocates policy goals such as the development of a vibrant and diverse civil society, effective and accountable public institutions based on the rule of law, and an integrated political community, which at the same time respects and preserves identities of different ethnic and religious communities in Georgia. It also supports Georgia’s integration into European and Euro-Atlantic institutions as strategic goals of our society. CIPDD seeks to contribute to the implementation of these goals through producing relevant and high-quality public policy documents, and encouraging a pluralistic and informed public policy debate in Georgia.

Main Fields of Expertise

Democracy and Governance

Anti-corruption and transparency

Civil society, third sector/NGOs

Democratic institutions/constitutional affairs

Decentralisation and local government

Electoral systems and political parties

Media

Security issues

Economic Policy and Development
International development aid

Social and Health Policy
Diversity management (promotion of tolerance in society)

EU and Foreign Policy Issues
European Neighbourhood Policy
Foreign policy/international relations

Human Rights
Conflict prevention and management
Ethnic and multicultural policies
Minority rights

Education, Research and Development
Research and development policy

Key projects

1. Political institutions in Georgia
2. Supporting ethnic minorities for democratic political participation
3. Independent media for civil integration
4. Fellowship programme for Georgian policy- and opinion-makers
5. Improving democratic governance of the security sector in Georgia through empowering civil society
6. Core policy work on democratic transformation and institution-building

1. Political institutions in Georgia

Project period: 2006 - 2008

Contracted by: Office for Democratic Institutions and Human Rights (ODIHR) of the Organisation for Security and Co-operation in Europe (OSCE) through Netherlands Institute for Multiparty Democracy (NIMD)

Objectives

The general objective for the second phase of this programme is to assist Georgian political institutions to modernise their internal organisation and capacities as well as Georgian inter-party ties, with a specific emphasis on increasing the participation of youth and women. The final goal of the 2006-2008 programme will be to work on the establishment of a multi-party centre in Tbilisi, and to ensure the sustainability and complete local ownership of the programme after its period of execution.

To ensure that the objective and the goal will be met, a number of activities will be organised during the 2006-2008 period. In particular, a number of multi-party trainings, conferences and workshops will be carried out for leaders and mid-level activists of six major Georgian political parties. Bilateral meetings with political parties will be organised as a follow-up to the multi-

party activities and will focus on topics related to the political party system, the administrative structure of Georgia, and related competences for political parties at the local level, as well as the development of action plans regarding internal party issues such as democratic participation of cadres and members.

Publication: *The Political Landscape of Georgia*, Ghia Nodia (Caucasus Institute for Peace, Democracy and Development) and Alvaro Pinto Scholbach (Netherlands Institute for Multiparty Democracy), 2006

2. Supporting ethnic minorities for democratic political participation

Project period: 2007 - 2009

Contracted by: United Nations Democracy Fund (UNDEF)

Participating organisations: School Family Society Association (SFSA), International Center for Civic Culture (ICCC), Civic Integration Foundation (CIF)

The project contributes to the civic integration of ethnic minorities in southern Georgia. In particular, it supports the target group population in recovering their civil (including electoral) rights effectively.

Outputs

The outputs of the project encompass learning of the state language, civic education, voter education, and political parties' capacity-building with regards to the project's target group.

These outputs will be obtained through the following key activities:

- training of trainers for Georgian language teaching through interactive methods;
- training of local opinion multipliers in Georgian language;
- civic education and voter education of the local opinion multipliers;
- training of political parties and local electoral commission members;
- local media involvement in civic education.

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3. Independent media for civil integration

Project period: 2007 - 2010

Contracted by: Delegation of European Commission, Georgia

Participating organisations: Civil Integration Foundation (Georgia), Research Centre, REGION (Armenia), Committee for Protection of Journalists of Azerbaijan

Objectives

Independent media in the south Caucasus is developed through the elimination of technical obstacles, awareness-raising among journalists, improving media professionalism and unimpeded civil society access to all media, including the Internet.

Specific objective: civil society in the ethnic minority-populated districts of southern Georgia should gain a voice through more viable local community media.

The target group of the project are: civic groups, journalists, and media outlets in Akhaltsikhe, Akhalkalaki, Gardabani and Marneuli districts of the Samtskhe-Javakheti and Kvemo-Kartly regions of southern Georgia.

The indirect target groups are: media outlets and independent journalists of the trilateral Caucasus Journalists Network (www.caucasusjournalists.net).

The final beneficiaries are: civil society and the whole population of the marginalised target regions in southern Georgia

Estimated results

- enhanced outreach of (and coverage by) the media in the south Caucasus countries to the target districts in Georgia;
- improved professional capacity of journalists in the target districts;
- improved infrastructure and capacity of the Caucasus Journalists Network.

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4. Fellowship programme for Georgian policy- and opinion-makers

Project period: June - December 2007

Contracted by: Polish aid programme 2007, Ministry of Foreign Affairs, Poland

Lead partner: Institute of Public Affairs, Poland

Objectives

The aim of programme is to strengthen the capacity of policy centres as well as future leaders of country in the field of policy analysis, particularly in producing policy research and analysis. At the same time, it aims at transferring experience from Poland in selected public policy areas and at facilitating contacts between academic and non-governmental institutions in the two countries.

The target groups include civil society actors, such as NGOs, research institutions, representatives of academia, graduate-level students, journalists, government officials and administrative staff, and political party activists.

Activities

Eight researchers, representatives of the public sector or journalists, will be selected to participate in the programme. Participants will conduct research work and prepare a policy paper under the supervision of a Polish tutor. The topic of research and final paper will be the lessons that can be learned from the Polish experience in different fields of public policy. Participants will undertake a 12-day study visit to Warsaw. During this visit, they will have an opportunity to discuss the topic and content of their research with the Polish tutor and with experts in the selected field. During the study trip, they will also have an opportunity to collect necessary materials. In addition, trainings on management of the research process or other relevant issues will be offered to them. After returning to Georgia, the fellows are expected to complete their policy papers and send the

first version to the mentors. After the final draft version will be agreed with the mentors, papers will be submitted to the Institute of Public Affairs, then translated into Georgian and published. Fellows will make at least one presentation of their work during an event organised by CIPDD. The duration of whole programme is four months.

5. Improving democratic governance of the security sector in Georgia through empowering civil society

Project period: May 2006 - April 2007

Contracted by: Delegation of European Commission, Georgia

Participating organisations: Saferworld, UK

Objectives

to improve the quality, accountability and transparency of Georgia's public security institutions, thereby enhancing democratic governance and protecting human rights.

Through the project, policy dialogue between Georgian civil society and government on small arms issues will be fostered, creating opportunities to enhance democratic governance of the security sector and providing a mechanism for greater civil society input into policy-making in this area.

Target groups: civil society actors, including NGOs, research institutions, students, journalists, issue pressure groups, parliamentarians, government officials and administrative staff.

Activities

- civil society capacity-building and training;
- establishment of national arms and security working group; development and publication of a national strategy and action plan on small arms and related security issues;
- audit of the state of democratic governance in Georgia with specific emphasis on the role of civil society.

Publications: *Security Sector Governance Priority paper, National SALW Strategy for Georgia, Higher Education Module Development*, David Darchiashvili, Tamar Pataraja, Tata Makhatadze, 2007

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6. Core policy work on democratic transformation and institution-building

Project period: 2005 - 2008

Contracted by: Open Society Institute Think-Tank Fund

The purpose of the grant is to provide core institutional support to CIPDD in to undertake policy work on democratic transformation and institution building.

Publications: CIPDD Almanac *Society and Politics*, No. 6, Policy brief No. 1: *Urban Development and Private Property in Tbilisi*, Policy brief No. 2: *The President's New Initiative for South Ossetia: What will it bring about for Georgia in the future?* and *Political Forum: 10 Questions about Political Development of Georgia*

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Key publications

Policy briefs

Bulletin - religion, society, state

Almanac - Society and Politics

Institute for Policy Studies (IPS), Tbilisi

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Mission

The activities of IPS are aimed at studying major policy issues from various perspectives, providing policy recommendations, bringing pertinent social issues to the focus of society, and engaging in public debate with main stakeholders, civil society and media. IPS is involved in monitoring and assessing key government policies and their implementation, increasing the professional (policy-related) expertise of public servants, and energising two-directional (public-government) information flows around relevant issues, and promoting public awareness and participatory feedback.

IPS brings together social research and policy analysis, exploiting synergy between scientific understanding of societal processes and the pragmatics of contemporary policy research. Having accumulated vast experience of work in post-totalitarian societies, IPS strives to combine the realities of transition with the benefits of participatory democracy, assisting governments and local stakeholders in moving towards European standards in social, environmental, and political spheres.

During recent years, IPS has participated in a significant number of activities related to strategic planning, policy research, and project/programme evaluation, often in the collaborative framework of international partnerships. The insider's understanding of the realities of eastern Europe and the NIS (Newly Independent States), along with advanced research methodologies and theoretical frameworks, form the comparative advantage of IPS in the field of policy research, monitoring and evaluation.

Main Fields of Expertise

Democracy and Governance

Civil society, third sector/NGOs
Democratic institutions/constitutional affairs
Electoral systems and political parties
Media

Social and Health Policy

Ethnic statistics
Health administration, planning and funding
Poverty reduction
Internally displaced persons
Disability
Domestic violence

Human Rights

Conflict prevention and management
Ethnic and multicultural policies
Gender issues
Migration/refugees
Minority rights

Education, Research and Development

Research and development

Key projects

1. Domestic violence and child abuse in Georgia
2. Qualitative survey on disability and living standards in Georgia
3. Handbook of Georgia's Minorities
4. Collaborative research: forced migrants living in post-conflict situations: social networks and livelihood strategies

1. Domestic violence and child abuse in Georgia

Project period: January - May 2006
Contracted by: United Nations Population Fund (UNFPA)
Participating organisation: Minnesota Advocates for Human Rights

Objectives

The study of the situation of domestic violence in the country, identifying gaps in information, and formulating a set of recommendations for UN agencies on potential spheres for intervention.

Publication: *Family Violence and Child Abuse in Georgia*, C. Thomas, L. Nelson, M. Ellingen, N. Sumbadze. (2007), IPS, Tbilisi, 2006

2. Qualitative survey on disability and living standards in Georgia

Project period: May 2006 - August 2006
Contracted by: World Bank
Lead partner: PA Consulting

Objectives

- to map the problems faced by disabled persons and the services available, and conduct an analysis of the state policy and legislation framework concerning disability;
- to formulate a set of recommendations for the integration of disabled persons into the community.

3. Handbook of Georgia's Minorities

Project period: October 2006 - March 2007
Contracted by: European Centre for Minority Issues (ECMI)

Description of the history, religious practices, community, participation, festivities and traditions of ethnic minorities residing in Georgia.

4. Collaborative research: forced migrants living in post-conflict situations: social networks and livelihood strategies

Project period: November 2006 - October 2009
Contracted by: NSF
Lead partner: University of Arizona
Participating organisation: Rutgers University

A qualitative and quantitative study of internally displaced persons (IDPs) from Abkhazia will be carried out. The impact of social networks on the well-being of IDPs, integration with the local community, and livelihood strategies before and after displacement are examined.

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Key publications

Georgia Public Opinion Barometer 2006, Nana Sumbadze (in Georgian and English), IPS, 2006
"Georgia", Nana Sumbadze, in *Families Across Cultures: A 30-Nation Psychological Study*, J. Georgas, J.W. Barry, F.J.R. Van de Vijer and Y.H. Poortinga (eds), Cambridge University Press, 2006

"Back Home again: Repatriation and Integration of Meskhetian Moslems in Georgia", Nana Sumbadze, in *Meskhetian Turks at Crossroads*, T. Trier and A. Khanzhin (eds), LIT Verlag, Berlin, 2007

"Frozen Conflicts 1: How the EU Can Help Bring Peace to the South Caucasus", George Tarkhan-Mouravi, *Europe's World*, Summer Issue, 2007

"Transition to Adulthood in Georgia: Dynamics of Generational and Gender Roles in a Post-totalitarian Society", Nana Sumbadze, George Tarkhan-Mouravi, in *A New Youth? Young People, Generations and Family Life*, Carmen Leccardi, Elisabetta Ruspini (eds), Ashgate Publishing, 2006

"Muslim Meskhetians in Georgia", Nana Sumbadze, and "Legal Aspects of the Issue of Muslim Meskhetians (Meskhetian Turks)", George Tarkhan-Mouravi, chapters in: *Between Integration & Resettlement: The Meskhetian Turks*, T. Trier & A. Khanzhin (eds), European Centre for Minority Issues (ECMI), Flensburg, 2006

Directory: Non-governmental Organizations of Tbilisi Working on Public Policy, Nana Sumbadze, IPS and CTC, Tbilisi, 2006

"Russian-Georgian Relations: The Black Sea Perspective", George Tarkhan-Mouravi, in *Between the Black Sea and the Caspian Sea*, Gayane Novikova (ed.), Spectrum, Regional Security Issues: 2006. Yerevan, 2006

"On Georgia's Constitutional System", W. Baluk, George Tarkhan-Mouravi, in *Constitutional Systems of Post-Soviet States*, W. Baluk (ed.), Wroclaw, 2007

"The Abkhazian-Georgian Conflict and the Issue of Internally Displaced Persons", George Tarkhan-Mouravi, Nana Sumbadze, in *Innovation*, Vol. 19, Nos. 3/4, 2006.



HUNGARY



Center for Policy Studies at the Central European University (CPS - CEU), Budapest

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Mission

CPS - CEU works towards better government and administration in central and eastern Europe and the former Soviet Union through public policy teaching and research. Based at the Central European University, CPS - CEU carries out research projects, develops materials for teaching and training and, in conjunction with the Open Society Institute, sponsors policy research in transition and emerging democracies. The Center is committed to the development of indigenous policy capacities, and offers an online library of policy research papers from the region. An active member of several policy networks, CPS organises conferences, workshops and public events to encourage interaction between academics, policy institutes and policy-makers and to promote exchange of expertise and good practice. The research projects are inter-disciplinary, comparative, and geared towards policy recommendations and practical outcomes.

Main Fields of Expertise

Democracy and Governance

Anti-corruption and transparency

Civil society, third sector/NGOs

Economic Policy and Development

International development aid

Labour and employment

Regional development and rural affairs

Tourism and entertainment development

Social and Health Policy

Diversity management (promotion of tolerance in society)
Ethnic statistics
Welfare models, pension and social support reform

EU and Foreign Policy Issues

EU integration and consolidation
EU structural and cohesion policy
European Neighbourhood Policy
Regional co-operation

Human Rights

Redress of misuse of power//Ombudsman institute
Ethnic and multicultural policies
Equal access issues
Gender issues
Minority rights

Public Finances and Financial Management

Budget transparency (local/national)
Political party finance transparency

Education, Research and Development

Research and development

Key projects

1. Quality in gender+ equality policies (QUING)
2. How transferable is the French social model? French multinational companies and their influence on the evolution of industrial relations in Bulgaria, Hungary and Poland, 1998-2007
3. The challenge of socio-economic cohesion in the enlarged European Union (SOCCOH)
4. Social capital and social policy network
5. European Coalition for Community Living
6. Public Integrity Education Network (PIEN)
7. Eastern enlargement Western enlargement: cultural encounters in the European economy and society after accession (DIOSCURI)

1. Quality in gender+ equality policies (QUING)

Project period: October 2006 - March 2011

Contracted by: European Commission Sixth Framework Programme (FP6)

Lead partner: Institute for Human Sciences, Vienna, Austria

Participating organisations: CPS – CEU, Radboud University, Netherlands, Yellow Window, Belgium, Zenska Infoteka, Croatia, Humboldt Universität, Berlin, Germany, National Center for Social Research, Greece, Universidad Complutense de Madrid, Spain, Peace Institute, Slovenia, Umea Universitet, Sweden, Middle East Technical University, Turkey, Lancaster University, UK

Objectives

The European Union is a multilayered, multicultural democracy claiming to be based on mutual respect for its diverse peoples and cultures, introducing goals that value diversity and inclusion while counteracting hierarchies, inequalities and exclusion. Yet, at the level of its member states, many examples of exclusion and polarisation can be found, whether the focus is on ethnicity, religion or sexuality. Gender issues are constitutive of current polarisations. At the same time, gender-equality policies, as the most developed policies against inequality, provide the best entry-point to develop inclusive gender and equality policies.

QUING will actively bring together and construct the knowledge needed for such inclusive policies. It will conceptualise how attention to intersectionality, the cross-cutting of diverse forms of inequality, can be integrated into policies and how technocratic tendencies in this field can be counteracted. It will also assess the current content, quality and problems of gender-equality policies, and formulate recommendations and standards for gender training so that policy-making fits gender-equal citizenship in a multicultural Europe.

QUING is a 54-month international research project, which aims to address issues of gender and citizenship in the EU and to provide innovative knowledge for inclusive gender and equality policies in present (and future) EU member states. QUING involves 12 project partners across Europe.

CPS - CEU acts as the leader of one of five major activity areas consisting of a comparative analysis of differences, similarities and inconsistencies in the field of gender+ equality between the EU and its member states. The activity area provides a systematic overview of these policies in terms of their design and content, paying particular attention to the voice and standing given to civil society, and develops a methodology that combines Frame Analysis with an innovative Voice Analysis.

Beyond its co-ordinating role of one activity area, CPS - CEU is responsible for covering six countries in all activities of the QUING project: Bulgaria, Hungary, Latvia, Lithuania, Poland, and Romania.

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2. How transferable is the French social model? French multinational companies and their influence on the evolution of industrial relations in Bulgaria, Hungary and Poland, 1998-2007

Project period: October 2005 - October 2008

Contracted by: Ministry of Social Affairs, Labour and Solidarity, France

Lead partner: Working Lives Research Institute, London Metropolitan University

Participating organisations: Bernhard Brunhes Polska, Warsaw, Poland, St Kliment Ohridski University of Sofia, Bulgaria

Objectives

The project aims to help understand how French multinationals operating in the banking, retailing, hotel, and energy sectors of three countries of central and eastern Europe, with different levels of

French inward investment, influence the industrial relations systems within their subsidiaries and the host countries. CPS is responsible for the research carried out in Hungary.

If such an influence has occurred in the period since 1998, when French investment began to rise significantly, the research further seeks to understand the mechanisms and directions of such an influence. In particular, the research aims to ascertain whether there has been a transfer of procedural and/or substantive elements of the French social model, and whether there has been any feedback or influence from the newly acquired businesses on the parent system.

Impact

While the research focus is on French multinationals, it will also create a better understanding of the terms and conditions under which the European social model may be exported. In doing this, the research aims to contribute to the employment relations literature and debates about the survival of cultural and societal difference (divergence) in the face of globalisation and the strength of the "hard" and "soft" managerial models of American human resources.

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3. The challenge of socio-economic cohesion in the enlarged European Union (SOCCOH)

Project period: February 2006 - January 2008

Contracted by: European Commission Sixth Framework Programme (FP6)

Lead partner: London School of Economics and Political Science

Participating organisations: CPS - CEU, Universitat Pompeu Fabra, Spain, Faculty of Geography and Regional Studies, Warsaw University, Poland, Department of Local and Regional Studies, Institute of Sociology, Academy of Sciences, Czech Republic, Center for Liberal Strategies, Bulgaria, Faculty of European Studies, Babes-Bolyai University, Romania, Darmstadt University of Technology, Germany

Objectives

The research project is a comparative analysis of how social capital and civil society support development policy through stimulating social partnerships and improving levels of administrative capacity. The comparison is between old (Cohesion), central and eastern European (Czech Republic, Hungary, Poland), and new (Balkan) member states of the EU. The research focuses on identifying patterns of interactions between the level of social capital and civil society capacities and the effectiveness and efficiency of development policy planning and implementation processes across Europe, East and West (countries under consideration) and to conceptualise the (potential) role of Europeanisation of public policy in this process at large.

There are three principal goals of the project: first, to identify the existing differences in the structure of civil society between the old and new EU member states, by evaluating the level of social capital; second, to assess how these differences in the strength of social capital and civil society may be related to the levels of effectiveness and efficiency of development policies in these countries; and third, to identify ways in which the Europeanisation of public policy may be used to strengthen the level of social capital and civil society at large, thus indirectly affecting/improving the levels of effectiveness and efficiency of development policy.

The role of CPS in the project is three-fold. First, it contributes to the literature review on social capital and economic development. Second, it has produced two detailed country case studies of social capital and EU policy programmes. Third, it contributes to the ever expanding methodological literature on appropriate measurements for social capital. The Hungarian team has employed a series of techniques, surveys and databases to assess social-capital types and levels in Hungary, and to produce reliable and policy relevant indicators.

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4. Social capital and social policy network

Project period: December 2005 - December 2007

Contracted by: European Commission, Directorate-General for Employment, Social Affairs and Equal Opportunities

Lead partner: London School of Economics and Political Science

Participating organisations: Universitat Pompeu Fabra, Spain, Faculty of Geography and Regional Studies, Warsaw University, Poland, Department of Local and Regional Studies, Institute of Sociology, Academy of Sciences, Czech Republic, Center for Liberal Strategies, Bulgaria, Faculty of European Studies, Babes-Bolyai University, Romania, Darmstadt University of Technology, Germany, University of Macedonia, Greece, Centro Studi Investimenti Sociali - CENSIS, Italy, Unit of Family and Welfare Studies, University of Tartu, Estonia, Research Department, Sköndal Institute, Ersta Sköndal University College, Sweden, Charles University, Prague, Czech Republic

Objectives

The general task of the network on social capital and social cohesion is to monitor and report on trends and developments in social capital, defined as the capacity for collaborative collective action in a community and society, and understood as a constituent in social cohesion. The research is conducted through appropriate proxies such as measures of trust in society and its institutions, indicators of participation in formal and informal networks, and social norms promoting collective action. It will also cover social capital and social governance as an element in economic and social performance and as a potential facilitator of policy implementation.

CPS - CEU has produced a series of policy reports for the network, including briefs on the role of social capital in pre-school education, minority integration, old-age dependency and quality of life. It has also contributed with national data on social capital to the network's General Monitoring Report on Social Capital. The network reports to the EU's Directorate-General for Employment and Social Affairs, and the studies feed into their annual Social Situation Report.

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5. European Coalition for Community Living

Project period: 2005 - 2007

Contracted by: Open Society Institute

Lead partner: CPS - CEU

Participating organisations: Inclusion Europe, Autism Europe, Mental Health Europe, European Disability Forum, Open Society Mental Health Initiative, European Network on Independent Living

Objectives

The European Coalition for Community Living (ECCL) is a Europe-wide initiative working towards the social inclusion of people with disabilities by promoting the provision of comprehensive, quality community-based services as an alternative to institutionalisation. The ECCL co-ordinator is based at CPS - CEU, which also provides administrative assistance to the project.

ECCL's vision is of a society in which people with disabilities live as equal citizens, with full respect for their human rights. They must have real choices regarding where and with whom to live, choices in their daily lives, and real opportunities to be independent and to actively participate in their communities.

ECCL advocates for, and monitors progress towards, de-institutionalisation in Europe, campaigns for, and provides information on, the development of comprehensive, quality community-based services and de-institutionalisation. ECCL is a cross-disability initiative, and targets all actors involved in the process of de-institutionalisation and the development and provision of community-based alternatives – local, national and regional authorities, the European Union, disability and other non-governmental organisations, service provider organisations, and staff of the existing institutions.

Membership of ECCL is open to all organisations and individuals concerned with community living and de-institutionalisation of persons with disabilities.

Publication: *Focus Report on the Rights of Children with Disabilities to Live in the Community*, Ines Bulic, Geert Freyhoff, Camilla Parker, November 2006, and newsletter (issues 1-4), Ines Bulic, John Evans, Camilla Parker

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6. Public Integrity Education Network (PIEN)

Project period: May 2004 - ongoing

Contracted by: Tiri/Open Society Institute

Lead partner: Tiri

Participating organisations: A variety of partner organisations have been involved in different activities of PIEN over different periods of time.

Objectives

Established in 2004, PIEN has grown to become an extensive series of networks of universities and civil service colleges that now number more than 80 partners in 60 countries. These partners are engaged in the development of new courses and resources in the field of governance, integrity and administrative reform.

PIEN facilitates, and provides services to, the networks to assist in the development of courses and resources according to the needs of the respective networks. In this important way, PIEN helps enable the emergence of a regionally adapted body of teaching material rather than promoting a single “best practice” model.

Impact

PIEN has developed an approach that enables the development of networks, new types of knowledge, and new means of disseminating knowledge. It has also pioneered online forums in which otherwise dispersed groups and individuals can collaborate to produce and adapt knowledge of what can and should be taught to support pro-integrity reform. CPS - CEU was one of the founding partners of the network, and has been especially active in the development of a series of Summer University Courses and Curriculum Resource Development Courses, held at Central European University.

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7. Eastern enlargement Western enlargement: cultural encounters in the European economy and society after accession (DIOSCURI)

Project period: June 2004 - May 2007

Contracted by: European Commission, Sixth Framework Programme (FP6)

Lead partner: CPS - CEU

Participating organisations: Institute for Human Sciences, Vienna, Austria, Centre for Advanced Study Foundation, Sofia, Bulgaria, Institute of Social Science “Ivo Pilar”, Zagreb, Croatia, Masaryk University, Brno, Czech Republic, Institute of Public Affairs, Warsaw, Poland, Center for Public Policies, Bucharest, Romania, Pro et Contra Center, Belgrade, Serbia, University of Ljubljana, Slovenia

Objectives

Invoking the mythological figures Castor and Pollux, the DIOSCURI project (Eastern enlargement Western enlargement: cultural encounters in the European economy and society after accession) focused on current encounters in Europe to predict ways of cohabitation between the twin economic cultures of the “East” and the “West”. The research fields - entrepreneurship, governance and economic knowledge - were explored in four central-eastern European countries (the Czech Republic, Hungary, Poland and Slovenia) and in four countries of south-eastern Europe (Bulgaria, Croatia, Romania, and Serbia & Montenegro).

The project co-ordination was provided by CPS - CEU in Budapest, and the project was supported by the principal researcher, based at the Institute for Human Sciences in Vienna, and assisted by an International Board.

The findings of the project were presented at a final conference open to the public, held in Vienna on 20-22 April 2007.

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Key publications

CPS - Ceu Policy Studies series:

The Visegrad States on the EU's Eastern Frontier. Consular and Visa Co-operation in East Central Europe for Residents of Ukraine and Moldova, Piotr Kaźmierkiewicz, Dora Husz, Juraj Mišina and Ivo Šlosarčík, 2006

From the Ground Up. Assessing the Record of Anticorruption Assistance in Southeastern Europe, Martin Tisné and Daniel Smilov, 2004

Social Capital in Central and Eastern Europe. A Critical Assessment and Literature Review, Dimitrina Mihaylova, 2004

Blue Bird Agenda for Civil Society in Southeast Europe: In Search of Responsive Government. State Building and Economic Growth in the Balkans, 2003

CEU Press / CPS Books:

Multiple Meanings of Gender Equality: A Critical Frame Analysis of Gender Policies in Europe, Mieke Verloo (ed.), 2007

Nationalism after Communism: Lessons Learned, Ivan Krastev and Alina Mungiu-Pippidi (eds), 2004

Society and Genetic Information: Codes and Laws in the Genetic Era, Judit Sándor (ed.), 2003

Reshaping Globalization: Multilateral Dialogues and New Policy Initiatives, Andrea Krizsán and Violetta Zentai (eds), 2003

Reinventing Media: Media Policy Reform in East Central Europe, Miklós Sükösd and Péter Bajomi-Lázár (eds), 2003

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Mission

LGID's mission is to promote democratic and effective governance throughout Central and Eastern Europe, the former Soviet Republics and beyond. This goal is being achieved through advisory, operational and research activities. LGID supports decentralisation, public policy formulation, and the reform of public administration systems. LGID is actively involved in analytical work and support to policy-making, primarily in fiscal decentralisation and public sector reform. This proactive approach assists in the development of a strong regional knowledge base and the improvement of LGID's catalytic role in policy design and implementation.

Main Fields of Expertise

Democracy and Governance

Anti-corruption and transparency

Civil society, third sector/NGOs

Decentralisation and local government

Economic Policy and Development

Infrastructure development and public utilities

International development aid

Regional development and rural affairs

Social and Health Policy

Poverty reduction

Privatisation, Procurement, Partnership

Privatisation of public services
Public-private partnerships

Public Finances and Financial Management

Budget transparency (local/national)
Intergovernmental fiscal relations
Taxation and revenue administration

Public Sector Management and Organisational Development

Public and communal services
Public policy reform management

Education, Research and Development

Education administration, management and finance
Research and development

Key projects

1. Make decentralisation work - Macedonia
2. Strengthening public expenditure management in Bosnia
3. Support to the development of standards for civil service provision in Kazakhstan
4. Support for the decentralisation process in Kosovo
5. Capacity-strengthening for administrative decentralisation in Croatia
6. Strengthening the capacity of National Institutes of Administration (INA) and Regional Training Centres (TRCs) capacity for developing a corps of professional civil servants in Romania
7. Ex-ante evaluation of the "reconciliation, confidence-building measures and support to civil society" project, Cyprus
8. Municipal taxing powers - study tour to Hungary for Bulgaria's officials

1. Make decentralisation work - Macedonia

Project period: October 2004 - September 2007

Contracted by: Development Alternatives Inc., prime contractor

Origin of funding: US Agency for International Development (USAID)

Objectives

The project is to assist the government of Macedonia and municipalities to implement the devolution of competencies from central to local government. In particular, the project aims:

- to assist the municipalities to establish the financial management and tax administration capacity to assume new competencies under decentralisation;
- to successfully manage the package of property tax and related local taxes; to regularly utilise identified citizen participation mechanisms and incorporate citizen input into public decision-making;

- to implement modern urban planning systems, resulting in demonstrated improvement in the key indicator areas (zoning, customer service/ permitting, city planning).

In addition, the project is to assist the municipal associations to demonstrate increasing financial independence and sustainability, to help the government define a sound secondary legislative and regulatory environment towards the successful implementation of the decentralisation process; and to establish an improved regulatory environment for public communal enterprises, demonstrated by higher collection rates, improved financial management and improved customer satisfaction.

2. Strengthening public expenditure management in Bosnia

Project period: September 2004 - December 2006

Contracted by: PKF

Origin of Funding: UK Department for International Development (DfID)

Objectives

This project is designed to assist the governments of Bosnia and Herzegovina with the development and refinement of their Medium Term Expenditure Framework (MTEF), working with both local and international partners. The project is made up of the following components:

- the continuation of high level advice on the development of the MTEF process;
- the development of budget systems and procedures;
- training of the relevant finance ministries and line ministry budget units; and
- promoting the wider accountability and transparency of public expenditure.

3. Support to the development of standards for civil service provision in Kazakhstan

Project period: January 2006 - August 2007

Contracted by: Bannock Consulting Ltd

Origin of funding: EU-Tacis

Objectives

The overall objective of the project is to contribute to the development of an effective, professional, transparent and customer-orientated civil service in Kazakhstan. The specific objective of the project is to develop performance standards and performance indicators for the Kazakh civil service first in selected pilot ministries/agencies and oblasts, and to be later conducted for the whole public administration.

Results to be achieved by the project include:

- customer surveys on customer expectations from six selected ministries/agencies carried out by independent research institutions and published;
- customer service charters for selected ministries/agencies developed and published;
- guidelines for the organisation of consultations with customers developed using international best practice adapted to local conditions, published and distributed;

- guidelines for the development of customer service charters and performance indicators developed, published and distributed;
- capacity to carry out consultations with customers created in the selected pilot ministries/agencies;
- capacity to analyse results of customer surveys and create Charters in selected ministries/agencies;
- performance surveys carried out and published;
- a pilot one-stop shop set up in the city of Astana.

4. Support for the decentralisation process in Kosovo

Project period: May - July 2006

Contracted by: Kosovo Foundation for Open Society (KFOS)

Objectives

This project aims to contribute to the design of decentralisation policies in Kosovo. The specific objectives of this project are:

- to prepare a sound decentralisation policy for the period after an agreement was made on the status of Kosovo; and
- to provide assistance to negotiators at the status talks in Vienna.

The aim is to present the policy framework of decentralisation and to identify the basic conditions for successful devolution of functions, public revenues, and establishing favourable organisational and management structures. These elements of decentralisation should be designed as brief policy papers, reflecting the progressive elements of theory and using the recent best practices from central and south-eastern Europe.

5. Capacity-strengthening for administrative decentralisation in Croatia

Project period: May - January 2008

Contracted by: ICON-Institute Public Sector GmbH

Origin of funding: EU-CARDS

Objectives

The main goal of the project is to provide assistance to the decentralisation process in Croatia. Administrative and fiscal decentralisation is driven partially by domestic needs for more effective and efficient provision of public services, and for ensuring equal access to basic local services.

European Union accession is also an important motivation for successful functional decentralisation. Both national and local governments should be capable of efficiently implementing their respective policy-making, planning, co-ordination and regulatory tasks originating from the application of the *acquis*.

The overall objective of the project is to support the ongoing decentralisation process in line with EU standards and best practice in the EU member states.

Results to be achieved by the project include:

- improved overall institutional and legal framework of the decentralisation process;
- improved overall co-ordination and monitoring of the decentralisation process;
- strengthened administrative capacity of public servants at lower levels of government.

6. Strengthening the capacity of National Institute of Administration (INA) and Regional Training Centres (RTCs) capacity for developing a corps of professional civil servants in Romania

Project period: August 2006 - April 2008

Contracted by: Ramboll Management

Origin of funding: PHARE

Objectives

The project's purpose is to contribute to the improved quality of the corps of professional civil servants. This extends to:

- enhancing the quality and value added of training programmes that directly support public administration reform;
- implementing an efficient co-ordination mechanism between INA and RTCs;
- creating an in-service training partners' network;
- strengthening the training capacity of INA and RTCs for applied training.

7. Ex-ante evaluation of the "reconciliation, confidence-building measures and support to civil society" project, Cyprus

Project period: March - July 2007

Contracted by: Berenschot International Solutions

Origin of funding: European Commission (Lot 11)

Objectives

The goal of the project is to facilitate reunification by encouraging economic development through economic integration and improvement of contacts between the Greek and the Turkish communities and with the European Union.

The planned grant scheme aims: (i) to facilitate bi-communal projects; and (ii) to develop and strengthen Turkish Cypriot civil society. The actual ex-ante evaluation of this project assessed the past activities of reconciliation and civil society support, and developed measures and designed an effective grant scheme for the project, reflecting the Cypriot civil society's needs.

8. Municipal taxing powers - study tour to Hungary for Bulgaria's officials

Project period: 1-5 May 2007

Contracted by: RTI International, Sofia Branch, Bulgaria

Origin of funding: US Agency for International Development (USAID)

Objectives

The government of Bulgaria is under time pressure to modernise the local taxation system. In order to amend laws and to improve tax administration, the draft legislation has to be presented to parliament before the local election. The study tour aimed to summarise the specific technical issues of local taxation, and to formulate recommendations for tax policy design.

KAZAKHSTAN



Public Policy Research Center (PPRC), Almaty

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Mission

To seek efficient decision-making with regard to public policy questions by considering the long-term strategic interests of society through public debate of state policy issues in different areas.

Main Fields of Expertise

Democracy and Governance

Anti-corruption and transparency
Democratic institutions/constitutional affairs
Decentralisation and local government
Electoral systems and political parties

Economic Policy and Development

Agriculture and forestry
Economic statistics
Finance and banking
Industrial policy
Infrastructure development and public utilities
International development aid
Labour and employment
Legal environment (investment climate)
Macroeconomics
Regional development and rural affairs
Small and medium-sized enterprises
Trade
Urban development

Social and Health Policy

Health administration, planning and funding
Poverty reduction
Welfare models, pension and social support reform

EU and Foreign Policy Issues

Regional co-operation

Human Rights

Gender budgeting
Migration/refugees

Privatisation, Procurement, Partnership

Public procurement

Public Finances and Financial Management

Budget transparency (local/national)
Fiscal policy
Intergovernmental fiscal relations
Taxation and revenue administration

Public Sector Management and Organisational Development

Public policy reform management

Education, Research and Development

Education administration, management and finance

Key projects

1. Regional experts' seminar, "Promote work and well-being: social and economic challenges for Central Asia"
2. Information campaign on local self-government in rural areas of Almatin-skaya oblast
3. Development of public policy reform in Kazakhstan
4. Remittances and poverty in Central Asia and south Caucasus
5. Social/gender budgets in Kazakhstan
6. Conference "Law on local self-government: what should it look like?"
7. Central Asia: increasing gains from trade through regional cooperation in trade policy, transport, and customs transit
8. Analysis of practice at national and local level in Kazakhstan's state budget planning in the interests of families with children, as well as socially vulnerable groups in the social sector, in order to highlight strengths and weaknesses in family welfare protection
9. Public opinion survey on HIV in south Kazakhstan region
10. Development of co-operation network of analytical centres in Russia, CIS and Baltic states
11. Local self-government in Kazakhstan: from civil initiatives to democratic institutions
12. Economic data on Central Asia for decision-making
13. Open budget initiative
14. Extractive industries revenue watch (EIRW) in Kazakhstan

1. Regional experts' seminar, "Promote work and well-being: social and economic challenges for Central Asia"

Project period: August 2007

Contracted by: Organisation for Economic Co-operation and Development (OECD) Development Centre

The aim of this experts' seminar was to bring together relevant stakeholders from the region to discuss country papers prepared by national experts from Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan in the framework of the OECD Development Centre Black Sea and Central Asia Economic Outlook (BSECAO).

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2. Information campaign on local self-government in rural areas of Almatinskaya oblast

Project period: June - December 2007

Contracted by: World Bank

The goal of the project is to raise public awareness on local self-government issues by organising a series of seminars and discussions in small towns in Almaty oblast.

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3. Development of public policy reform in Kazakhstan

Project period: 2005-2006

Contracted by: Local Government and Public Service Reform Initiative (LGI) of Open Society Institute

The overall project goal is to assist in the promotion of public policy reform in Kazakhstan and Central Asia through the practical application and advancement of key principles of public policy in approaches, methods, standards, designs and tools in PPRC research, publishing, and advocacy-related activities, as well as providing methodological support on public policy to concerned specialists and researchers from the Central Asia region.

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4. Remittances and poverty in Central Asia and south Caucasus

Project period: 2006 – 2008

Contracted by: Asian Development Bank

Participating organisations: researchers in Kazakhstan, Kyrgyzstan, Armenia, Azerbaijan, and Tajikistan

PPRC is responsible for the Kazakhstan part of the research. Project activities include:

- analysis of the financial sector and remittances;
- analysis of remittances as a factor of poverty reduction.

Kazakhstan is the ninth-largest migrant-receiving country in the world. Therefore, only the first component of the study concentrates on Kazakhstan. The objectives of this study are to collect and analyse information on the outflow of remittances from Kazakhstan to Armenia, Azerbaijan, Kyrgyzstan, Uzbekistan and Tajikistan.

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5. Social/gender budgets in Kazakhstan

Project period: April 2007 - April 2009

Contracted by: United Nations Development Fund for Women (UNIFEM)

Participating organisation: National Commission on Family and Gender Issues under President of Kazakhstan.

Objectives

Application of gender analysis at all stages of budget planning in Kazakhstan to foster increased responsibility of the state to implement national policies and international commitments on equal rights and opportunities for women and men.

Expected outputs

- training for civil servants on gender budgeting;
- training course on gender budgeting at the Academy of Civil Service of Kazakhstan;
- manual for civil servants on implementation of gender analysis in budgeting process;
- amendments to the regulations on budgeting process concerning obligatory implementation of gender analysis in budgeting process.

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6. Conference “Law on local self-government: what should it look like?”

Project period: November – December 2006

Contracted by: OSCE Centre in Almaty, and Polish Embassy

Objectives

- to discuss draft law on local self-government submitted by the government to parliament’;
- to develop policy recommendations on how to improve it.

Additional activity

- competition among journalists on best articles on local self-government.

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7. Central Asia: increasing gains from trade through regional co-operation in trade policy, transport, and customs transit

Project period: 2005 - 2006

Contracted by: Asian Development Bank

Participating organisations: Researchers in Kyrgyzstan, Uzbekistan, Azerbai-jan, and Tajikistan

The project set out to analyse current problems concerning trade policy, trans-port, and customs transit, and to propose solutions to these problems.

The project report received substantial attention and interest among research-ers and decision-makers.

Publication: *Central Asia: Increasing Gains from Trade Through Regional Co-operation in Trade Policy, Transport, and Customs Transit*, Asian Development Bank, 2006

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8. Analysis of practice at national and local level in Kazakhstan's state budget planning in the interests of families with children, as well as socially vulnerable groups in the social sector, in order to highlight strengths and weaknesses in family welfare protection

Project period: 2006 - 2007

Contracted by: United Nations Children's Fund (UNICEF)

The project set out to:

- study of public budget expenditure in the interest of families with children;
- develop policy recommendations.

Impact

The report and recommendations were presented at a regional conference of UNICEF with the Senate of the Parliament of Kazakhstan, and some of the recommendations were implemented in public policy. A resultant paper will be published by UNICEF in 2007.

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9. Public opinion survey on HIV in south Kazakhstan region

Project period: 2006 - 2007

Contracted by: United Nations Children's Fund (UNICEF)

A survey was conducted of the opinions, attitudes and expectations of the public and target groups concerning the HIV AIDS infections in the south Kazakhstan region in respect of the HIV outbreak in 2006.

The results and recommendations of the survey were presented to decision-makers and international organisations, working in the region.

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10. Development of co-operation network of analytical centres in Russia, CIS and Baltic states

Project period: 2006

Contracted by: New Eurasia Foundation, Moscow, Russia

Participating organisations: Think-tanks in the region.

The project activities carried out by PPRC experts included the preparation of the country reports on Kyrgyzstan and Kazakhstan.

Objectives

- to make the most up-to-date information on the political, economic and social system of Kazakhstan and Kyrgyzstan available for all interested actors from CIS and Baltic states;
- to provide an opportunity to improve co-operation between PPRC and the analytical centres in Russia, CIS and Baltic states.

The resulting publication will be available at <http://www.thinknets.org>

11. Local self-government in Kazakhstan: from civil initiatives to democratic institutions

Project period: 2005 – 2006

Contracted by: Soros Foundation Kazakhstan

Participating organisations: Coalition of Kazakhstan NGOs "From civil initiatives – to local self-government" (30 NGOs in different regions of Kazakhstan)

Objectives

- raise public awareness on local self-government issues;
- participate in the government and parliament discussion on the structure of local self-government institutions.

Outputs

- PPRC experts were involved in the working group of parliament for discussion of the draft law on local self-government, and in the organisation of its advocacy campaign PPRC established the Coalition of Kazakhstan NGOs "From civil initiatives – to local self-government";
- three training-of-trainers (ToT) events were conducted for Coalition members; 3) two international conferences on expert support to the law on local self-government were organised;
- coalition members joined in micro-coalitions to implement nine projects on local self-government in the regions of Kazakhstan;
- training for journalists was conducted on how to cover local self-government issues, and a competition was held to recognise the best articles.

Outcomes

- a wide-ranging public discussion was initiated;
- several practical recommendations were reflected in government policy.

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12. Economic data on Central Asia for decision-making

Project period: 2006 - 2007

Contracted by: European Union Delegation in Kazakhstan, Kyrgyzstan and Tajikistan

A report with data was provided for the EU Delegation in Kazakhstan, Kyrgyzstan and Tajikistan.

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13. Open budget initiative

Project period: 2006

Contracted by: International Budget Project of the Center for Budget and Policy Priorities

Objectives

Preparation and publication of an access open budget index for Kazakhstan.

Output

PPRC experts estimated the openness of Kazakhstan's budget, and the results of the research are reflected in the Open Budget Index for 59 countries. The results are available at: www.openbudgetindex.org/Questionnaire05KazakhstanFinal.pdf

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14. Extractive industries revenue watch (EIRW) in Kazakhstan

Project period: June 2003 - March 2006

Contracted by: LGI, Soros Foundation-Kazakhstan, UK government, and Organization for Security and Co-operation in Europe (OSCE)

The EIRW project's overall goal was to increase the effectiveness of revenue use from extractive industries through the development of a transparent monitoring and managing mechanism.

During the project implementation, PPRC conducted studies and organised a series of public events aimed at increasing public awareness and stimulating open debate on oil revenue issues between the key stakeholders and various groups of society. PPRC wrote and published several policy papers dedicated to policy issues related to increasing the transparency and effectiveness of budget policy, the National Oil Fund of the Republic of Kazakhstan, and taxation of the extractive industries.

Publications:

"Natural resources management policy and Alberta Heritage Fund: lessons for Kazakhstan", Meruert Makhmutova and Alan Warrak, in *Policy Studies* No. 1, PPRC, 2006

"Budget process in the Caspian countries: Experience of Kazakhstan and Azerbaijan", Meruert Makhmutova, in *Policy Studies*, PPRC, 2005

"Oil Revenue Saving Funds: Experience of Alaska and Kazakhstan", Richard Steiner and Meruert Makhmutova, in *Policy Studies*, PPRC, 2005

"Implementation of Extractive Industries Transparency Initiative in Kazakhstan: problems and prospects", Meruert Makhmutova, in *Policy Studies* No. 5, PPRC, 2005

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Key publications

Quarterly Predictions

Policy Studies

PPRC Newsletter

KYRGYZSTAN



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Mission

Assistance to development of democracy and open society in Kyrgyzstan via implementation of public policy technologies into daily life.

CPP's priority activities are:

- assistance to development of civil society institutes;
- initiating and promoting dialogue between civil society and state, evaluation of state and other projects and programmes;
- research into the format of public policy and promotion of modern management technologies into daily management on local and national level;
- protection of labour migrants, ethical groups and state services, consumers' rights and freedoms;
- assistance to development of education system in the context of changes that take place in Kyrgyzstan as a whole, and employment market in particular.

Main Fields of Expertise

Democracy and Governance

Administrative and public law, and civil code

Civil service reform

Civil society, third sector/NGOs

Democratic institutions/constitutional affairs

Decentralisation and local government

Electoral systems and political parties

Legislative reform

Media

Economic Policy and Development

Infrastructure development and public utilities
International development aid
Labour and employment
Legal environment (investment climate)
Macroeconomics
Regional development and rural affairs
Small and medium-sized enterprises
Tourism and entertainment development
Urban development

Social and Health Policy

Diversity management (promotion of tolerance in society)
Ethnic statistics
Welfare models, pension and social support reform

Human Rights

Conflict prevention and management
Ethnic and multicultural policies
Equal access issues
Migration/refugees
Minority rights

Privatisation, Procurement, Partnership

Public-private partnerships
Public procurement

Public Finances and Financial Management

Political party finance transparency

Public Sector Management and Organisational Development

Information technology in public sphere
Management of not-for-profit organisations
Organisational restructuring and management reform
Project management and administration
Public and communal services
Public policy reform management
Professional associations and networks

Education, Research and Development

Education administration, management and finance
General education (primary, secondary, higher)
Vocational training
Environmental management and conservation
Research and development

Key projects

1. Labour migration in Central Asia: problems and perspectives of co-operation
2. Strengthening capacity of local administrations and local communities in financial administration in the Republic of Tajikistan
3. Institutionalisation of public policy for specialists of Centre for Economic Research under government of Uzbek Republic
4. Projects in law and management, 2006 - 2007

1. Labour migration in Central Asia: problems and perspectives of co-operation

Project period: 2006 - February 2007

Contracted by: Eurasia Foundation, Kyrgyzstan, and Soros Foundation Kyrgyzstan

Objectives

- development and introduction of mechanism for co-ordination of interested stakeholders when taking management decisions in sphere of labour migration;
- analyses in public policy format in sphere of legal labour migration;
- communications activities, enforcing public policy format and procedures in sphere of labour migration;
- improved access to information;
- education of the officials and representatives in the civil sector (the format of co-ordination on interested stakeholders in decision-making).

Target groups

Officials in different countries, NGOs, migrants' organisations.

Beneficiaries

Labour migrants, State Committee on Migration (Kyrgyz Republic)

Outputs

- introduction of mechanism for the co-ordination of interested stakeholders when management decisions are taken in the migration sphere (the democratisation of management of labour migration);
- expansion of access to information;
- reduction of illegal labour migration;
- improvement of conditions for the development of legal labour migration;
- strengthened interaction between state officials and NGOs.

Publication: *Migration Policy in Kyrgyzstan: Recommendations on Development of Strategies*, Melis Junushaliev, Ahmat Madeyuev, Sergey Masaulov, Svetlana Sorokina, 2006

2. Strengthening capacity of local administrations and local communities in financial administration in the Republic of Tajikistan

Project period: 2006 - 2007

Contracted by: Asian Development Bank (ADB) and Open Society Institute Tajikistan

A core component of the project is a Ministry of Finance (MoF) training programme for local budget officials and selected representatives of civil society from four participating *rayons*. The training courses focus on existing regulations and procedures for budget reporting, along with introducing methods for strategic prioritisation of expenditures under realistic budget constraints, options for additional local revenue mobilisation, and the basic principles of output-based budgeting.

The second core component involves complementary capacity-building at the *rayon* level to support broader engagement of local stakeholders in budget processes throughout the budget cycle, and to increase public awareness of local budget issues. This work will be implemented by an NGO contracted by ADB. Capacity building activities at the local level will involve working with local government officials, civil society representatives, local councils, representatives of local budget organisations (spending units) and the general public to facilitate a more informed, participatory and transparent budget process.

Publication: *How to Organise and Conduct Public Hearings*, Ahmat Madeyuev and Sergey Masaulov, CPP, Bishkek, 2007

3. Institutionalisation of public policy for specialists of Centre for Economic Research under government of Uzbek Republic

Project period: May - December 2007

Contracted by: United Nations Development Programme (UNDP), Uzbekistan

The project is designed to assist the government of Uzbekistan to acquire:

- fundamental policy analysis skills for working with legitimate interest groups;
- advice and dialogue skills for developing policy with different interest groups and the public-at-large.

4. Projects in law and management, 2006 - 2007

In 2006-2007 CPP worked on the following projects:

Law

- Labour migration in Central Asia: problems and perspectives of co-operation
- Seminars for directors and accountants of NGOs
- Prevention of human-trafficking in the sphere of labour migration
- Legal assistance to labour migrants - citizens of Kyrgyzstan
- Legal protection of Tajik labour migrants in Kyrgyzstan
- Organisation of inter-departmental and intersectoral interaction in solution of problems
- in labour migration

Management

- Professionalism of NGOs of Tajikistan that participate in making and performance of managerial decisions
- Consulting for NGOs on project management
- Strategic management in local communities
- Strengthening of potential of structure of city administrations, NGOs and business structures in Tajikistan
- International practicum on establishment of intersectoral co-operation in the field of water supply
- Seminars for leaders of local self-government organisation in small towns in Tajikistan
- Problems of employment, labour market, small and middle-sized businesses in Kyrgyzstan and Tajikistan
- Concept of professional education development in Kyrgyzstan

LATVIA



Centre for Public Policy PROVIDUS (PROVIDUS), Riga

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Mission

PROVIDUS provides policy analysis and is actively engaged in the policy process with the goal of facilitating comprehensive changes in areas important for Latvia's development.

Main Fields of Expertise

Democracy and Governance

Administrative and public law, and civil code

Anti-corruption and transparency

Civil service reform

Civil society, third sector/NGOs

Democratic institutions/constitutional affairs

Electoral systems and political parties

Judicial system

Legislative reform

Media

Criminal Justice Policy: sentencing policy, victims' rights, police accountability, juvenile justice, restorative justice, alternative sentencing, pre-trial detention, prison conditions

Economic Policy and Development

International development aid

Labour and employment

Social and Health Policy

Diversity management (promotion of tolerance in society)

EU and Foreign Policy Issues
EU common policies
EU integration and consolidation
European Neighbourhood Policy

Human Rights
Equal access issues
Migration/refugees

Public Finances and Financial Management
Budget transparency (local/national)
Political party finance transparency

Public Sector Management and Organisational Development
Public policy reform management

Key projects

1. We know what they did in the last parliament!
2. Online consultation on the National Development Plan
3. Monitoring levels of corruption and anti-corruption efforts in Latvia
4. European citizens' consultation
5. Shrinking citizenship
6. Paying for representation

1. We know what they did in the last parliament!

Project period: January-September 2006

Contracted by: Soros Foundation-Latvia

Participating organisations: a panel of independent experts from Latvian universities and NGOs

Objectives

The aim of this project was to remind voters about the most significant decisions taken by the out-going Parliament prior to the next parliamentary elections, and help them make an informed political choice. This was achieved by compiling publicly available information – the vote records of the parliament and parliamentary debate transcripts – and cross-referencing that with political party programmes so that anybody could look up how politicians voted, say three years ago, on a particular issue, what was the debate, and how politicians' positions correspond with the programmes of their parties.

The output of the project was a database, made publicly available on the public policy website politika.lv, containing 600 of the over 7,000 decisions taken by the parliament, selected by an expert panel and divided into 40 categories (such as foreign policy, housing issues, education and so on).

Impact

Launched one month before the general elections, this was the most popular resource on the politika.lv Elections Special website, used extensively by the public and journalists who commented that this resource was exceptionally convenient and helpful in the pre-election time.

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2. Online consultation on the National Development Plan

Project period: February - April 2006

Contracted by: Ministry for Regional Development and Municipal Affairs, Latvia

Objectives

The objective of the project was to improve the National Development Plan - a medium-term policy document prepared by the government for the use of in-coming European funds - through the inclusion of opinions of experts and the public. PROVIDUS organised one component of the public consultation process, selecting two issues and holding an on-line discussion through the public policy website politika.lv.

Impact

The on-line consultation was implemented over two weeks, with invited experts and general public (more than 1,000 users) suggesting more than 50 comments and changes to the plan, most of which were taken into consideration and included in the final document. This project was a successful trial for online consultations, and should serve as a good example and encouragement for further online consultations. Furthermore, the results of the consultation compiled by PROVIDUS will remain available online as a reference and resource for policy-makers and students.

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3. Monitoring levels of corruption and anti-corruption efforts in Latvia

Project period: 2005 - ongoing

Contracted by: Soros Foundation-Latvia, US Embassy in Riga, Law Office of Klavins and Slaidins, Konrad-Adenauer-Stiftung

This project provides regular assessment of Latvia's anti-corruption policy through the publication of the bi-annual Report on Corruption and Anti-Corruption Policy in Latvia, *Corruption* °C. The report provides constant monitoring of key indicators of corruption and progress of anti-corruption policies. It consists of quality analytical articles written by Latvia's top experts, regular updates of indicators of the struggle against corruption, as well as an overview and evaluation of key events.

The target groups for this project are active civil society agents, e.g. non-governmental organisations, politicians, public officials who are involved in anti-corruption policies, interested

international organisations, as well as any citizen who is interested in acquiring an in-depth understanding of issues related to corruption and anti-corruption efforts in Latvia and other European countries.

In Latvia, particular targeted beneficiaries are the Latvian chapter of Transparency International, Civic Alliance - Latvia, Judicial Training Centre, Judges Association of Latvia, the Supreme Court, Corruption Prevention and Combating Bureau, state police, parliamentary committee for defence, interior and corruption prevention.

The outputs are the *Corruption* °C reports, published in print twice a year in Latvian, and, when funding is available, also in English. Full texts of the reports are available on the public policy website politika.lv and through the PROVIDUS website.

Publication: *Corruption* °C, Valts Kalnins (ed.), published twice yearly since 2005

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4. European citizens' consultation

Project period: October 2006 - June 2007

Contracted by: European Commission Directorate-General Communications, King Baudouin Foundation, Compagnia di San Paolo, Riksbankens Jubileumsfond, Robert Bosch Foundation

Lead partner: King Baudouin Foundation, Belgium

Participating organisations: European Citizen Action Service, European Policy Centre and the Network of European Foundations, and implementing partners in all 27 EU member states

The goal of the project was to create a new instrument to enable the participation of EU citizens in European decision-making: enabling their meetings and discussions, letting citizens form common goals, and then providing the decision-makers of the EU (and national governments) with the citizens' views, requesting decision-makers to address these concerns.

In particular, this project gave the citizens of all EU countries an opportunity to debate the future of Europe, finding out what they expect from Europe and which issues matter to them most, and where they see an added value for continued European co-operation. The results of these consultations in the form of recommendations were handed over to the institutions of the EU - European Commission, European Council and the European Parliament. National politicians of all EU member states also became acquainted with citizens' visions for the future of Europe.

PROVIDUS was the national partner for Latvia, and 27 national debates took place within this project. In each consultation, at least 30 people participated, with different age and social groups and regions being represented. In total, approximately 1,800 citizens took part in the debates. The topics of the consultations were not decided by experts but by citizens who, prior to the national discussions, met in Brussels (in October 2006), with eight people from each member state participating.

These topics were: Environment and energy, Social welfare and family, Global role, outside borders and immigration.

The next step of the project was national debates. In Latvia, the national consultation took place

on 24-25 February 2007, simultaneously with debates in Germany, Belgium, Slovakia and Hungary. The participants defined their visions for the future of Europe, analysing the three topics and thinking of a possible EU role in achieving the goals. A total of 43 participants took part in the national consultation in Latvia.

The results of the 27 national consultations were consolidated in one document. It was produced in the Synthesis Event (9-10 May, Brussels), where 27 participants of the national debates (one per each member state) took part. The results of the consultations were discussed in all EU member states in national follow-up events, targeting politicians, non-governmental organisations and media.

More information about the project (in English) is available on the European Citizens' Consultations website. <http://www.european-citizens-consultations.eu/>

Publication: *Latvian Citizens' Perspective on the Future of Europe* (English and Latvian), *Latvian Citizens' Perspective on the Future of Europe: Long Report* (Latvian), *European Citizens' Perspectives on the Future of Europe* (translated into Latvian), Dace Akule, 2007

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5. Shrinking citizenship

Project period: February - December 2007
Contracted by: Open Society Institute Think-Tank Fund

The monitoring project *Shrinking Citizenship* aims to attract public attention to the cases when politicians and opinion leaders attempt to limit the field of democratic citizenship arbitrarily. They do this by using intolerant and exclusionary rhetoric.

The project's target groups are members of parliament, the media and NGOs. Interim monitoring reports are published on the Internet every six months, and an Analytical Report is expected in 2008

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6. Paying for representation

Project period: February - December 2007
Contracted by: Open Society Institute Think-Tank Fund

Latvia is one of very few European countries that still does not provide direct state funding to its political parties. So the purpose of this project is to ascertain whether Latvian political parties should be state-funded at all, and what would be the most appropriate model. The research undertaken deals with questions like: what have been the consequences of the introduction

of state funding in various countries? Would models “imported” from other countries work in Latvia? How much would different models cost the state budget? What problems can and cannot be addressed by the introduction of state funding (can it curb corruption? can it increase the political competitiveness of opposition or extra parliamentary parties? can state funding be used to increase party members’ rights?) The principal output of this project is going to be an in-depth policy paper that will include concrete reform proposals for Latvia. The policy outcomes of the project are expected to contribute to a state-funding necessity evaluation that has been undertaken by Latvia’s Corruption Prevention and Combatting Bureau.

Publication: (provisional title) *Paying for Representation: Should Latvian Political Parties Receive State Funding?* Iveta Kazoka, Marcin Walecki, 2007

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MACEDONIA



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Mission

To promote sound social policy and public debate on critical issues and trends, the Centre for Research and Policy Making uses innovative methodology to gather and analyse data, conducts policy research and surveys, and evaluates programmes and services, as well as training public servants, civil society organisations and individuals in participatory policy making.

Main Fields of Expertise

Democracy and Governance

Administrative and public law, and civil code

Anti-corruption and transparency

Civil service reform

Civil society, third sector/NGOs

Democratic institutions/constitutional affairs

Decentralisation and local government

Electoral systems and political parties

Judicial system

Legislative reform

Economic Policy and Development

Agriculture and forestry
Finance and banking
Infrastructure development and public utilities
Labour and employment
Regional development and rural affairs
Trade
Tourism and entertainment development

Social and Health Policy

Culture and arts
Health administration, planning and funding
Welfare models, pension and social support reform

EU and Foreign Policy Issues

EU integration and consolidation
Foreign policy/international relations
Lobbying at EU or other supranational level
Regional co-operation

Human Rights

Gender issues
Migration/refugees
Minority rights

Public Finances and Financial Management

Budget transparency (local/national)
Political party finance transparency

Public Sector Management and Organisational Development

Project management and administration
Public policy reform management
Professional associations and networks

Education, Research and Development

General education (primary, secondary, higher)
Vocational training
Research and development

Key projects

1. Discovering the hidden opportunities
2. Unleashing budget watchdogs
3. Regional development concepts
4. Gender-aware policy analysis of the healthcare sector (Diagnosis-related Groups - DRG)
5. Migration flows in south-eastern Europe
6. Open Budget Initiative
7. Don't close your eyes to human trafficking
8. Evaluation of youth, culture, and community and development projects for the World Bank

9. Building capacities for Balkan youth lobbying
10. Citizens' guidebook to budget monitoring
11. Cross Border Trade, Gijlan/Gnjilane-Preševo-Kumanovo-Trgovište (GPKT) region
12. Other things matter too
13. Rationalisation of hospital services in Macedonia

1. Discovering the hidden opportunities

Project period: March 2007 - March 2009

Contracted by: European Agency for Reconstruction, Skopje, Macedonia, and Ministry of Regional Development and Public Works, Bulgaria

Participating organisations: Regional Agency for Economic Development (RAED), Blagoevgrad, Bulgaria

The project aims at conducting in-depth policy research allowing the identification and analysis of the potential for socio-economic development in the municipalities of Delchevo and Blagoevgrad, thus locating the opportunities for boosting the sustainable cross-border co-operation between both towns and municipalities.

The state of affairs in both municipalities has been rarely and insufficiently investigated, thus being hardly known for a wider public in Macedonia and Bulgaria. The policy research on the comparative advantages and weaknesses of Delchevo and Blagoevgrad are hardly evident, thus minimising the possibilities for deepening trans-border co-operation and extracting mutual benefits for both municipalities. Although the petty cross-border trade activities between Delchevo and Blagoevgrad are thriving, there is a lack of wider vision and strategy for more sophisticated development of bilateral socio-economic relations, thus preventing the exchange of experience and good practice. Such a strategy is badly needed, as local economic development and regional co-operation are among the top priorities for the EU.

Bulgaria, joining the Union in 2007, and Macedonia being a candidate-country, should prove that they are able to co-operate and strengthen mutual socio-economic ties on a local and micro level, improving the communication between the neighbouring municipalities, such as Delchevo and Blagoevgrad. The analysis of the existing potentials for socio-economic growth in both municipalities, as well as investigation of the current state of affairs and intensity and quality of bilateral relations between Delchevo and Blagoevgrad, should provide an opportunity for proposing concrete measures for utilising the "undiscovered wealth" of both municipalities, i.e. its tourist and folklore attractions. CRPM and READ aim at undertaking joint efforts to explore and popularise the tourist potential in both municipalities and attempt to mobilise the relevant stakeholders on both sides of the borders to exercise cross-border co-operation in order to advertise jointly both municipalities' natural attractions.

Publication: *Socio-economic Dynamics of Delchevo, Macedonia, and Blagoevgrad, Bulgaria*, CRPM, RAED, 2007

2. Unleashing budget watchdogs

Project period: April 2007 - April 2008

Contracted by: US Agency for International Development (USAID)/Institute for Sustainable Communities

Participating organisations: 12 local partners

There is a need in Macedonia for domestic watchdog groups to monitor, analyse and disseminate findings on budgetary issues, and in so doing to help citizens press the Macedonian government for corruption-free use of public revenues. This project aims precisely at supplying this key missing bond in the Macedonian anti-corruption strategy. It will recruit budget watchdog groups from among various NGOs and business associations in Macedonia, train them in budget monitoring and related issues, furnish support in their prospective work and eventually establish a network platform of budget watchdog groups. The work of these groups, together with parallel efforts by other national and international factors, will then lead to better informed citizens more able to use their voice and vote to bring to light, and discontinue, public sector corrupt practices and accordingly contribute to better government performance.

3. Regional development concepts

Project period: April - December 2007

Contracted by: Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)

Participating organisations: Mileukontakt, B2 Consulting, United Nations Development Programme (UNDP)

Objective

Development of a Regional Development Programme for the Bregalnica and Strumica/Gevgelija Regions under the Law on Balanced Regional Development

Publication: *Programme for Development of the Bregalnica Region, Programme for Development of Strumica/Gevgelija Region*, CRPM/GTZ/Council for Regional Development, 2007

4. Gender-aware policy analysis of the healthcare sector (Diagnosis-related Groups - DRG)

Project period: April 2007 - April 2008

Contracted by: United Nations Development Fund for Women (UNIFEM)

Participating organisations: ESMA - Skopje, Aureola - Struga, Organization of Women - Sveti Nikole

In Macedonia, there is no gender-responsive budgeting and gender-aware policymaking. This project seeks to change this predicament. It will explore the implications on gender of the policy measures recently promoted by the Macedonian government striving to increase Macedonia's competitiveness and decrease public spending. The project looks at a crucial sector under reform - health - and its results will give a gender perspective of budgeting and policymaking on the national and local level. The project consists of gender-sensitive analyses that will use the following tools: gender-aware policy appraisal, and gender-disaggregated beneficiary assessment.

The first tool will be applied on a specific policy measure - introducing Diagnosis-Related Groups (DRG) - envisioned by the Ministry of Health to be implemented in the coming year. DRG, a medical cost reimbursement method, will be used to rationalise hospital service regulation of the duration of the hospitalisation of patients in public hospitals. Within the specific policy measure, public hospitals will have to adjust the resources they spend to the types of patients treated. Specific categories of patients will be given treatment within a defined time-frame adjusted to the costs of the treatment the health provider incurs.

The task of CRPM is to assess whether this measure is gender-neutral. Is it likely that it will increase gender inequalities? Will this measure create additional unpaid work for women taking care of patients discharged by hospitals? A comparison will be made between the savings the hospitals will make using DRG with the costs that persons, in most likelihood women, will incur, caring for patients discharged from hospitals but still in need of care. This unpaid work will be evaluated and weighted against the savings in the healthcare budget.

To see the implications of this policy measure on various groups of women (urban, rural and those belonging to an ethnic minority), the analysis will be implemented in three municipalities as case studies: Struga, Sveti Nikole, and Shuto Orizari. Three CRPM partner organisations, local NGOs working on gender issues (Organization of Women of Sveti Nikole, Aureola and Esma) in the case study towns will help in the analysis. CRPM will transfer to these organisations skills in policy analysis and budget monitoring using a gender approach. CRPM expects technical assistance from UNIFEM in adding a gender perspective in the policy analysis training for the local organisations. Using the experiences from this project, CRPM expects that the partner organisations will transfer such know-how to other local NGOs in the future. The project will be implemented in co-ordination with the Ministry of Health.

5. Migration flows in south-eastern Europe

Project period: October 2006 - May 2007

Contracted by: Balkan Trust for Democracy, and Comité Catholique Contre la Faim et Pour le Développement

Lead partner: Grupa 484, Belgrade, Serbia

Participating organisations: independent consultants from Bulgaria, Serbia, Bosnia-and-Herzegovina, Croatia, and Romania

The general objective of the regional project is strengthening cross-border co-operation in the western Balkans regarding migration management. CRPM identified patterns and problems associated with migration flows, including identifying local, idiosyncratic problems and their apparent causes.

The methodological approach has the following components:

- identification of existing data sources and relevant research, in order to provide a context for the study, along with a clear understanding of methodologies adopted in previous research undertaken;
- compilation of "own data" for Macedonia consisting of macro-data concerning major structural obstacles for migrants to successfully secure access to economic, social and cultural rights;

- micro-data regarding the individual characteristics of migrants and the circumstances of their flight;
- selection of case-studies, in order to utilise micro-data.

Publication: *Compendium of National Perspective*, Grupa 484, Belgrade, Serbia, 2007

6. Open Budget Initiative

Project period: May 2007 - January 2008

Contracted by: International Budget Project, USA

CRPM participates in the Open Budget Initiative 2008, a research and advocacy project to promote public access to budget information and accountable budget-making process and institutions. The project collects comparative cross-country data on publicly available budget information at the central government level, and on other issues related to the budget process at the national level. This data is used to calculate the Open Budget Index, a comparative country ranking. The Index and other data collected by the project are intended to assist researchers as they conduct advocacy to pressure governments for improvements in public access to information and in budgeting practices that are more accountable to citizens.

Publication: *Budget Transparency Index*, CRPM, the International Budget Project, 2008

7. Don't close your eyes to human trafficking

Project period: September - December 2006

Contracted by: International Organization for Migration (IOM)

The Evaluation and Impact Assessment of the Macedonia-wide anti-trafficking information and awareness raising campaigns "Don't Close Your Eyes to Human Trafficking" (Phase 1 and Phase 2) implemented by IOM in the period of December 2005 until the end of October 2006 aimed at measuring the impact in awareness-raising about the risks of human trafficking and ways of preventing it, while simultaneously evaluating the results in dispelling misperceptions of the problem and stereotypes of the victims of human trafficking.

The main activities of this effort were targeted at evaluation and assessment of the impact and results of the campaign "Counter Trafficking: Prevention and Capacity Building Activities in Kosovo and Macedonia" through:

(a) a survey of the general public; and

(b) fieldwork and interviews among the target audience (youth, students, teachers, parents, NGOs, social workers and other representatives of the relevant institutions and organisations).

The evaluation activities were designed to find out whether the different tools used in the campaign reached the target audience, changed their misperceptions of the problem, and whether the level of awareness was raised concerning the potential victims of trafficking.

8. Evaluation of youth, culture, and community and development projects for the World Bank

Project period: June - August 2006

Contracted by: World Bank

The purpose of the evaluation was a rapid assessment of lessons learned with respect to the decentralisation process from the three local development projects that were to feed into the 2007 World Bank's approach to decentralisation in Macedonia. More specifically, the joint assessment closely looks into the following:

- how the project activities directly supported municipalities in the decentralisation process: handling new responsibilities and/or improving municipal capacity;
- how the project activities influenced co-operation between civic society and local government and encouraged participation in setting local development policy agendas;
- sustainability of project activities (whether and how CDD activities have been institutionalised at the local level);
- compare the approaches of activities at the local level: when the activities are implemented through municipal government with engagement of civic society versus those implemented through civic society with light engagement of the municipal government versus implementation of civic society with strong engagement of municipal government;
- how the lessons from the projects can contribute to the EU integration and/or accession agenda;
- lessons learned when managing projects at the municipal level - what worked and what did not work (without crediting or assigning blame to any particular project);
- what mechanisms were used under the projects for empowerment, accountability, and capacity-building, and how did they contribute to strengthening partnership arrangements and local administrative capacity?

A brief description of the three projects (Youth, Culture and CDP Projects in Macedonia) is followed by an analytical report on the main findings of the evaluation and recommendations. The evaluation attempts in a rigorous manner to crystallise the ways in which the three projects affect the decentralisation process and improve municipal capacity.

9. Building capacities for Balkan youth lobbying

Project period: November 2005 - November 2006

Contracted by: Open Society Institute East-East Partnership Beyond Borders Programme

Participating organisations: NGOs from Albania, Montenegro, Serbia, Croatia

The first phase was a preparatory one, when CRPM and partners organised meetings with youth organisations in their respective countries, in order to make known the objectives of the project and to form the youth groups that would represent the country in the next phases of the project. The second phase consisted of a workshop to evaluate the developments of youth-directed reforms

in Albania and in the regional countries. It took place in Tirana, Albania in the second month of the project.

The third phase consisted of two training activities, one on youth capacity-building and networking, and the other on youth regional lobbying and advocacy.

In the fourth phase, a regional conference took place in Skopje, with the participation of young leaders from the regional countries. In the concluding phase, the applicant and each partner organisation held another national meeting with youth organisations in their respective countries to disseminate the conclusions of the project.

10. Citizens' guidebook to budget monitoring

Project period: April 2006 - April 2007

Contracted by: Friedrich Ebert Stiftung

The role of the Macedonian Budget Project reflects, in part, the recent dramatic transformation of Macedonian society: the decentralisation process. The most important aspect of this process is the decentralisation of finances. That has enhanced the need to increase the accountability of municipal authorities when using public money, and strengthens the importance of efficient budget execution on the national level. The Macedonian system has established two controlling mechanisms: internal and external audit. However, the audit cannot tell if the money was used in line with public needs, and thus more transparent governance is essential. A fundamental requirement of fiscal transparency is that comprehensive, reliable, and useful budget information is made available. Currently, there is no specific provision in a law that states clearly that budgets must be published and that the public must have access to this information.

Another key issue is whether the legislature and civil society are able to participate effectively in the budget process. Effective participation refers to the opportunities for the legislature and civil society to make their viewpoints known and to have these views taken seriously. This requires that the budget process must be opened for interested parties to influence the budget and assess whether government/local authorities undertook what was planned.

But the transparent and participatory budgeting process also requires a certain knowledge and capacity within the representatives in the local self-government units, as well as in civil society, to be able to take part in budget planning and monitoring budget execution. Currently, the local-level policymakers, citizens and civil society groups do not have sufficient information on the budget process/system in Macedonia.

Therefore, the Macedonian Budget Project plans to fill in the gaps that currently exist in the system, publishing a Citizens' Budget Monitoring Guidebook.

Publication: *Citizens' Guidebook to Budget Monitoring*, CRPM, Skopje, 2007

11. Cross Border Trade, Gjilan/Gnjilane-Preševo-Kumanovo-Trgovište (GPKT) region

Project period: October 2006 - May 2007

Contracted by: EastWest Institute

Over the past two decades, the economic history of this area has been one of relentless decline. The manufacturing base built up during the socialist period has all but disappeared, leaving behind the rusted remains of socially owned companies that nobody wants to buy. A significant proportion of the region's inhabitants have been forced back into subsistence agriculture, working small plots of land in conditions that have hardly changed in two generations. The rest trade.

The region has also been a source of political instability. Preševo is a majority Albanian municipality at the southernmost point of Serbia, which flared briefly into conflict in 2001. The Kumanovo area is ethnically mixed, and its predominantly Albanian Lipkovo municipality witnessed some of the most intense fighting during Macedonia's 2001 conflict. By Kosovo's standards, Gjilan has relatively good ethnic relations, with a patchwork of Serbian and Albanian villages in close proximity. Nonetheless, there was violence against Serbs during the riots of March 2004. All three areas have one thing in common – the language of trade is Serbian/Albanian.

As inter-ethnic tensions and poverty go hand in hand in this part of the Balkans, CRPM will focus its analytical efforts on bread-winning economic activity for this region - trade and barriers to do cross-border trade. The CRPM team also define in a "Trader's Guide" the main issues a trader should know in order to perform trade whenever in the region. This is foreseen to facilitate better cross-border trade, support the economic development of the region, and thus decrease inter-ethnic tensions.

Publication: *Guide for GPKT Trades*, CRPM, Skopje, 2006

12. Other things matter too

Project period: February 2006 - June 2007

Contracted by: Balkan Trust for Democracy

CRPM has found out that there is an urgent need to improve the quality, and broaden the scope, of issues raised related to public life in Macedonia without playing down entirely the past performances of Macedonian policy-makers, and especially of domestic researchers. Policymakers should become accustomed to a new style of research and analysis in order to make them more "citizen-oriented" and "people-friendly". Therefore, this project is based on five mini-research studies on five pressing problems that face Macedonian citizens:

"The Macedonian brain-drain" – what is the fate of graduates from the Department of Computer Science Faculty for Electric Engineering within the Ss. Cyril and Methodius University from Skopje.

"Is it worthwhile studying?"- problems with the recognition of diplomas of Macedonian citizens studying abroad, and of accreditation of new higher education institutions resulting in bad life prospects for young Macedonians.

“Sport (Football) Betting - my option” - Betting-shops in Skopje – entertainment, occupation, or a way of life?

“Is Macedonia a children-friendly country?” - Survey on available/unavailable facilities in the city making life easier for families with small children.

“I had a dream of Ryanair” - Research on rocket-high prices of air tickets in Macedonia.

13. Rationalisation of hospital services in Macedonia

Project period: November 2005 - April 2007

Contracted by: Local Government and Public Service Reform Initiative (LGI) of Open Society Institute

The reforms of the health system in Macedonia have so far focused only on the primary health sector, and none of them has addressed the rationalisation of hospital services and their equal distribution on the regional level. This is mainly due to the absence of a comprehensive analysis of the utilisation of hospital beds and referrals to other hospitals. There is also an absence of a comparative analysis of the services health care institutions provide, measuring the rate of utilisation of the physical capacities of hospitals, and the human and specialist capacities of the staff.

Having this in mind, the health team of CRPM prepared a detailed, ground-up analysis to reveal the real occupancy rates of beds in regional hospitals, and compared this data with the occupancy rate in the Skopje Clinical Center (the main complex of hospitals in the country).

First phase

- research and analyse the current situation in the four municipal hospitals and the Skopje Clinical Center, and determine the utilisation and bad occupancy rates of these hospitals;
- determine the referral practice of primary GPs in selected towns to regional and central hospitals;
- collect all available data dealing with the subject matter;
- analyse the impact of relevant national policies and legislation to such practices.

Second phase

- determine possible disparities in the delivery of services in the four municipalities and the Skopje Clinical Center;
- identify potential modes for rationalisation of hospital services.

Third phase

- write a final report aimed at presenting the findings of the research and analysis of the current practices;

- hold workshops for discussions of policy implications with relevant policy makers;
- dissemination of the report to a wide audience via national and local government, media, and civil society.

Publication: *Rationalization of Health Care Services in Macedonia, Case Studies: Skopje, Tetovo, Sveti Nikole and Negotino*, CRPM, Skopje, 2007

Additional publications

Citizen's Guide to Budgets, Measuring Success of the Common Foreign And Security Policy of the European Union in the Case Of Macedonia, Policy Brief No.14, May 2007

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Mission

Euro-Balkan is a non-governmental, non-partisan and non-profit think-tank institution. Its mission is to advocate, concert and disseminate European Union principles and values in the Republic of Macedonia, and to promote transatlantic co-operation and interdependence. The areas in which Euro-Balkan is particularly striving to promote and introduce these values are research-based policy development and democratic and multicultural higher education incorporating contemporary standards of excellence in teaching.

Main Fields of Expertise

Democracy and Governance

Administrative and public law, and civil code

Anti-corruption and transparency

Decentralisation and local government

Economic Policy and Development

Infrastructure development and public utilities

EU and Foreign Policy Issues

EU integration and consolidation

European Neighbourhood Policy

Regional co-operation

Human Rights

Gender issues

Public Finances and Financial Management
Fiscal policy

Education, Research and Development
General education (primary, secondary, higher)
Vocational training

Key projects

1. Regional initiative: strategies for gender/women's studies in south-eastern Europe (second phase 2005-2006)
2. Process of integration of Republic of Macedonia into the European Union
3. Social protection and social inclusion in Republic of Macedonia
4. Dealing with the conflict past: why and how to do it?
5. Thematic evaluation of four projects: Bridges for the New Balkans, Mozaik-Bilingual Kindergartens, Safe Schools in Community at Risk, and Children, Theatre, Education
6. Regional seminar in Gender/Women's Studies and European Studies 2004-2006: "Gender and women's studies for south-eastern Europe: re-thinking ideologies and strategies of their European integration"

1. Regional initiative: strategies for gender/women's studies in south-eastern Europe (second phase 2005-2006)

Project period: 2005 - 2006

Contracted by: Network Women's Program, Open Society Institute

Participating organisation: Women's Studies Center, Belgrade, Serbia

The second stage is a continuation of the two-year project (2003-2005), the objective of which was to intensify and develop the already existing discussion and exchange of experiences on strategies for institutionalisation and/or modes of teaching gender/women's studies in the region of south-eastern Europe. The overall aim of the initiative is to identify regional needs related to the issues of policy, institutionalisation and curriculum development, through establishing a regional network of scholars committed to the specific goal of joint, continuous effort towards development of strategies of institutionalisation and curriculum development and research. This project promoted innovative teaching and evaluation methods as a necessary condition for the reconstruction of academic knowledge starting from a difference-affirming (gender) perspective. The initiative has been articulated in a Regional Network for Gender/Women's Studies in south-eastern Europe.

This second stage of the project moved towards concrete outcomes, and the Research Center in Gender Studies, Euro Balkan Institute, was focused on development of an online support system.

Outcomes

Online support system that includes:

- resources system (online databases of resource persons, resource centres and syllabuses in the area of gender/women's studies);
- virtual secretariat of the network (communications platform).

Publication: *Gender and Identity: Theories from and/or on South-eastern Europe*, ATHENA Network, OSI Network Women's Program, New York, Regional Network for Gender/Women's Studies in SEE (Research Center in Gender Studies, Skopje, and Belgrade Women's Studies and Gender Research Center)

This edition assembled the most significant authors and writings from the region on the themes of gender and identity. The broad thematic framework encompasses a variety of topics placed under the title of gender and identity.

For more information about the content of the publication as well as information about the structure of the Network and the databases, please visit www.gendersee.org.mk.

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2. Process of integration of Republic of Macedonia into the European Union

Project period: January 2006 - December 2007

Contracted by: Secretariat for European Affairs, Government of Republic of Macedonia

The Center for Public Administration and Public Policy (CPAPP) of Euro Balkan Institute was engaged in the implementation and co-ordination of consultant activities delivered under the contract in 2006. The following activities were implemented:

(a) Development of project proposals:

- Macedonian pro-European lobby group;
- EU press centre;
- Center for European Cultures;
- a series of summer schools for young faculty from south-east Europe Macedonia and the European University today;
- learning about the EU;
- EU at local level;
- preliminary principles for development of National Strategy on European Integration and Social Inclusion in the Republic of Macedonia.

(b) Analysis:

- of the attitude of print media in the Republic of Macedonia towards the process of European integration of the Republic of Macedonia (1999-2006);
- of the organisational structure and internal procedures in the Secretariat for European Affairs.

(c) Revisions of individual chapters of the draft National Program for Adoption of the Acquis (NPAA) on:

- education and culture;
- science and research;
- trans-European networks;
- administrative capacities to implement the acquis;
- political criteria;
- information society and media.

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3. Social protection and social inclusion in Republic of Macedonia

Project period: 2006 - 2007

Contracted by: European Commission Directorate-General for Employment, Social Affairs and Equal Opportunities

The Resource Center for Democracy and Security (RCDS) of Euro Balkan Institute was assigned by the European Commission the task of preparing this study (to be finished in June 2007). The purpose of the study is to inform the forthcoming process of negotiations for the accession of Macedonia to the EU in the area of social protection and social inclusion, and in particular contribute to the "Joint Inclusion Memorandum". It will provide up-to-date and relevant analysis and information on the structure of the social protection system, the extent and pattern of poverty and social exclusion and the envisaged plans for reforms of pension and healthcare systems. These are central subjects for the Open Method of Co-ordination that the EU has put in place since 2000 in the framework of the Lisbon Strategy. The study will follow the general outline of a previous series of studies on "the social protection systems in the 13 candidate countries" that was carried out in 2002 for the Commission by GVG, as well as a study on "Social Protection and Social Inclusion in Croatia" carried out by the Institute of Economics, Zagreb.

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4. Dealing with the conflict past: why and how to do it?

Project period: June - December 2005

Contracted by: European Commission - European Initiative for Democracy and Human Rights (EIDHR)

This project, conducted by the Resource Center for Democracy and Security (RCDS) of Euro Balkan Institute conducted this project, aimed at opening a discourse and raising public awareness at the local level about dealing with the past as an important part of post-conflict peace-building. The project consisted of eight round-tables in seven cities, each of them a combination of lectures and brainstorming sessions. They addressed the issues of why we should deal with the past, how we

can deal with it, the methods we can use, and the ways we may involve ourselves in this area of work in the future. Project activities, in addition to the round-tables, included a web site and a publication that embrace the written reports/records/proceedings from the round-tables.

Objectives

- transferring and multiplying knowledge about values, methods and forms of post-conflict reconciliation and dealing with the past among local NGOs, local governments and other local actors;
- raising public awareness about the need to confront the recent past as a means for future violence prevention;
- sensitisation and empowerment of local communities and local NGOs to take an active part in the societal peace-building process, which is an intrinsic part of conflict-prevention and democracy-building;
- increasing local actors' motivation to start building informal mechanisms for dealing with the past, i.e. past human rights abuses and resolving grievances arising from the conflict;
- raising the level of knowledge among local NGOs, local governments and the population about the existence of different truths and perceptions about the conflict (factual, personal, social, and healing/restorative truth);
- making an initial step towards building a culture of non-violence and especially a culture of reconciliation at the grass-roots level;
- exploring possibilities for providing a public space for coming to terms with the conflict past and for dialogue on the human side of the conflict story;
- encouraging the healing process through dialogue and common empathy;
- creating supplementary methods for enhancing the ongoing process of implementation of the Framework Agreement in terms of societal peace-building, through a bottom-up approach and involvement of civil society as a legitimate partner in peace-building.

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5. Thematic evaluation of four projects: Bridges for the New Balkans, Mozaik-Bilingual Kindergartens, Safe Schools in Community at Risk, and Children, Theatre, Education

Project period: April - July 2006
Contracted by: Swiss Agency for Development and Cooperation (SDC)

This study assesses the effects of four projects funded by the Swiss Agency for Development and Cooperation on inter-ethnic relations and dialogue in Macedonia, measured through changes that occur on cognitive, emotional and behavioural levels of the beneficiaries. It does so by

analysing and assessing data collected through qualitative and quantitative research techniques, using a combination of two quasi-experimental evaluation methods: matching comparison group and reflexive comparison of the same group.

Main analytical variables:

1) Interethnic-relations seen as:

- inter-ethnic relations that exist only in the subjective awareness or subjective perceptions of an individual;
- objective inter-ethnic relations that exist independently of whether someone is aware of them or not;
- inter-ethnic relations in the process of being transformed from one kind into another, or being interrelated with each other.

2) Inter-ethnic dialogue seen as:

- existing communication among members of different ethnic groups.

Main indicators:

Quantitative (general)

- increase in inter-ethnic contacts;
- increase in friendships among members of different ethnic groups;
- increase in knowledge about one's own culture;
- increase in knowledge about the culture of other ethnic groups;
- decrease in prejudice and stereotypes;
- incidence of verbal and physical aggression.

Qualitative (general)

- depth of personal communication among members of different ethnic groups (acquaintance, friendship, etc);
- increase in empathy;
- increase in self-esteem;
- improved perception about oneself and about others.

Specific for parents

- degree/level of initial motivation;
- degree/level of parent's participation in project activities;
- level of interest of parents towards other parents;
- level of parent's interaction.

For the purposes of this thematic evaluation, three methods and instruments were used: (a) participative research or observation, (b) interviews (in-depth and semi-structured), and (c) questionnaires.

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6. Regional seminar in Gender/Women's Studies and European Studies 2004-2006: "Gender and women's studies for south-eastern Europe: re-thinking ideologies and strategies of their European integration"

Project period: 2004 - 2006

Contracted by: Higher Education Support Program, Open Society Institute-Budapest (part of the Regional Seminar for Excellence in Teaching)

The regional seminar in Gender/Women's Studies and European Studies, 2006, hosted up to 25 young academics from south-eastern Europe, involved in teaching and research in the field of gender/women's studies or in some other discipline from the realms of social studies and humanities consistently embracing the gender perspective in their work. The participants were invited to attend summer sessions and follow-on events with short courses, workshops and roundtables, and an international forum.

Through the intersection of gender/women's studies and European studies, introducing the integrative European perspective, the seminar undertook the task of situating these points of specificity into the wider European theoretical/scientific legacy in the realm of gender/women's studies. Thus, by way of placing the specificity into its European context, through a comparative approach, the seminar became an occasion to explore points of intellectual and theoretical commonality. The aim was to critically situate oneself with respect to the European identity as a cultural and political one, while exploring concepts of gender, knowledge and institutionalised higher education created and promoted by both, and examining the chief decision-making instances of the EU as well as its relevant alternatives/critiques. The purpose was, thus, to introduce the most influential and provocative contemporary concepts of European model-culture and (institutionalised) education - and in particular, gender/women's studies with an interdisciplinary overlap with European studies - in order to initiate creative critiques inclusive of the legitimacy of the specific standpoint of south-eastern Europe.

Activities in 2006:

- Winter Session 2006: "Ideologies of the Classroom: Investigating Gender/Women's Studies' Transformative Role in the Democratisation of Teaching Practices," Skopje, 2-5 February 2006
- Summer Session 2006: "Questions of Multiculturalism in Europe from the Perspective of Gender Studies: Teaching and Study of Hybrid Identities," Ohrid, 10-24 September 2006

For more information please visit: www.gendersee.org.mk.

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Key publications

Journal for Politics, Gender and Culture
Daily Briefings
Analyses

The Real and "I": On the Limit and the Self, Katerina Kolozova, Euro-Balkan Press, 2006

Women's Side of the Story: Personal Narratives about the Macedonian Crisis 2001, Aleksandra Bubevska and Mirushe Hoxha (in Macedonian, Albanian and English language), Euro-Balkan Press, 2005

MOLDOVA



Institute for Development and Social Initiatives (IDIS) "Viitorul", Chisinau

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Mission

To contribute to the growth of independent thinking in Moldova, as well as in other emerging European democracies; to contribute to the strengthening of local and regional government; to assist the expansion of civil society in which citizens act together to express their own interests, to exchange information, and to strive for mutual goals and influence government; to facilitate political and economic liberal reforms to the benefit of citizens and democratic constituencies.

Main Fields of Expertise

Democracy and Governance

Administrative and public law, and civil code

Anti-corruption and transparency

Democratic institutions/constitutional affairs

Decentralisation and local government

Legislative reform

Integration of national minorities through language

Economic Policy and Development

Agriculture and forestry
Economic statistics
Labour and employment
Macroeconomics
Regional development and rural affairs
Small and medium-sized enterprises
Business regulatory framework reform
Confidence Index Scorecard on consumption

EU and Foreign Policy Issues

EU integration and consolidation
European Neighbourhood Policy
EU policy in the Wider Black Sea Area (Synergy)
Foreign policy/international relations
Regional co-operation

Human Rights

Conflict prevention and management
Ethnic and multicultural policies
Equal access issues
Language training for national minorities

Privatisation, Procurement, Partnership

Private sector development and corporate policies
Public-private partnerships

Public Finances and Financial Management

Budget transparency (local/national)
Fiscal policy
Political party finance transparency

Public Sector Management and Organisational Development

Project management and administration
Public and communal services
Public policy reform management
Professional associations and networks

Key projects

1. Creating a network of language teachers in Moldova
2. Building effective private-public dialogue through a National Business Agenda
3. Strengthening local government in Moldova
4. Enhancing monitoring and the public's contribution to the implementation of key reform policies in Moldova
5. Strengthening civil society in Moldova
6. Strengthening the rule of law in Moldova
7. Strengthening local autonomy in Moldova in the context of EU integration
8. Support to policymaking in Moldova through independent monitoring and public debates
9. SMART strategy development for Moldovan and Romanian twinnings and cross-border co-operation
10. Language training for civil servants in southern Moldova

Other projects (not included in full)

11. Professional training and technical support to newly elected public officials in the local and sub-national governments of Moldova

12. Quarterly monitoring of social and economic policies in Moldova

13. Consumer Confidence Index: monitoring five independent indices related to consumer satisfaction about economic trends in Moldova

1. Creating a network of language teachers in Moldova

Project period: October 2007 - February 2008

Contracted by: High Commissioner of National Minorities, Organization for Security and Co-operation in Europe (OSCE)

Participating organisations: Bureau of Interethnic Relations, OSCE mission in Moldova, local government in the Gagauz territorial autonomy

Objectives

The project foresees the following outputs:

- establishment and legal registration of a Network Association of Language Teachers, including institutional consolidation (secretariat, advisory board, assembly) and premises and equipment;
- provision of training to NALT on administrative and financial management, activity planning, development and marketing of services and in-house training of potential new teachers;
- development of a strategic vision and a long-term financial sustainability plan that includes prospective contributions of international donors, the Moldovan authorities and the private sector.
- presentation of the network to the public through a launch ceremony and various promotional activities.

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2. Building effective private-public dialogue through a National Business Agenda

Project period: November 2007 - December 2008

Contracted by: Center for International Public Enterprise (CIPE) of the National Endowment for Democracy (NED), USA

Lead partner: IDIS Viitorul

Participating organisations: Central and Eastern European business associations, Moldovan business associations, chambers of commerce, Ministry of Economy

Context

Despite some initial reforms, the private sector still faces burdensome administrative barriers, excessive taxation, over-complicated reporting procedures, and excessive interference of the state authorities in the activity of small and medium enterprises (SMEs). The government of Moldova is

currently in its third reform round for the legislation that addresses the key areas for private sector development, such as unification of taxation laws and reduction of overregulation and over-inspection for private businesses. A strong lobby from international donors in Moldova, rather than the private sector, drives this policy agenda.

The National Business Agenda (NBA) is an effective tool to foster private-public dialogue because it focuses business, policy-makers, and the media on a set of immediate policy priorities defined by the business community. NBAs promote democracy by using grassroots advocacy techniques to establish priorities and consensus and by developing an effective advocacy strategy aimed at senior level policymakers. Thus, NBAs are not only grassroots, but also broad-based, tools for democratic participation.

Objectives

- to strengthen the institutional capacity of business associations and advance their role in democratic policy-making through coalition-building.
- to enhance public-private dialogue through a National Business Agenda by increasing the voice of the business community.

Expected impact

Business associations will create a joint platform for advocacy and co-operative engagement with various state and non-state stakeholders. Throughout the project, they will learn to effectively communicate and exercise advocacy instruments, and then institutionalise their learning by building a coalition and developing a wide-ranging advocacy campaign. The project will also help the business associations to create a healthy vision of their role in a democratic society, and will facilitate coalition-building among business associations to participate in an effective NBA process. Through a variety of demand-based training activities, the project will advance the skills and capacity of the business associations to improve private-sector participation in the policy-making process in Moldova through leadership and advocacy.

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3. Strengthening local government in Moldova

Project period: October 2007 - February 2008

Contracted by: United Nations Development Programme (UNDP), Moldova office - Self-Governance and Participation project, Integrated Local Development Programme

Lead partner: IDIS Viitorul

Participating organisations: Associations of local government, National League of the Associations of Mayors

The quality of local decision-making mechanisms in Moldova depends on the motivation of local newly elected officials, on the legal framework and on the standards of good governance through which the newly elected will be able to exert effectively the competences empowered by the new law adopted in 2006 and the law on local finances expected to be adopted by the end of 2007. A high number of persons entering into office are usually totally unprepared for local public administration. In this regard, the local elections in 2007 were no exception, since on 26

December 2006 two important regulations were adopted: the law on local public administration and the law on decentralisation (in force since 2 March 2007), which have introduced several important changes in the field of local public administration.

Objectives

Provide critical training practices and basic knowledge on local governmental legislation, finances, municipal property and public services to a sizeable number of local/city councillors of the central zone of Moldova. Three groups of practitioners and national consultants will train and consult local councillors throughout Moldova: *rayons*, cities and villages:

- Group I will be responsible for training nearly 1,650 persons from: Telenești, Rezina, Orhei, Șoldănești *rayons* (a total of 34 training events);
- Group II will be responsible for training nearly 1,700 persons from: Ungheni, Nisporeni, Călărași, Criuleni and Dubăsari *rayons* (a total of 35 training events);
- Group III will be responsible for training nearly 2,000 persons from: Ialoveni, Hîncești, Strășeni, Anenii Noi *rayons* and Chișinău Municipality (a total of 40 training events).

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4. Enhancing monitoring and the public's contribution to the implementation of key reform policies in Moldova

Project period: April - November 2007

Contracted by: Eurasia Foundation, Swedish International Development Cooperation Agency (SIDA)

Lead partner: IDIS Viitorul

Participating organisations: business associations, Eurasia Foundation

The project aims to create a functional interface between decision-makers and the general public through new analytical and dissemination tools: Economic Debates Platform, Regional Economic Debates Forum, and Citizen Confidence Index. It aims to enhance a critical understanding of the main economic and social policies in Moldova, by improving review mechanisms and co-operation between the main state actors (ministers, agencies) and independent experts and private-sector representatives. The project will provide a valuable tool to monitor, elaborate, design, analyse and implement key economic and social policies in Moldova, serving as a catalyst for insightful, constructive and long-lasting topical interventions among key-policy-makers in Moldova. One of the key state ministries (Ministry of Transportation) will receive targeted technical assistance during the project implementation, serving as a "demonstrational" test-case to other state bodies on their pathway to reforms. Enhanced capabilities to approach policy-making, planning and policy analysis will be prepared in two state agencies.

Objectives

- to create reliable instruments to monitor, analyse and correct economic and social policies in a regular and institutionalised way;
- to improve the existing capacities of state bodies, public authorities and civil society actors to formulate, correlate and implement long-term and medium-term economic and social policies;
- to enhance the policy dialogue framework between key government officials and civil society leaders, and harmonise existing economic policies initiatives with mainstream societal needs and concerns.

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5. Strengthening civil society in Moldova

Project period: April 2006 - December 2007

Contracted by: European Union - TACIS

Participating organisations: Transtec, Belgium, ACE, Germany, VNG International, Netherlands

Context

The project was designed to assist stakeholders in the field of social services delivery in Moldova to define and adopt quality standards, to provide training on quality standards in social management and new models of good practice, taking into account EU standards on quality assurance in the social field. A considerable part of the task is devoted to improving the capacity of the Social NGO Network and its alliances as networks, i.e. as representative bodies of a given social sector. Important components include know-how transfer, information dissemination and learning/demonstration through good practice models. The project delivers these components through training and information events, but also explains the rationale behind these components and ensures that stakeholders and beneficiaries will be in a position to use these elements themselves after the end of the project.

Objectives

- improved strategic and management skills within NGOs;
- established NGO support capacities;
- improved NGO co-operation: on-going exchange of experience, networking and best practice;
- clarification of legal situation of NGOs and formulation of recommendations for improvement;
- improved collaboration with public authorities;
- improved NGO credibility and image;
- funding and implementation of micro-projects according to adequate funding and execution procedures.

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6. Strengthening the rule of law in Moldova

Project period: May 2006 - January 2007

Contracted by: Center for International Private Enterprises (CIPE) of National Endowment for Democracy (NED), USA

Context

Excessive government control over business has contributed to the grey sector in Moldova, which is currently estimated at over 60 per cent of the country's economy. A typical small and medium-sized enterprise (SME) spends 18 to 29 employee days preparing the paperwork to comply with the national tax law and regulations. In addition to paying official taxes and fees, a typical firm makes almost weekly "contributions" (financial or "in kind") to local and national authorities. This sort of tax burden is not recognised by the authorities as taxation, albeit "unofficial", while in practice entrepreneurs are much more vulnerable to this sort of taxation than the official kind.

The so-called 'social projects' launched by local authorities demand immediate financing from the small, medium and large businesses, which have little choice but to comply, or face immediate reprisals from the respective authorities. Payments vary from monthly amounts provided in cash to some local government officials (conventional corruption) to large amounts demanded from the business community by nationwide "fund-raising" campaigns. Both can amount to tens of thousands of US dollars. The typical business association in Moldova is too weak to protect its members from such administrative pressures. In turn, unofficial taxation is often employed by the business to gain "political recognition" from the state leadership, or just to be favoured in various "quasi-official" deals.

Objectives

- to assess by qualitative and quantitative surveys the size, typology and sequencing of unofficial taxes requested by the administration from business in Moldova;
- to increase the transparency of the economic policymaking process in Moldova by promoting policy recommendations and law-making initiatives;
- to improve Moldova's business and investment environment by identifying and exposing systemic gaps and improve them through policy-guided recommendations;
- to increase public awareness on key issues challenging the business community and to advocate for consistent market-based democratic reforms.

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7. Strengthening local autonomy in Moldova in the context of EU integration

Project period: May - November 2006
Contracted by: Soros Foundation Moldova
Lead organisation: IDIS Viitorul

Participating organisations: associations of local government

Objectives

- Evaluation of institutional obstacles (legal, fiscal, management) negatively affecting the extent of the legal competencies of local government, and recognised autonomy within the limits of national and European legislation;
- Providing technical and legal support to the Standing Committees of parliament, associations of local governments and the newly established Ministry of Local Public Administration to define a long-lasting national strategy (and corresponding new legislation) for the development of a viable, Europeanised system of local and regional government in Moldova;
- Creation of integrated public-oriented resources (educational TV spots, thematic articles in mass print media, FAQs on related subjects of local government in order to positively increase the institutional performance of local government in Moldova;
- Developing new innovative resources on local government affairs, which will endow associations of local government with adequate tools of self-evaluation, professional training over specific mechanisms of local autonomy, including the production and broadcast of spots and documentaries on topics connected to local government (fiscal relations, decision-making, property management); full employment of these resources through a communications strategy with mass media and key stakeholders in the field.

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8. Support to policymaking in Moldova through independent monitoring and public debates

Project period: May 2005 - June 2006
Contracted by: Open Society Institute
Participating organisations: International Centre for Policy Studies (ICPS), Ukraine

Objectives

The purpose of the project was to support indigenous efforts to monitor economic and poverty reduction policy in Moldova, and stimulate public discussions over the implementation of the Economic Growth and Poverty Reduction Strategy Paper (EGPRSP) in the country.

The main objectives were:

- to provide a credible and reliable instrument to monitor the economic situation, macroeconomic trends and the level of poverty in Moldova, while facilitating wide-ranging public policy debates

about policy options for the development of the country and the creation of necessary conditions for the successful implementation of both EGPRSP and EU-Moldova European Neighbourhood Policy Action Plans.

- to prepare and publish regular economic analysis of current situation and forecasting of middle term trends in the Economic Statewatch: Quarterly Analysis and Forecast.
- to deliver external independent evaluation of EGPRSP implementation through a tracking EGPRSP Implementation Leaflet, which will reflect the results of analysis, interpret factors contributing to change, and provide estimates of the likelihood of meeting the EGPRSP goals.
- to organise four national and four regional roundtables for policymakers, representatives of various social and political groups, such as trade unions, clubs of business elites, ruling and opposition parties, national and local NGOs, and public administration to discuss research results.

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9. SMART strategy development for Moldovan and Romanian twinnings and cross-border co-operation

Project period: June 2005 - November 2006

Contracted by: European Commission

Participating organisations: VNG International (Netherlands), Federation of Local Authorities (Romania)

Context

The project intends to support cross-border co-operation between Moldovan and Romanian local authorities. This objective will be achieved by transferring knowledge from experienced international experts to nine Moldovan and Romanian trainees on strategic planning, participative decision-making, and international project management for local government. The nine trainees will continue to provide training on the three topics for 180 civil servants and elected officials of local and regional authorities from the border regions of Moldova and Romania. Complementary to the training component, two pairs of local authorities from Moldova and Romania will be assisted in implementing the knowledge acquired during the training courses through the development of pilot projects.

Their experience will be used for developing case studies, which will support other local authorities to replicate this kind of project. Manuals on the three topics and case studies will be made available to all members of the Romanian and Moldovan associations of local authorities. At the moment there is a risk that the increasing focus on the European Union of local government on the Romanian side of the border and the considerable attention that Moldovan local government have to pay to internal problems can lead to a widening gap between them. It is the firm belief of the project partners that cross-border cooperation can be a mechanism for reducing the impact of the new borders between an enlarged EU and the new neighbouring countries.

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10. Language training for civil servants in southern Moldova

Project period: September 2005 - July 2006

Contracted by: OSCE High Commissioner for National Minorities

Participating organisations: Bureau of Interethnic Relations, Government of Moldova

Goal

The overall goal of the project is to contribute to the integration of the minority population of southern Moldova into the mainstream society of Moldova by providing adequate language training to civil servants willing to study the state language. The Project aims at teaching Romanian/Moldovan as a second language to approximately 250 civil servants from different professional groups. IDIS Viitorul consultants will edit, write and publish a number of handbooks, and audio and video recorded teaching materials for the targeted group of beneficiaries with the aim of providing a quality and enabling environment for learning the official language of the country.

Objectives

- to set up and train an expert team, which will develop a programme of learning Romanian/Moldovan as a second language tailored to suit the needs of civil servants - and specific supplementary teaching materials;
- to prepare additional teaching materials to suit the specific needs of civil servants;
- to train 15 teachers of Romanian/Moldovan as a second language to adults to deliver language courses in southern Moldova;
- to deliver language courses to approximately 250 civil servants in southern Moldova.

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Key publications

Economic Statewatch, quarterly magazine, 2006 - 2007

Economic Statistics, a monthly electronic bulletin designed to convey integrated economic and social data

Political and Security Statewatch, monthly since July 2007

Business Intelligence, a bi-monthly publication

European Integration for Moldova: A Handbook for Practitioners

Policy Briefs

Gas Industry in Moldova

Management of Water Supply

Fiscal Amnesty and its Consequences on the Moldovan Economy

Fiscal Decentralisation Pattern: Shifting Power or Legacy?

Urban Traffic in Chisinau City: Origins, Causes, Policy Recommendations

Policy Studies

Strategising Subsidies for Moldovan Agriculture

Transnistrian Foreign Debts: How to Tackle Them in a Reunified Moldova?

Municipal Parking in Chisinau: Where are the Policies, What are the Consequences?

Confidence Index (Sentimental national), 2007 - a scorecard of the population's confidence in economic performance

Quarterly Index of Industries

Quarterly Index of Services

Quarterly Index of Consumption

Ungheni: Opportunities for Investment, handbook on regional and municipal development in Moldova (English, Romanian, Russian), 2006

Water Management and Sewerage System in Chisinau

Roadmap towards Decentralisation in Moldova

Functional Analysis Applied to Local Government in Moldova

Learning Official Language for Civil Servants of the Gagauz Minority - handbook

100 Burning Issues of Moldovan Policy - press review, 2006, 2007

Quo vadis Moldova? - anthology of papers on foreign, domestic and security policy of Moldova

Best Practices Handbook of Local Government, 2006, in co-operation with the Council of Europe

With Citizens for Citizens - handbook in public communications and mobilisation, 2006

Prospectus of Best Practices Programme for Local Government in Moldova, 2005-2007

Priorities of Europeanisation in Moldova: People, Institutions, Ideas, 2007

10 Candidates in the Recent Election Campaigns of 2007

Draft Concept of National Security: A Decisive Test for Moldovan Political Elites, 2007

Profile of Local Elected Officials: Analysis of the Political Geography of Local Government after the Recent Local Elections in Moldova, 2007

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Mission

The Institute for Public Policy is a non-governmental organisation, committed to the values of individual liberty, democratic society, rule of law, and a free-market economy. Through research, publications, policy recommendations and public forums, the Institute provides political, business, academic community and media leadership with a deep analysis of public policy issues confronting our society in order to improve the policymaking process.

The activity of the Institute is focused on the following fields: European integration, public administration, conflict resolution, corruption control, budgetary and fiscal policies, education, public health, and social protection.

Main Fields of Expertise

Democracy and Governance

Anti-corruption and transparency

Civil service reform

Civil society, third sector/NGOs

Decentralisation and local government

Economic Policy and Development

Military development

Regional development and rural affairs

Social and Health Policy

Culture and arts

Diversity management (promotion of tolerance in society)

Ethnic statistics

Health administration, planning and funding
Poverty reduction
Welfare models, pension and social support reform

EU and Foreign Policy Issues
Border management/security

Human Rights
Conflict prevention and management

Public Sector Management and Organisational Development
Police reforms (community-based policing)

Education, Research and Development
Education administration, management and finance
General education (primary, secondary, higher)
Vocational training
Research and development

Key projects

1. Civil society participation in European Neighbourhood Policy (ENP)- a regional approach to conflict resolution
2. Think Tanks' co-operation for the European and Euro-Atlantic integration
3. Trilateral plan for solving Transnistrian issue
4. National Security Council as a decision-making tool in Moldova, Ukraine and Romania
5. Joint border and customs check point - Moldovan-Ukraine border

1. Civil society participation in European Neighbourhood Policy (ENP) - a regional approach to conflict resolution

Project period: October 2006 - October 2009

Contracted by: Crisis Management Initiative, Finland

Participating organisations: International Center for Human Development (ICHD), Armenia), Helsinki Citizens' Assembly Azerbaijan National Committee, Georgian Foundation for Strategic and International Studies

This project will utilise the societal dimension in conflict resolution and crisis management in the framework of the ENP, by creating a regional partnership network with four NGOs from Armenia, Azerbaijan, Georgia and Moldova with track-records in conflict resolution and crisis management. Each partner will participate in and/or set up a national expert council. They will work with their respective governments on ENP issues with a focus on conflict resolution. All partners will co-operate on a regular basis with one another and share experiences of how civil society can constructively contribute to conflict resolution thereby, creating a regional dimension.

2. Think Tanks' co-operation for the European and Euro-Atlantic integration

Project period: 2006 - 2007

Contracted by: Soros Foundation - Moldova, International Renaissance Foundation, Ukraine, and Open Society Foundation in Romania

Participating organisations: Institute for Euro-Atlantic Cooperation, Ukraine, Centre for Conflict Prevention and Early Warning, Romania

The general objective of the project is to identify the basic fields of co-operation between Romania, Moldova and Ukraine in terms of preparing the basic arguments for security sector reform and a common Euro-Atlantic integration.

The experience of the Common Council of experts of Ukraine-Moldova-Romania was valued in the elaboration of the Trilateral Plan on the Transnistrian issue. This experience and good trilateral co-operation will now be valued in tackling other critical issues: the necessary reforms considering the future accession of Ukraine and Moldova to the EU; the reforms in view of the security sector reform and the future accession of Ukraine and Moldova to NATO.

Publication: *Trilateral Approach for European and Euro-Atlantic Integration*, 2007

3. Trilateral plan for solving Transnistrian issue

Project period: 2005 - 2006

Contracted by: Open Society Institute East-East Partnership Beyond Borders Programme

Participating organisations: Institute for Euro-Atlantic Cooperation, Ukraine, Centre for Conflict Prevention and Early Warning, Romania, Pylyp Orlik Institute for Democracy, Ukraine

The project aims to build up a platform for mature dialogue between think-tanks from Ukraine, Romania and Moldova in order to articulate a joint vision of settling the Transnistrian Conflict. It also aims to fill a gap - the lack of professional debate for three sides sharing a common interest in facing challenges and problems within bilateral and trilateral relations - and to encourage analytical activities in all three states to seek a political and social solution to the Transnistrian crisis, to recommend solutions together with methods for its achievement based on the rule of law and territorial integrity of the Republic of Moldova.

Publication: *Trilateral Plan for Solving the Transnistrian Issue, Regional Partnership for a Common Commitment-oriented Approach* (Policy Paper), 2006

4. National Security Council as a decision-making tool in Moldova, Ukraine and Romania

Project period: September 2004 - September 2005

Contracted by: Local Government and Public Service Reform Initiative (LGI) of Open Society Institute

Participating organisations: Institute for Public Policy (IPP), Romania, International Centre for Policy Studies (ICPS), Ukraine

The project was supported by the Supreme Security Council of the Republic of Moldova,

National Security and Defence Council of Ukraine and Supreme Council of National Defence of Romania.

The following major results were achieved:

- The legal framework and best practices of National Security Councils of three neighbouring countries - Moldova, Ukraine and Romania - and the decision-making process concerning national and international security and defence issues were analysed and discussed.
- The main findings and views regarding existing national security organisation, including national security councils' organisation and best practices, were shared among the actors involved, and published.
- A forum for discussions among the main actors regarding the national security and defence decision-making process has been established.
- An important contribution has been made to the enhancement of co-operation and partnership among the neighbouring countries' policy research centres.
- The project contributed to the development of human and institutional capacities of the partners involved in project implementation regarding studies and analyses of the policies in priority security-related areas.

The project revealed the differences between National Security Councils' organisations, tasks, cultures, capacities and, most importantly, their strong dependence on high-level political will, and the agendas and competing national interests of the three neighbouring countries.

Publication: *The National Security Council in the Decision-Making Process. Comparative Analysis: Republic of Moldova, Romania and Ukraine* (in Romanian, English and Ukrainian), 2006

5. Joint border and customs check point - Moldovan-Ukraine border

Project period: 2005

Contracted by: LGI

The project has been developed by the Institute for Public Policy with experts from Germany, Poland, Hungary, Romania, Ukraine and Republic of Moldova. The project was supported by the Ministry of Foreign Affairs and European Integration, Customs Service and Border Guards Service of Moldova.

The project activities included research developed by experts with relevant experience on the issue, an evaluation field visit of the experts to the border checkpoint "Palanca" on the Moldova-Ukraine border on 16 June 2005, an international seminar that took place on 17 June 2005, in Chisinau, and the development and publication of a White Paper.

The research was developed with the main objective to determine the key legal, technical and organisational problems influencing effectiveness at the joint border checkpoints, according to the experience of the European Union countries and countries of the region. The research considered, in particular, issues related to the organisation of joint border checkpoints on the Transnistrian sector of the Moldova-Ukraine border, the last political statements and actions of

the authorities of both countries, and the ongoing bilateral negotiation process on the issue. The field visit of the international experts to “Palanca” was organised with the intention to acquaint them with the current situation at the Moldova-Ukraine border, and with practical organisation of national border control agencies’ activity at the border checkpoint that has been organised as a joint border checkpoint in the past. The visit allowed international experts to compare their countries’ experience with the experience existing in Moldova, and to adjust their conclusions and proposals to the existing situation.

The international seminar that took place in Chisinau on 17 June 2005 had the following main purposes:

- to present the experience existing in different EU countries and countries of the region on joint border checkpoints’ creation and organisation;
- to identify the key problems that influence the creation and effectiveness of such border checkpoints, especially considering their eventual establishment on the Transnistrian sector of the Moldova-Ukraine border;
- to develop proposals for solving the existing problems.

Proposals and recommendations regarding the organisation of joint border checkpoints on the Transnistrian sector of the Moldova-Ukraine border were developed, published and presented to national authorities.

Publication: *Joint Border Checkpoints on the Transnistrian sector of the Moldova-Ukraine Border*. White Paper (in Romanian, English and Russian), 2005

POLAND



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Mission

The Institute of Public Affairs is a non-governmental and non-partisan public policy think-tank.

The Institute aims to:

- conduct research projects significant for the public domain
- present and disseminate new policy proposals
- initiate public debates
- identify threats to the quality of public life
- act as a bridge between academia, the world of politics, the media and NGOs.

Main Fields of Expertise

Democracy and Governance

Administrative and public law, and civil code

Anti-corruption and transparency

Civil service reform

Civil society, third sector/NGOs

Democratic institutions/constitutional affairs

Electoral systems and political parties

Judicial system

Legislative reform

Media

Economic Policy and Development

Industrial policy

International development aid

Labour and employment

Regional development and rural affairs

Social and Health Policy

Diversity management (promotion of tolerance in society)
Poverty reduction
Welfare models, pension and social support reform

EU and Foreign Policy Issues

Border management/security
EU common policies
EU integration and consolidation
EU law versus national legal system
EU structural and cohesion policy
European Neighbourhood Policy
Foreign policy/international relations
Implementation of *acquis communautaire*
Lobbying at EU or other supranational level

Human Rights

Ethnic and multicultural policies
Equal access issues
Gender issues
Migration/refugees

Public Sector Management and Organisational Development

Information technology in public sphere
Management of not-for-profit organisations
Public policy reform management

Education, Research and Development

General education (primary, secondary, higher)

Key projects

1. Poland Democracy Watch – monitoring threats to Polish democracy
2. European Parliament: your voice in Europe
3. Polish foreign policy at the crossroads
4. The constitutional treaty: looking for new solutions
5. Tomorrow's Europe
6. Mutual perceptions of the Poles and the French
7. Poland-Germany-France. Mutual perceptions and co-operation in the European Union
8. Poland and the Nordic states: co-operation on the eastern policy of the European Union
9. New modes of governance
10. Building a friendly environment for the non-governmental sector in Poland – KOMPAS
11. The third sector's sustainability index in Poland
12. Efficiency of child and family care system
13. Towards a new Polish model of social economy - building a new Lisków
14. Flexible forms of employment – a chance for professional integration of disabled youth
15. Citizen and law
16. E-government as a way of preventing corruption in public life
17. The reform of presidential election campaign finance

18. Evaluation of integration programmes for refugees in Poland
19. Experiment in newcomer integration
20. Poland and Germany and their diasporas in the east - repatriation as an element of migration policy

1. Poland Democracy Watch – monitoring threats to Polish democracy

Project period: 2007-2009

Contracted by: Open Society Institute

Objectives

The overall project objective is to monitor the threats to democracy in Poland, notably the “capture of democracy” whereby democratically elected politicians use their position of being a numerical majority to undermine or even abolish the rules and institutions guarding democracy and human rights.

The monitoring activities will cover the rules, institutions and social behaviour impacting the quality of democratic life. In particular, the project will aim to:

- disseminate - in Poland and abroad - information about developments that could pose a threat to democracy;
- initiate public debates on issues relevant to the state of democracy in Poland;
- formulate policy proposals to strengthen the legal and institutional framework of Polish democracy and citizens’ participation in democratic public life;
- develop ideas for EU-wide instruments and institutions ensuring the stability of democracy in member states.

The monitoring of the following areas is envisaged:

- the rules guiding democratic governance (e.g. electoral law, political finance, parliamentary procedures);
- key institutions (e.g. political parties, civil service, anti-corruption agencies);
- social behaviour and opinions (e.g. electoral turnout, public trust in institutions).

Activities

- review of media and government and parliamentary websites to monitor relevant policy and legislative initiatives;
- participation in meetings of parliamentary committees and public hearings when relevant legislative proposals are discussed;
- providing Polish and foreign print and electronic media with expert opinion and commentary on developments related to the project’s thematic areas;
- publishing opinion pieces in leading periodicals as well as in internet portals.

Expected outputs

Policy statements; policy briefs; ad hoc seminars for experts and policymakers; annual reports on the state of democracy in Poland (in Polish and English versions); annual conferences on the future of Polish democracy.

The project is designed to complement and reinforce the initiatives of other NGOs, including the Stefan Batory Foundation and the Helsinki Foundation. It will involve co-operation with a number of Polish and international organisations and institutions. EU institutions and the Council of Europe are key targets for the project's dissemination activity.

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2. European Parliament: your voice in Europe

Project period: 2007
Contracted by: European Parliament office, Poland

Objectives

A series of seminars and conferences are aimed at raising public awareness in selected areas (policies) pursued by parliamentary committees, especially among social groups that have not had an opportunity in the past to become better acquainted with the parliament's work. The project activities included a lecture, "The future of Europe", by Hans-Gert Pötering, President of the European Parliament, at Warsaw University on 5 June 2007, and a Citizens' Forum, "To emigrate and to return. Workers' migration and EU policies", in Wrocław on 22 June 2007.

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3. Polish foreign policy at the crossroads

Project period: October 2006 - November 2007
Contracted by: German Marshall Fund of the United States

Objectives

The principal objective of the project is to examine the emerging new Polish foreign policy. The 15-year long consensus over the principles and objectives of that policy came to an end with the 2004 EU enlargement and the 2005 presidential and parliamentary elections. Will the political forces be able to define a new consensus on the country's foreign policy objectives? Or rather shall we face political rivalry over foreign policy, as is the case in most western states? The research will address the positions of six Polish political parties (government and opposition) vis-à-vis the most important challenges faced by Poland in international affairs. It will focus on three key geographical directions of Polish foreign policy: relations with the United States; the policy of Poland within the EU; the policy towards eastern European countries (in particular Ukraine, Belarus, Russia and Moldova).

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4. The constitutional treaty: looking for new solutions

Project period: January - May 2006

Participating organisation: Polish Institute of International Affairs

In co-operation with the Polish Institute of International Affairs, ISP organised a series of four seminars on issues around the Constitutional Treaty. In addition to a concluding conference, ISP published a report on the future of the treaty.

Publication: *The Future of the Constitutional Treaty - Strategy for Poland*

Contact: Jacek Kucharczyk, Director of Programming

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5. Tomorrow's Europe

Project period: May 2006 - December 2007

Contracted by: European Commission

Lead partner: Notre Europe

Objectives

As part of the Plan D for Democracy, Dialogue and Debate, the European Commission supports a range of initiatives aimed at encouraging citizens' participation in the dialogue on the European policy. The project, implemented by the Notre Europe Foundation in co-operation with many European organisations (including Gallup Europe and Friends of Europe), aims to conduct a pan-European deliberative poll, a public opinion survey combined with a public debate.

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6. Mutual perceptions of the Poles and the French

Project period: November 2005 - December 2006

Contracted by: French Embassy in Warsaw, Ministry of Foreign Affairs, Poland, Robert Schuman Foundation, Société Générale, Conseillers du Commerce Extérieur de la France, Telekomunikacja Polska

Objectives

This project was the continuation of a mutual perceptions survey from 1999 - 2001. The aim was to examine to what extent EU enlargement and political and economic events influenced mutual perceptions. In co-operation with the Robert Schuman Foundation, ISP conducted opinion polls in Poland and France, as well as publishing reports in Polish and French.

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7. Poland-Germany-France. Mutual perceptions and co-operation in the European Union

Project period: September - November 2006

Contracted by: Ministry of Foreign Affairs, Poland, Konrad-Adenauer-Stiftung, Foundation for Polish-German Cooperation

A month before the Weimar triangle summit (a meeting of the Polish President, German Chancellor and French President on 15 December 2006), ISP organised a Polish-German-French conference. Reports were presented on mutual perceptions as well as organised panel discussions attended by Polish and foreign experts.

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8. Poland and the Nordic states: co-operation on the eastern policy of the European Union

Project period: April - November 2006

Contracted by: the Ministry for Foreign Affairs, Poland, the Nordic Council, the Danish Embassy, the Finnish Embassy, the Norwegian Embassy, the Swedish Embassy

On the eve of the EU-Russia summit, held in Helsinki on 24 November 2006, ISP, in co-operation with the embassies of the Nordic states, the Nordic Council and the Polish Ministry of Foreign Affairs, organised an international conference on the European Neighbourhood Policy and the priorities of the EU policy towards Russia.

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9. New modes of governance

Project period: September 2004 - September 2007

Contracted by: Sixth Framework Programme (FP6), European Commission, Ministry of Science and Higher Education, Poland

Objectives

This project is part of the international research project *New Modes of Governance*. ISP carried out research and analysis of the level of implementation of new modes of management of public tasks (e.g. participatory governance, privatisation and marketisation of public tasks, decentralisation of governance) in the new EU member states. An analysis was conducted of the cultural, historical and social conditions of the introduction of new modes of governance and optimal ways of their implementation in Poland, Lithuania and Estonia. The main research comprises case studies of public institutions.

Publication: *Democratisation, Capture of the State, and New Forms of Governance in CEE Countries*

Contact: Jacek Kucharczyk, Director of Programming

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10. Building a friendly environment for the non-governmental sector in Poland – KOMPAS

Project period: November 2003 - September 2006

Contracted by: Trust for Civil Society in Central and Eastern Europe, Stefan Batory Foundation

Objectives

Through the monitoring of legislation regulating non-governmental organisations, this project aimed to establish a community of experts on the third sector in Poland. An examination was also conducted of issues of social economy and employment in the third sector, and the process of granting the status of organisations of public benefit to NGOs, as well as the policies of local government towards non-governmental organisations. An integral part of the project was the publication of *Trzeci Sektor* (Third Sector), a quarterly magazine, addressed to employees and voluntary workers of non-governmental organisations, as well as people involved in research and scientific activity.

Publication: *Trzeci Sektor* (Third Sector), quarterly magazine

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11. The third sector's sustainability index in Poland

Project period: November 2005 - March 2006

Contracted by: Management Systems International

Objectives

The main aim of this project was an expert evaluation of the third sector in Poland according to the methodology of the *Sustainability Index* – an annual international analysis conducted by the United States Agency for International Development (USAID). ISP organised a panel discussion where experts presented their evaluation of the state of the third sector in Poland, taking into consideration a number of variables (legal environment, organisational capacities, financial sustainability, public relations, level of services provision, infrastructure, public image). The project was concluded with the preparation of a report.

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12. Efficiency of child and family care system

Project period: September 2005 - December 2006
Contracted by: Ministry of Labour and Social Policy, Poland

Objectives

This project was the continuation of ISP's work on the analysis of the reformed system of child and family care at the local level. Its aim was to examine and compare the processes of becoming independent in the case of children raised in foster families and foster-care institutions in four counties. Interviews were conducted, and the documentation of institutions responsible for foster children was examined.

Impact

A range of expert seminars were held, and a report was prepared, with recommendations regarding the improvement of the child and family care system.

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13. Towards a new Polish model of social economy - building a new Lisków

Project period: November 2004 - March 2008
Contracted by: European Social Fund and the Polish Government Community Initiative EQUAL
Participating organisations: partners in Italy, Belgium, Netherlands

Objectives

The aim of this project is to develop a Polish model of social economy by developing a model strategy to encourage local communities to establish social enterprises and then test this model in practice. During the first phase, the main task was a review of social economy resources in two Polish counties, and the identification and involvement of local partners. ISP carries out research and analysis in co-operation with its international partners, and will disseminate and mainstream the most innovative results of the EQUAL project.

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14. Flexible forms of employment – a chance for professional integration of disabled youth

Project period: July 2005 - April 2007
Contracted by: European Social Fund

Objectives

This project aimed to improve the chances of employment of young disabled people in Poland - through an analysis of the professional skills and needs of this social group, as well as the existing capacity for development via flexible forms of employment. Research into the issue has never

before been conducted in a systematic way. A series of qualitative and quantitative research studies, conducted by ISP, covered young disabled people as well as social services, employment agencies, key persons in local governments and local enterprises.

Impact

ISP also prepared a number of expert opinions on the social situation and employment of disabled youth, designed to provide the institutions responsible for disabled youth policy with valuable knowledge and thus help to improve the planning and implementation of their activities. Eight conferences were held.

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15. Citizen and law

Project period: 2002-2008
Contracted by: Polish-American Freedom Foundation

The purpose of this project was to expand and improve access to legal assistance for citizens in small communities, including socially marginalised groups.

The programme is focused on two parallel areas of activity:

- a grant contest providing financial support for advisory non-governmental organisations;
- the activity of a board of experts focusing on the development of recommendations and the implementation of systemic solutions regarding citizens' access to legal assistance.

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16. E-government as a way of preventing corruption in public life

Project period: June 2005 - November 2006
Contracted by: ComputerLand

Objectives

This project constituted a link between two extensive and multi-themed undertakings implemented by public administration, namely the anti-corruption strategy and the development of electronic administration.

Impact

As a result of this project, ISP gathered and systematised the existing government proposals, and initiated a debate on their relevance and effectiveness. The project also served as a framework for the examination of other countries' experience in the implementation of e-government instruments aimed at corruption prevention, and their applicability in Poland.

Publication: *Electronic Administration - New Instruments for Corruption Prevention*

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17. The reform of presidential election campaign finance

Project period: July 2006 - May 2007

Contracted by: Stefan Batory Foundation

Based on the results of the monitoring of presidential election campaign financing, conducted in 2005, ISP published a report and will develop proposals for amendments to the law on the election of the Polish President as well as other related legal acts.

Publication: *Recommendations for the Reform of Funding of Presidential Election Campaigns in Poland*

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18. Evaluation of integration programmes for refugees in Poland

Project period: May 2006 - June 2008

Contracted by: European Social Fund

Objectives

This project aims to improve the situation of foreigners covered by international protection in Poland through the creation of an effective model of their integration into the society. ISP will evaluate the impact and effectiveness of existing integration programmes conducted by social assistance institutions and develop recommendations regarding more effective integration.

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19. Experiment in newcomer integration

Project period: October 2005 - October 2007

Contracted by: Interreg III B Central Adriatic Danubian South Eastern European space (CADSES), European Commission

Objectives

The main aims of this project are: stimulation of debate on the benefits of migration, and promotion of innovatory integration policy. The project involves the creation of local coalitions and an expert group, which will facilitate and strengthen dialogue between migrant organisations and host countries. The research focuses on opportunities for entrepreneurship development and means of activation of migrants.

Publication: *Experience and Prospects of Immigrant Integration in Poland*

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20. Poland and Germany and their diasporas in the east - repatriation as an element of migration policy

Project period: February - November 2006

Contracted by: Foundation for Polish-German Cooperation, Konrad Adenauer Foundation

Partner organisation: Migration Research Group, Hamburgisches Welt-Wirtschafts-Archiv (HWWA)

Objectives

The project aimed to evaluate current policy towards the Polish and German diaspora, and to prepare recommendations for the improvement of the current repatriation policy as an element of the migration policy of the two countries. ISP also aimed to initiate public discussion and raise public awareness of this issue. In May 2006, research was conducted in Poland and Germany, which was presented during a seminar in September 2006.

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Key publications

Trzeci Sektor (Third Sector) quarterly magazine

Policy briefs (Analysis & Opinions series)

Research reports and policy papers

Learning from the Experience of West European Think-Tanks, Jacek Kucharczyk, Piotr Kaźmierkiewicz, ISP, Warsaw, 2007

Save Public assets. Monitoring Corruption Threats in the Distribution of the Structural Funds, Tomasz Grosse, ISP, Warsaw, 2007
The Future of EU Enlargement. Debates in New Member States, Candidates and Neighbours, Piotr Kaźmierkiewicz, ISP, Warsaw, 2007
The Polish Experience In Controlling Illegal Migration. Lessons for EU Candidates and Neighbours, Piotr Kaźmierkiewicz, ISP, Warsaw, 2007
Southern Mediterranean and Eastern European perspectives on the EU's Future Dilemmas and the European Neighbourhood Policy, Piotr Maciej Kaczyński, Piotr Kaźmierkiewicz, Ali Tekin (Foreign Policy Institute, Ankara), ISP, Warsaw, 2006

Books

Democracy in Poland 2005-2007, Lena Kolarska-Bobinska, Jacek Kucharczyk, Jarosław Zbieranek, ISP, Warsaw, 2007
The Polish Members of the European Parliament. Their Activities and Impact on the Polish Political Scene, Jarosław Ćwiek-Karpowicz, Piotr Kaźmierkiewicz, Magdalena Pucyk. Foreword: Krzysztof Bobiński, ISP, Warsaw, 2007
The Visegrad States Between Schengen and Neighbourhood, Piotr Kaźmierkiewicz (ed.), Agnes Batory, Ivo Šlosarčík, Alekander Duleba, Juraj Mišina, ISP, Warsaw, 2006
EU Accession Prospects for Turkey and Ukraine. Debates in New Member States, Piotr Kaźmierkiewicz (ed.), in co-operation with Agnes Batory, David Král, Veronika Bajt, ISP, Warsaw, 2006
Neighbourhood Across a Divide, Piotr Kaźmierkiewicz (ed.), ISP, Warsaw, 2005

Articles

"Poland After the 2005 Elections: Domestic Discontent or EU Backlash?" Jacek Kucharczyk, Joanna Fomina, in *Democracy and Populism in Central Europe: The Visegrad Elections and Their Aftermath*, Institute for Public Affairs (IVO), Slovakia, 2007
"Assisting Democratic Transition in Belarus: Lessons from pre-1989 Poland", Jacek Kucharczyk, in *Prospects for Democracy in Belarus*, Joerg Forbrig, David Marples and Pavol Demeš (eds.), German Marshall Fund of the United States, 2006.



ROMANIA

Center for Rural Assistance (CAR)*, Timisoara

(* Associate member)

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Year of establishment: 2000

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Mission

To create and consolidate local capacities for the sustainable development of rural communities.

Main Fields of Expertise

Economic Policy and Development

Labour and employment

Regional development and rural affairs

Tourism and entertainment development

Public Sector Management and Organisational Development

Management of not-for-profit organisations

Project management and administration

Professional associations and networks

Education, Research and Development

Vocational training

Research and development

Key projects

1. Curriculum for adult education in rural areas - CAERA
2. Improving the professional qualities of trainers in rural development
3. ACCED – Continuing education for counsellor working in adult education
4. AGRI - Alternative forms of occupation continuing vocational training in agricultural regions
5. Training of trainers (ToT) in the agro-tourism sector in Poland, Belgium and Romania
6. NEIGHBOURS - promoting internet literacy among elderly people by creating virtual places to come together with European neighbours
7. 3L Net - European Network of Life Long Learning Clubs
8. CORA - Community-oriented recognised activities
9. Transnational Exchange Programme (TEP) - policies for local NGOs
10. Optimising the dialogue between the NGOs and public authorities from the rural areas of the western region of Romania
11. RuralNet Development
12. PACA - Participatory appraisal of a competitive advantage

1. Curriculum for adult education in rural areas - CAERA

Project period: September 2005 - October 2007

Contracted by: Gruntvig 1 programme, EU Socrates programme

Participating organisations: MTU Siksali Arendusselts, Estonia, Complex of Schools of Continuing Education in Krosno, Poland, The Wojciech Korfanty Center of Continuing Education, Poland, Formation y Asesores en Seleccion Empleo S.L. Fase, Spain, Centre de formation. professionnelle et de promotion agricole (CFPPA), France, ISAI Ltd, Itä-Suomen Aikuisinstituutti, Finland, Wizard Project Solutions, UK, TELEHAZAK ES TAVMUNK MAGYARORSZAGON, Hungary

2. Improving the professional qualities of trainers in rural development

Project period: September 2005 - September 2006

Contracted by: European Union, PHARE 2003 programme, The consolidation of the civil society in Romania, development of NGO sector

Objectives

- increase the quality of the training skills and competencies of 16 specialists in rural development from CAR – by facilitating their access to a training of trainers (ToT) programme;
- the establishment of a network of professional trainers who will supply competent training based on the needs identified by the organisation in the rural communities;
- the dissemination of the project's results to all the organisations and institutions relevant for the rural development process.

Results

- development of training competences of the participants at the ToT programme;
- organisation of a network of professional trainers;

- delivery of ToT programme to different clients (about 60 persons), and dissemination of the project results through eight printed articles and a promotional event (71 participants).

The programme is divided into three modules: personal and professional development, management of training programmes, the methodology of trainings. These modules are based on a set of competences included in the current occupational standard.

3. ACCED – Continuing education for counsellor working in adult education

Project period: September 2005 - October 2007

Contracted by: European Commission, Grundtvig G1.1, Socrates

Lead partner: Romanian Institute for Adult Education - IREA (Romania)

Participating organisations: die Berater® (“the Consultants”), Austria, Selvejende institution - Centre for Higher Education (CVU), Denmark,

Centre of Research in Theories and Practices that Overcome Inequalities (CREA), Spain, Vytautas Magnus University - Centre of Educational Studies – VMU, Lithuania, University of Bucharest (UB), Romania, Swedish TelePedagogic Knowledge Centre (STPKC), Sweden

The project is a follow up of the Grundtvig 1 project, “The Development of the Psychopedagogical and Professional Counselling Services (DPPC)”. The aim of the project was to improve and develop the counselling services offered to adults through adapting these to the needs of adults and to the requirements of the postmodern society, and to make these services coherent and compatible at a European level. In the framework created by the DPPC, the needs analyses realised nationally (Romania, Spain, Germany and Sweden) have underlined the need for a coherent framework for initial and continuous education for the practitioners working in adult education.

4. AGRI - Alternative forms of occupation continuing vocational training in agricultural regions

Project period: October 2004 - December 2006

Contracted by: European Commission, Leonardo Fund

Participating organisations: European Development and Educational Association, Association of Agricultural Unions of Messolonghi, Departamento de Economía y Ciencias Sociales Agrarias de la Universidad, Politecnica de Madrid, European Centre for Education and Development, Bulgarian Association of Herbs and Mushroom Producers, Business and Development Center, Romanian Business School of the Chambers of Commerce and Industry

The scope of the project is to involve rural communities in finding alternative occupational forms in agricultural areas.

5. Training of trainers (ToT) in the agro-tourism sector in Poland, Belgium and Romania

Project period: November 2005 - November 2007

Contracted by: European Commission, Leonardo da Vinci programme

Lead partner: Groupe One, Belgium

Participating organisations: Aqueil Champetre en Wallonia, Nowy Sacz County, Nowy Sacz Agency for Local Development, Danmar Computers, University of Szeged – College of Agriculture, Regional Resource Centre for Sustainable Rural Development

The main aim of the project is to develop, test, validate and finally disseminate high-quality and innovative training curriculum and educational tools for teachers and trainers from vocational schools, educational institutions and other organisations active in the rural tourism, agro-tourism and agriculture sectors in Belgium, Poland and Romania. The project's long-term objective is to provide to teachers and trainers an educational model in the agro-tourism sector based on best European standards in order to push for quality improvement of the sector in partner countries and to foster a concrete integration of the eastern Europe tourism market into the European market.

6. NEIGHBOURS - promoting internet literacy among elderly people by creating virtual places to come together with European neighbours

Project period: November 2006 - October 2008

Contracted by: European Commission, Socrates Programme, Grundtvig 1

Lead partner: Euro - Projectservice

Participating organisations: Znanie Association, Sofia; Chitalishte Development Foundation; Volkssolidarität Stadtverband, Magdeburg, European Associations for Vocational and Social Education; German National Association of Senior Citizens' Organizations; DIAN -Publications – Educational Programmes – Consulting, Partnership of Social Inclusion, Brezno; Slovak University of Technology in Bratislava

Objectives

- to support elderly people to be active and socialise with their European peers;
- to transfer new competencies to third generation: life-long learning, empowering of new abilities and skills in accordance with the needs of older people;
- to promote Internet literacy and confidence in ICT-issues for elderly people, leading to more and better participation by elderly people in daily-routines: online-banking, e-mail;
- to form an elderly people's community using the Internet: peer group learning

Context

Elderly people are very interested in matters that deal with their regional, personal, social environment. On virtual pages (wiki) they will introduce personal, cultural, historical events, anecdotes, photos, music, local and traditional food, poetry, broadcasting of people and land for their virtual neighbours

Expected results

- guidebook for, and documentation of, training sessions;
- evaluation of project implementation - experience report: separated by project partners' experiences and participants' experiences;

- dissemination of materials - project brochures, flyer, posters in each country/ each language;
- web site and wiki "neighbours" developed by participants;
- internet clubs for seniors: public or partner facilities.

7. 3L Net - European Network of Life Long Learning Clubs

Project period: October 2006 - September 2008

Contracted by: European Commission, Socrates Programme, Grundtvig

Participating organisations: TEMPO TRAINING & CONSULTING, s.r.o; Galician Confederation of People with Disability; EURO-NET, Se.Ri.Fo. Srl; Develop: Employability Skills and Guidance Division; Association International Initiatives for Cooperation – IIC Human Reform Foundation; DOST Special Education and Rehabilitation Centre

Objectives

- to develop appropriate skills and knowledge of disadvantaged people through training and counselling in career guidance to increase socialising skills and community participation of disadvantaged people;
- to disseminate practices and methodologies on life-long learning regarding social integration and career guidance of disadvantaged people.

Results

- local training facilities developed: Life-Long Learning Clubs (LLL Clubs) in all partners' countries equipped with needed infrastructure; skills developed for LLL Clubs' coordinators, including ToT;
- training of trainers curricula for LLL Clubs' coordinators;
- professional and personal development training curricula for the target group;
- skills & knowledge developed for around 320 persons (40 adults from each partner's region) through pilot training programme and counselling sessions;
- web site for the project – which will be in the form of a networking platform with the possibility also for chat and forums for users on project themes and a means of communication for LLL clubs. The project web page will be edited in all partner languages.

The training modules will approach the following themes: communication, discovery of personality profile, interpersonal interaction, problem- and conflict-solving, ICT tools and access, managing and processing information, implications for the labour market, self-marketing (CV writing, cover letters, interview presentations), foreign languages (mainly English)

8. CORA - Community-oriented recognised activities

Project period: October 2004 - September 2006

Contracted by: Joint Action programme

Participating organisations: Stockport College of further and higher education, Atrium Research and Innovation BV; University Tampere Center for Continuing Education; Free Youth Center

Objective

The overall aim of this project is to promote and enhance the recognition of volunteering as a valuable resource in the provision of services across the community, and to help improve the quality of service provided by volunteers.

Results

- comparative analysis of the training needs and availability of training;
- support services available in each country;
- European training programme developed and delivered;
- 15 volunteers identified, recruited and trained within each country;
- at least two voluntary/community organisations benefited from capacity-building support in each country;
- Virtual Learning Environment created to enable and facilitate distance;
- learning;
- evaluation report produced in the national language of each partner.

9. Transnational Exchange Programme (TEP) - policies for local NGOs

Project period: September 2006 - August 2007

Contracted by: Transnational Exchange Programme

Lead partner: CELODIN Kht

Participating organisations: Forum Institute, CpKP

Objectives

- exchange of good practices & knowledge;
- new policy for NGOs;
- partnership-building;
- technical background and a professional expert net.

Context

In central and eastern European countries, extensive social transformation has taken place in the past decade, which resulted in the poverty and disadvantaged status of rural areas and rural population. When analysing the key features of disadvantaged areas, it is found that the lack of advocacy, and the lack of initiatives from local communities, hinders most the development of these areas.

10. Optimising the dialogue between the NGOs and public authorities from the rural areas of the western region of Romania

Project period: August 2006 - July 2007

Contracted by: Trust for Civil Society in Central & Eastern Europe

Participating organisations: Prefecture of Timis County; Arad County Council; Prefecture of Hunedoara County; Prefecture of Caras Severin County

Objectives

- to develop, in one year, the capacity of 18 members of non-governmental organisations to influence local public administration's decisions;
- to raise awareness of 50 Local Development Agents (LDAs) in the process of community development;
- to promote the participatory governance principle to the NGOs.

Results

- to involve local NGOs in the decision-making process;
- to increase the dialogue between NGOs and Local Public Authorities (LPA) represented by Local Development Agents (LDAs);
- to improve governance at the local level with the involvement of rural NGOs.

11. RuralNet Development

Project period: 2002 - ongoing

Contracted by: Charles Stewart Mott Foundation

Participating organisations: Romanian Association for Community Development; Regional Community Development Association SZEKE; Romanian Association for Counselling and Support; CIVITAS Foundation for Civil Society; Outward Bound Romania; The Association Agapis; Resource Center for Ethnic and Cultural Diversity; Resource Center for Rroma Communities

Objective

Assistance in the development of RuralNet – a network of organisations active in community development from Romania

History

RuralNet is a network of NGOs active in community development. This network was established in 2002, in response to the Romanian organisations' need for information, knowledge and experience exchanges. There followed a series of meetings, each of them having an important contribution to defining the network's role in Romanian civil society.

12. PACA - Participatory appraisal of a competitive advantage

Project period: April 2005 - ongoing
Contracted by: Friedrich Ebert Stiftung

The aim of the PACA Exercise is to stimulate economic initiatives in rural areas, to mobilise the community members to identify actions for local economical development and to acknowledge the local competitive advantage.

Context

PACA – Participatory Appraisal of a Competitive Advantage - is a methodology developed by Mesopartner Ltd and implemented so far in 15 countries from Asia, Africa, Latin America and Eastern Europe. A PACA Exercise launches a local economic development initiative in order to assess and refocus ongoing local economic development activities.

Results

- training of 10 Romanian experts and 16 Moldavian experts on PACA methodology;
- feasibility study for PACA exercise implementation in Sucevița and Mănăstirea Humorului, Suceava county;
- PACA exercise in Sucevița and Manastirea Humorului;
- two follow-up sessions in Sucevița, and one in Manastirea Humorului.

Key publications

ROAD – Rural Opportunities and Approaches for Development
Phoenix'05 - A Model for Cultural Development in Rural Areas of Romania
PHOENIX - Cultural Revue
Athena - Methodological Guide on Local Development

Institute for Public Policy (IPP), Bucharest

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Mission

To assist the development of Romania's democratic process through extensive primary research, fostering open discussions and unbiased public policy analysis

Main Fields of Expertise

Democracy and Governance

Administrative and public law, and civil code

Anti-corruption and transparency

Civil service reform

Democratic institutions/constitutional affairs

Decentralisation and local government

Electoral systems and political parties

Legislative reform

Economic Policy and Development

Finance and banking

Infrastructure development and public utilities

Urban development

Social and Health Policy

Diversity management (promotion of tolerance in society)

Ethnic statistics

EU and Foreign Policy Issues

EU common policies
EU integration and consolidation
EU structural and cohesion policy
Foreign policy/international relations
Implementation of *acquis communautaire*
Lobbying at EU or other supranational level
Regional co-operation

Human Rights

Redress of misuse of power//Ombudsman institute
Conflict prevention and management
Ethnic and multicultural policies
Equal access issues
Gender issues
Minority rights

Privatisation, Procurement, Partnership

Public-private partnerships
Public procurement

Public Finances and Financial Management

Budget transparency (local/national)
Fiscal policy
Intergovernmental fiscal relations
Political party finance transparency

Public Sector Management and Organisational Development

Organisational restructuring and management reform
Project management and administration
Public and communal services
Public policy reform management
Professional associations and networks

Key projects

1. MPs – working hard or hardly working? Tracking absenteeism and public expenditure for a more transparent and accountable Parliament
2. Strengthening the Institute for Public Policy institutional capabilities to develop high-quality services for local government through internalising public survey know-how
3. You voted for them! They vote on laws for you! Find out how the MPs vote!
4. Performance indicators – an effective tool to improve the capacity of Romanian public administration
5. Nominal vote in local councils: Find out your elected officials' votes!
6. Institutionalising proper control mechanisms of political parties' funding by strengthening the institutional capacities of the competent authority: the Romanian Permanent Electoral Authority (PEA)

7. Intercommunality in Romania

8. Public administrators – a premise for increasing management efficiency in Romanian local public administration

1. MPs – working hard or hardly working? Tracking absenteeism and public expenditure for a more transparent and accountable Parliament

Project period: May - June 2006

Contracted by: RCSS, World Learning for International Development

Participating organisations: National Association of Citizen Advice Bureaux, Media Monitoring Agency

The project activities were directed towards public exposure of major deficiencies in the functioning of the Romanian legislature – such as massive absenteeism and cases of poor management of public money - and, at the same time, advocacy for practical solutions to such deficiencies.

The main estimated results of the project were: increased public support for the coalition's efforts to bring public concern about the poor performance of their duties by Romanian MPs and misuse of public money on the political agenda, as well as promoting policy changes in the direction of better regulation of waste of resources at parliamentary level.

Expected outcomes are:

a database containing information about expenditures engaged for each MP in 2005 compared with a diagnosis report on the situation of MPs' attendance/absenteeism during parliamentary working sessions (plenum, steering committees, constituency); publication and media coverage of the main findings for raising public concern over the issues; amendments to the internal regulations of the two parliamentary chambers directed to prevention, and sanctioning of such deficiencies.

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2. Strengthening the Institute for Public Policy institutional capabilities to develop high-quality services for local government through internalising public survey know-how

Project period: April 2006 - May 2007

Contracted by: RCSS, World Learning for International Development, US Agency for International Development (USAID)

The activities proposed in the project are directed towards strengthening the institutional and financial capacity of IPP, as well as stimulating increasing demand within local public administration for professional research, data collection and processing.

The main expected outcomes are: a strategic assessment (based on organisational audit, board and staff consultations), a business plan for the organisation, a specialised public surveying division to be created within the organisation, a PR campaign for the new strategic activity, a pilot survey implemented on prior market research, and a networking strategy for future international collaboration with similar service providers.

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3. You voted for them! They vote on laws for you! Find out how the MPs vote!

Project period: September 2006 - September 2007
Contracted by: European Commission, PHARE programme
Participating organisations: National Association of Citizen Advice Bureaux

The project is designed to track and expose individual votes of MPs through the online application called *How MPs work*, at the same time as disseminating know-how and expertise to local NGOs in monitoring parliamentary activity.

Publication: *Practical Guide on Nominal Voting Procedure*, Elena Iorga, IPP, 2007

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4. Performance indicators – an effective tool to improve the capacity of Romanian public administration

Project period: March 2005 - July 2007
Contracted by: UK Global Opportunities Fund via British Embassy, Bucharest

The purpose of the project is to improve the administrative capacity of local governments by promoting the use of performance indicators in the formulation of priorities of local and regional development policies.

The project is expected to have a significant impact by producing a positive change on the extent to which Romanian public administration grounds policy design and priorities-setting on precise and correlated indicators of performance. More specifically, this will be achieved through:

- a comprehensive and precise definition of the target groups (IPP will train approximately 265 representatives of 132 local government units in using performance indicators);
- two intensely advertised Indices of County and Municipal Performance (CPI, MPI) to raise awareness on these instruments;

- a more practical model of formulation of priorities of regional development policies across the eight development regions in Romania, based on the use of performance indicators (model presented in a policy report).

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5. Nominal vote in local councils: Find out your elected officials' votes!

Project period: November 2006 - April 2007
Contracted by: Soros Foundation Romania

The project intends to multiply successful experiences with the nominal voting mechanism and advocate for institutionalising it in municipal councils, as a measure of transparency and accountability of local elected officials.

Publication: *Practical Report on Institutionalising the Nominal Voting Procedure in Local Councils*, Adrian Moraru, Razvan Miron, IPP, Bucharest, 2007

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6. Institutionalising proper control mechanisms of political parties' funding by strengthening the institutional capacities of the competent authority: the Romanian Permanent Electoral Authority (PEA)

Project period: January - September 2007
Contracted by: French Embassy, Bucharest

Objectives

- to assess the institutional needs and potential obstacles in the transfer of responsibilities from the Audit Court to the Permanent Electoral Authority and to elaborate practical recommendations for soothing the procedure;
- to elaborate the legal instrument (secondary legislation) necessary for actually creating and putting at work the control division within PEA. The secondary legislation ought to regulate aspects related to:
 - a) current accounting of parties
 - b) means and format of registration, evidence and publication of membership fees, donations and self-generated income of parties/alliances
 - c) granting and usage of state subsidies
 - d) means and specific formats of registering incomes and expenditures during electoral campaigns
 - e) authorised financial agents' responsibilities
 - f) procedure and methodology of control.

- to disseminate secondary legislation on financial rights and obligations to political parties' leaders and specialised personnel (accountant managers, authorised final agents, etc).

Publication: Policy paper with recommendations for strengthening PEA's institutional capacities in managing party finances' control, Elena Iorga, Adrian Moraru, IPP, Bucharest, 2007

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7. Intercommunality in Romania

Project period: February - April 2007
Contracted by: French Embassy, Bucharest

The study prepared by IPP analysed various forms of association of Romanian local public authorities, as compared with the French model of intercommunalité. The study also examined the adoption of legislative/institutional solutions for improving the current legislation that regulates the conditions in which local public authorities can form an association.

Publication: *Study on stakes of intercommunality in Romania*, Elena Iorga, Monica Marin, IPP, Bucharest, 2007

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8. Public administrators - a premise for increasing management efficiency in Romanian local public administration

Project period: August - December 2007
Contracted by: Netherlands Embassy, Bucharest

IPP has actively advocated for institutionalising the position of Public Administrator in Romanian public administration as a premise for a substantive and professional reform of local government management. Furthermore, IPP has worked closely with the Ministry of Administration and Interior in amending the Law on Local Public Administration, which ultimately led to the adoption of the city/county manager position in 2006. Since the adoption of the law institutionalising the public administrator (city /county manager) position in Romania, several municipalities have launched the procedures for hiring such a specialist, but most of them faced difficulties in setting up the most appropriate working conditions to maximise the advantage of having a professional manager at the top of the institution.

The most frequent difficulties were related to:

- setting up specific terms and conditions of the management contract between the public administrator and the institution (including performance indicators per activity/responsibility delegated by the mayor);

- clearing up hierarchical relations between the public administrator – mayor/local council and executive directors;
- establishing a payment system for public administrators, as they are neither local elected officials, nor civil servants.

Therefore, the current project comes as a natural follow-up to the previous advocacy efforts of IPP, and aims at addressing both the structural needs for further regulation of the specific position, as well as delivering technical assistance for local authorities who are willing and/or in the process of hiring a public administrator, but still face a series of difficulties, as described above.

Publication: *Practical Guide on Institutionalising the Public Administrator Position in Romanian Local Public Administration*, Elena Iorga (ed.), IPP, Bucharest, 2007

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Romanian Center for Economic Policies (CEROPE)*, Bucharest

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Mission

The main objective of CEROPE is to contribute to improving the process of elaborating, analysing, implementing and evaluating economic policies. CEROPE will also contribute to reinvigorating public dialogue on economic issues, bringing together the decision-makers and public opinion.

Main Fields of Expertise

Economic Policy and Development
Legal environment (investment climate)
Macroeconomics
Military development
Regional development and rural affairs

Social and Health Policy
Welfare models, pension and social support reform

Public Finances and Financial Management
Accounting
Fiscal policy
Taxation and revenue administration

Key projects

1. Strengthening the capacity for analysis, macroeconomic forecasting, and elaboration of economic policies within the National Commission of Prognosis, the Ministry of Economy and Trade, and the Prime Minister's Cabinet

1. Strengthening the capacity for analysis, macroeconomic forecasting and elaboration of economic policies within the National Commission of Prognosis, the Ministry of Economy and Trade, and the Prime Minister's Cabinet

Project period: February 2005 - February 2007

Contracted by: European Commission PHARE, 2003/005-551.02.03

The overall objective of this project is to strengthen the institutional capacity of the government of Romania, design economic policies in order to ensure an adequate quality of national strategies complying with the European accession process, and enhance the implementation of the policies undertaken, in accordance with the Government Programme, Accession Partnership and Road Map.

Specific macroeconomic modelling activities were undertaken, as follows:

- Finalisation of a quarterly forecasting macro-model of the Romanian economy for the beneficiary, the National Commission of Prognosis;
- Re-estimation of the "Macromodel of the Romanian Market Economy – version 2005b" annual forecasting model and development of a medium-term macroeconomic scenario for 2005-2010 using the model;
- Training sessions and seminars for the National Commission of Prognosis focusing on applied econometrics techniques, econometric software and utilisation of both quarterly and annual forecasting models;
- In-house development of a CEROPE-calibrated macroeconomic model used to design the alternative scenarios included in the "Sensitivity Analysis" section of Romania's 2007 "Convergence Programme" and for policy analysis purposes. The model was also used as a consistency check on macroeconomic assumptions and forecasts of the authorities. The model is a small Aggregate Supply/Aggregate Demand (AS/AD) semi-structural model with log-linear dynamics, in which behavioural relationships reflect the main economic interdependencies. It has both fiscal and monetary policy reaction functions. It is neo-classical in the long run, with Keynesian short-term dynamics. The model was built to deliver internally consistent projections, to be in accordance with dynamics predicted by economic theory, and to have tractable implications (the modellers have tried to balance the somewhat conflicting requirements of keeping the transmission channels from being obscured by excess detail and fitting the model to the data).

As part of the same project, one of the tasks of the CEROPE team was to assess the structural budget balance. Elasticities for the various components of tax revenues were estimated, as well as for a part of the expenditures (unemployment benefits). The output gap was estimated with several univariate filtering methods and with the production function method.

The permanent tasks of the project were:

- strengthening the communication framework between institutions involved in the process of national strategies elaboration;
- encouraging partnership between the private and public sectors;
- contribution to the conceptual and methodological update of macroeconomic prognosis and development scenarios according to the European Commission's requests;
- monitoring of regulatory reform in Romania in order to help the government to improve its regulatory quality, i.e. reforming regulations that raise unnecessary obstacles to competition, innovation and growth, while ensuring that regulations efficiently serve important social objectives; issues like competition, consumers, industrial competitiveness, innovation, market openness and sectors like network industries, financial services, professional business services, agro-food, etc. will have to be kept under competent and permanent monitoring;
- measuring and explaining - using a comparative approach - Romania's progress in meeting the Lisbon criteria using the EC structural indicators;
- contribution to the preparation, implementation and updating of the Pre-Accession Economic Programme (PEP) and any other accession document;
- support negotiations with EU by a permanent evaluation of the PEP commitments;
- provide support in IMF negotiations;
- advise upon request on specific economic aspects and decisions.

Specific objectives

- strengthening the capacity of the NCP to monitor and evaluate the economic-financial impact of the measures taken to meet the economic criteria for accession, including the measures of the Action Plan regarding priorities of the preparation for EU accession.
- monitoring the measures of the Governmental Programme by analysing the impact of these measures on budgetary policy and the actions to be taken for the short-term forecasts;
- offering specific expertise through an integrated synthetic approach comprising data collection, policy impact, policy analysis and policy alternatives recommendations;
- compliance of forecast methodologies with the EU practices;
- elaboration and up-date of the medium- and long-term outlook of the Romanian economy as a basis for economic policy decisions;
- providing conceptual and methodological assistance for the PEP update as well as for the elaboration of the Convergence Programme after EU accession;
- elaboration of research and analysis regarding macroeconomic issues related to the internal process of the preparation for EU accession;

- improvement of the NCP staff professional skills in the field of modern forecasting methods and increasing participation in the process of economic-development harmonisation with EU member countries.
- offering specific economic expertise for governmental policymakers in the economic field with a focus on market-functioning (goods and services market, capital market), restructuring and competition, fiscal policy, regulatory reform, and business.

RUSSIA

Center for Legal Support to Local Government (LSLG), Moscow

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Mission

Through legal assistance, educational and informational support, and research activities, to strengthen the local self-government system in the Russian Federation

Main Fields of Expertise

Democracy and Governance

Administrative and public law, and civil code

Anti-corruption and transparency

Civil service reform

Civil society, third sector/NGOs

Democratic institutions/constitutional affairs

Decentralisation and local government

Judicial system

Legislative reform

Media

Economic Policy and Development

Infrastructure development and public utilities

Legal environment (investment climate)

Regional development and rural affairs

Urban development

Social and Health Policy

Culture and arts

Privatisation, Procurement, Partnership

Private sector development and corporate policies
Privatisation of public services

Public Finances and Financial Management

Accounting
Audit
Budget transparency (local/national)

Public Sector Management and Organisational Development

Management of not-for-profit organisations
Organisational restructuring and management reform
Project management and administration
Public and communal services
Public policy reform management
Professional associations and networks

Education, Research and Development

Vocational training
Research and development

Key projects

1. Analysis of problems of differentiation of powers between federal government bodies, bodies of the government of subjects of the Russian Federation and institutions of local government in the context of federal laws
2. LSLG Bulletin 2006
3. Development of the concept of a cycle of television broadcasts and shooting of the pilot programme on the theme of housing self-management
4. Creation of television programmes for regional television channels on historic-cultural subjects
5. The role of municipal associations in municipal reform of the Russian Federation

1. Analysis of problems of differentiation of powers between federal government bodies, bodies of the government of subjects of the Russian Federation and institutions of local government in the context of federal laws

Project period: February 2006 - March 2007

Contracted by: Russian Government

Lead partner: Ministry of Regional Development, Russian Federation

The high-quality work of LSLG was recognised by the Russian government. After this project, all LSLG's jurist-staff were invited to join an expert group at the Ministry of Regional Development of the Russian Federation.

2. LSLG Bulletin 2006

Project period: April - July 2006

Contracted by: Local Government and Public Service Reform Initiative (LGI) of the Open Society Institute

Lead partner: Moment (publishing house)

Participating organisations: most of LSLG's partnership organisations and authorities

Impact

There has been a variety of positive reactions from different Russian regions and cities, in particular citing how the *Bulletin 2006* has been of practical use in their work.

Publication: *Bulletin of the Center for Legal Support to Local Government 2006*, Marina Yakutova (ed.), Moment, Moscow, 2006

3. Development of the concept of a cycle of television broadcasts and shooting of the pilot programme on the theme of housing self-management

Project period: June - November 2006

Contracted by: New Eurasia Foundation, Russia

Lead partner: TV production company "Parsek"

Participating organisations: Federal Agency for Construction and Public Utilities, Angarsk city administration

Objectives

The pilot programme was filmed, produced, and distributed it to regional television channels. Negotiations are now underway with national television stations for the creation of an original programme about a socially significant theme.

4. Creation of television programmes for regional television channels on historic-cultural subjects

Project period: September 2007 - May 2008

Contracted by: Regional businessmen

Participating organisations: Regional authorities, regional television channels, local museums.

The project is now being realised.

5. The role of municipal associations in municipal reform of the Russian Federation

Project period: November 2007 - August 2008

Contracted by: LGI

Lead partner: Ulyanovsk municipal association

Participating organisations: municipal associations of the Russian Federation, the Ministry of regional development, Congress of municipalities, Russian regions.

During this project, LSLG will conduct research on municipal reform, and provide legal advice to the different levels of government on the role of municipal associations in municipal reform in the Russian Federation.

Key publications

Legal Maintenance of Local Self-management. Manual for Teachers, Marina Yakutova (ed.), Moscow, 2007

Bulletin of the Center for Legal Support to Local Government 2006, Marina Yakutova (ed.), Moscow, 2006

Strategia - St. Petersburg Center for Humanities and Political Studies (Strategia), St Petersburg

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Mission

Assistance in the establishment of civil society and a constitutional state in Russia by implementing projects and programmes aimed at the development of public participation, social partnership and responsible authorities, and the development of public policy centres in Russia's regions

Main Fields of Expertise

Democracy and Governance

Administrative and public law, and civil code
Anti-corruption and transparency
Civil service reform
Civil society, third sector/NGOs
Democratic institutions/constitutional affairs
Decentralisation and local government
Electoral systems and political parties
Legislative reform
Media

Social and Health Policy

Diversity management (promotion of tolerance in society)

EU and Foreign Policy Issues

Regional co-operation

Human Rights

Redress of misuse of power//Ombudsman institute
Conflict prevention and management
Ethnic and multicultural policies
Equal access issues
Gender issues
Migration/refugees
Minority rights

Privatisation, Procurement, Partnership

Private sector development and corporate policies
Public-private partnerships
Public procurement

Public Finances and Financial Management

Audit
Budget transparency (local/national)
Intergovernmental fiscal relations

Public Sector Management and Organisational Development

Management of not-for-profit organisations
Project management and administration
Public and communal services
Public policy reform management
Professional associations and networks

Key projects

1. Development of public policy centres in north-west Russia
2. Implementing applied budget analysis to promote residential services and utilities reform in north-west Russia
3. Expertise of regional anti-corruption legal instruments in north-west Russia
4. Development of human rights commissioner institution in Russian regions and CIS countries
5. Human rights NGOs' contribution to government policy-making and influence on public opinion

1. Development of public policy centres in north-west Russia

Project period: September 2005 - August 2006
Contracted by: National Endowment for Democracy, USA

Objectives

Develop public policy centres in north-west Russia (training, networking, supporting with specific research)

Impact

- NGOs of Pskovskaya Oblast ('Chudskoy Project') created a network to represent their interests to regional government (NGO Network of Chudskoy Region).
- NGOs of Karelia (NGO forum affiliated with Legislative Assembly), in co-operation with regional administration, published social programmes that will be implemented with NGOs' participation.
- Individuals and NGOs take part in electoral activities in their regions (St Petersburg, Leningradskaya Oblast, Pskovskaya Oblast, Republic of Karelia, Vologodskaya Oblast, Novgorodskaya Oblast and Kaliningradskaya Oblast) as candidates, members of electoral commissions, independent observers in regional (St Petersburg, Novgorod, Pskov, Petrozavodsk, Vologda) elections. Independent reports were prepared and sent to government and local administrations. These reports are also available online.
- NGOs of St Petersburg, Arkhangelskaya Oblast (Ecological Association, Pomor Center for Public Policy), Murmanskaya Oblast (EpiCenter), Novgorodskaya Oblast (Dialog), Republic of Karelia (Center for Public Policy, Civic Education and Human Rights), Vologodskaya Oblast (Regional School of Public Policy), Pskovskaya Oblast (Chudskoy Project; NGO Uchastie) started to work as centres for public policy and civic education centre.
- In 2006, a new public policy web site started to be created with the assistance of Strategia at the Karelia Center for Public Policy, Human Rights and Civic Education.
- Joint project concerning monitoring of the public procurement process in Pskov and Novgorod regions and in Karelia. Strategia led the process, with its partners as the regional co-ordinators, experts and interviewers.

Publications: *Think-tanks and Centres for Public Policy: Research Function*, Michael B. Gorny (ed.), Norma, St Petersburg, 2006;

Public Policy-2006. Almanac Annual Bulletin, Alexander Yu. Sungurov (ed.), Norma, St Petersburg, 2006

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2. Implementing applied budget analysis to promote residential services and utilities reform in north-west Russia

Project period: February 2006 - May 2007

Contracted by: Civil Society Foundation of the Canadian International Development Agency (CIDA)

Participating organisations: two regional non-governmental organizations - Murmansk Association of Journalists, Karelian Public Foundation for Self-Government Development "Initiative"

Objectives

Involving dwellers of multi-apartment houses in improving the management of the houses and influencing the decision-making in the housing and utilities reform in Russia

Impact

- Applied Budget Analysis was conducted by independent experts in the changing structure of delivery of services to people;
- Applied Budget Analysis conducted by independent experts on the revenues and expenditures of the multi-apartment houses and presented widely to the mass media;
- Recommendations made on access to information of lay citizens on aspects of residential management;
- Public hearings;
- Raising house-dwellers' awareness about the budget of the housing and utilities sphere.

Publication: *Applied Budget Analysis and Housing and Utilities Reforms*, Tatiana I. Vinogradova, Ladoga, St Petersburg, 2006

Implementing Applied Budget Analysis to Promote Residential Services and Utilities Reform in North-West Russia - informational bulletin, Norma, St Petersburg, 2007

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3. Expertise of regional anti-corruption legal instruments in north-west Russia

Project period: May 2006 - April 2007

Contracted by: Local Government and Public Service reform initiative Open Society Institute (Budapest, Hungary)

Participating organisations: Transparency International, INDEM Foundation, Partnership for Transparency Fund (USA)

Objectives

To disseminate the anti-corruption expertise approach in the region

Impact

- a set of proposals were made related to methods of corruption reduction in the sphere of public procurement by means of introducing a practical supervision system and accountability mechanisms to increase the integrity of the civil service and, therefore, limiting chances for unlawful behaviour and corruption;
- legal acts that regulate public procurement process at regional level, and municipal orders at local level, were analysed using an anti-corruption approach, and recommendations prepared to improve these legal acts were disseminated to NGOs and to regional and local authorities.

Publication: *Public Anti-Corruption Expertise of Legislation*, Michael B. Gorny (ed.), Norma, St Petersburg, 2007

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4. Development of human rights commissioner institution in Russian regions and CIS countries

Project period: September 2003 - on-going

Contracted by: McArthur Foundation, USA, and Council of Europe

Objectives

Development of Human Rights Commissioner institution in Russian regions and CIS countries (training, supporting with expertise, networking, exchange of experience)

Impact

- trainings and consulting for raising professional qualifications of staff in ombudsmen offices;
- series of roundtables and conferences for promoting and developing Ombudsman institutions in different Russian regions (in total, 25);
- publication of books and methodological brochures;
- development and maintenance of the OMBU.RU website for regional ombudsmen in Russian Federation.

Publications: *Society and Power: Ways of Interaction. Interregional Research*, G. L. Bardier and Alexander Yu. Sungurov (eds), Norma, St Petersburg, 2006

Expert Support to the Activity of the Human Rights Commissioner in Subjects of Russian Federation, Alexander Yu. Sungurov, Norma, St Petersburg, 2006

Peripeteia of Fates, Seljukov A.I., Alexander Yu. Sungurov (ed.), in series "Library of the Human Rights Commissioner in the Subject of Russian Federation", issue 1. – Stavropol. – Norma, St Petersburg, 2007

Institute of Ombudsman and Human Rights in the Regional Field of Politics (sociological approach), Kostjushhev V.V., Alexander Yu. Sungurov (ed.), Norma, St Petersburg, 2007

Organisation of the Human Rights Commissioner in the Subject of Federation Work with Appeals and Complaints of Citizens, G.L. Bardier and Alexander Yu. Sungurov (eds), Norma, St Petersburg, 2007

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5. Human rights NGOs' contribution to government policy-making and influence on public opinion

Project period: February 2005 - December 2006

Contracted by: European Commission European Initiative for Democracy and Human Rights

Objectives

- to increase the human rights NGOs' contribution to government policy-making and influence on public opinion through strengthening their organisational capacity, quality of advocacy and networking

Impact

- A report was published on the current need for the training of NGO activists in the field of human rights issues in Russian policy-making;
- 39 members of human rights groups were trained at the five-day training seminars;
- A new website was created. It contains news, media publications, interactive surveys, publications in "opinions" and "analyses" sections, forums;
- 250 people/organisations are covered by the informational notifications, and online discussions have been carried out;
- 10 participants of the training seminars conducted applied budget analysis (one of them has already completed the work);
- Articles on the role of the human rights groups in the governmental decision-making;
- 11 presentations by the project participants and media publications on human rights issues (Liberty radio, St Petersburg radio, Otkryty Gorod radio, STO TV channel, *Business in Chechnya* magazine, REGNUM news agency, Rosbalt news agency, Baltic news agency and others);
- One regulation on budget public hearings in Krasnodar region;
- One training seminar in the project region conducted by a project participant based on the educational module on applied budget analyses (Azov district of Rostov region);
- Project participants carried out three campaigns lobbying public interests (the city of Arkhangelsk about the bill on the social protection of disabled people and on protecting rights of migrating gypsies) and promoting legislative amendments in the region (Krasnodar region).

Publication: *Role of Human Rights Organisations in Government Decision-Making and Influence on Public Opinion*, Tatiana I. Vinogradova, St Petersburg, Norma, 2006

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SERBIA



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Mission

The Jefferson Institute is an independent transatlantic research and education institute, inspired by Thomas Jefferson's challenge to pursue truth, wherever it may lead, and his vision of foreign policy at its best: to prevail through ideas and commerce. The Jefferson Institute's mission is simple: informing decision with alternative solutions.

The institute produces and delivers focused original foreign policy analysis from field-based teams. It builds capacity for policy research in the communities where the institute works, and conducts its work utilising the best of local knowledge, international methodologies, and innovative application of information technology.

The Jefferson Institute's applied research focuses on three areas: security; democratisation; competitiveness.

Main Fields of Expertise

Democracy and Governance

Administrative and public law, and civil code

Anti-corruption and transparency

Civil service reform

Civil society, third sector/NGOs

Consumer rights

Democratic institutions/constitutional affairs

Decentralisation and local government

Media

Economic Policy and Development

Agriculture and forestry
Economic statistics
Finance and banking
Industrial policy
Infrastructure development and public utilities
International development aid
Military development
Regional development and rural affairs
Small and medium-sized enterprises
Trade

Social and Health Policy

Health administration, planning and funding

Public Sector Management and Organisational Development

Information technology in public sphere
Management of not-for-profit organisations
Project management and administration

Education, Research and Development

Environmental management and conservation
Environmental protection

Key projects

1. Sustainable journalism training in central and eastern Europe
2. Advanced operations research workshop
3. Privately managed privatisation in the Czech Republic
4. The National Property Fund and privatisation in Slovakia
5. Competitiveness of the Serbian economy 2006
6. Fresh fruit and vegetables 2006
7. Monitoring and evaluation writing workshop
8. Workshop: management of strategic research
9. Military digital archive

1. Sustainable journalism training in central and eastern Europe

Project period: 2007

Contracted by: John S. and James L. Knight Foundation, USA

Key findings

1. Democratisation will fail unless bolstered by strong independent media.
2. Training is a necessary but insufficient element of building media. Training needs are highly context-driven and often best performed in the workplace itself.

3. Media training centres, funded mainly by foreign grants, played an important role in the early transition period of Central and Eastern Europe.
4. Under current conditions, it makes little sense to fund media training centre endowments, non-programme related activities, or permanent centres.
5. Innovative, sustainable, market-driven journalism training is found in all four countries of Central and Eastern Europe examined in the project: Czech Republic, Slovakia, Hungary and Romania.
6. Successful strategies for sustainable journalism training in Eastern Europe include:
 - generating local income from fee-based training and media-related activities;
 - cross-subsidising local training with revenue from international training;
 - focusing on niche reporting.
7. Donor co-ordination in media development is weak. Innovative new approaches could: (a) reduce administrative burdens on donor staff, and (b) significantly increase responsiveness to small grant-seekers.
8. There are viable functioning models for pooling public and private European and US donor resources for re-granting and lending to support innovation in training and transformational change of media in Eastern Europe. These models include: the Media Development Loan Fund and the Balkan Trust for Democracy.
9. The greatest missed opportunity for improved donor co-operation is between Anglo-Saxon donors and North European donors. Since many of the aid organisations based in these countries do not have a dedicated department for media development, a private foundation could provide the necessary permanent contact for all interested in supporting media development projects.
10. Private foundations have an opportunity to serve as a transformational catalyst for the construction of a large multilateral public-private re-granting or lending vehicle for support of journalism development in Central and Eastern Europe.

Publication: *An Imperative to Innovate: Sustainable Journalism Training in Central and Eastern Europe*, Jefferson Institute, 2007

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2. Advanced operations research workshop

Project period: 2007

Contracted by: Foreign Affairs and International Trade Canada (DFAIT)

Three advanced workshops were conducted during three consecutive weeks in March 2007 at the new Strategic Research Institute of the Serbian Ministry of Defence. Most of the time in each five-day workshop was devoted to "hands-on" exercises.

Participants included military officers (majors and captains) attending the two-year post-graduate course at the Military Academy, as well as analysts and officials from the Strategic Research Institute and the Ministry of Defence.

The first exercise set syndicate groups the task of researching the feasibility of sending a Serbian military contingent to Afghanistan. The syndicates were required to make a strategic assessment of the situation in the operational area and to recommend a number of military options.

The second exercise was a role-playing computer-assisted exercise based in a fictitious south-east European country. Syndicates were required to formulate a national budget and a defence budget based on an affordable armed forces structure that met the demands of the national security and the national military strategies of the fictitious state. "Cabinet" and "defence staff" teams worked separately and then came together to negotiate a mutually acceptable solution. The results were briefed formally in the plenary to the Supreme Defence Council (represented by the instructors).

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3. Privately managed privatisation in the Czech Republic

Project period: 2006
Contracted by: Ministry of Foreign Affairs, Netherlands

In the late 1990s and the beginning of following decade, the Czech government designed and implemented an innovative industrial restructuring programme for eight of the country's most significant, distressed manufacturing companies, as part of a plan to address the widespread financial insolvency of many of the Czech Republic's largest industrial companies and the need to bail out, recapitalise and privatise some of its largest banks.

Operating in a challenging political environment, the independent, professional management of the country's revitalisation programme worked to enhance the value of the state assets in its care. However, the programme's success was undermined by political interference from the outset, and eventually was shut down. The government continued to proceed with the restructuring work of the companies in the programme, albeit on a more costly, ad hoc basis.

This project describes the events leading up to the creation of the revitalisation programme, the philosophy behind its design, and some of the key strategies and techniques used to safeguard and generate value for the state. The Revitalisation Agency's programme structure addressed independence and supervisory issues, promoting transparency, while providing for government oversight and audit. However, it also provides an illustration of the problems and difficulties that can occur when attempting to address the political influence exerted by interest groups.

Publication: *Privately Managed Privatization in the Czech Republic - Lessons Learned*, Mark Sanders, Jefferson Institute, 2006

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4. The National Property Fund and privatisation in Slovakia

Project period: 2006

Contracted by: Ministry of Foreign Affairs, Netherlands

The National Property Fund is a case of privatisation without derailment by scandals or other substantial problems. The Slovak case traces the evolution and environment of the National Property Fund (NPF), which was, and still is, the key element of the privatisation process in Slovakia.

The NPF is a legal entity, whose main role is to implement approved privatisation projects, conclude sales and purchase contracts in line with such projects, organise public tenders and auctions, and temporarily administer government stakes (in formal terms, those were NPF stakes) in corporatised or partially privatised business companies.

The Slovak NPF is an example of how to balance interest-group politics with professional management to the degree that a state privatisation agency can successfully complete its mission of privatising all entrusted state assets, before closing itself down. The key is both the selection of highly qualified, professional managers and especially the carefully defined inclusion in the political decision-making process of a wide array of competing interest groups.

Publication: *The National Property Fund and Privatization in Slovakia - Lessons Learned*, Rudolf Autner, Jefferson Institute, 2006

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5. Competitiveness of the Serbian economy 2006

Project period: 2006

Contracted by: Ministry of Finance, Serbia

This project's analysis aims to guide policymakers to the next best step for Serbia to achieve sustainable economic growth. Through the application of Growth Diagnostics, the Jefferson Institute concludes that the next steps to achieve sustainable growth in Serbia should be devoted to strengthening property rights.

If entrepreneurs are able to enforce contracts, and feel that their property is secured by judicial certainty and not corruption, investors will have greater incentives to invest their resources in more productive use of their property. In many ways, the state itself will be the greatest beneficiary of enhanced property rights, as the state is by far the single largest minority shareholder in Serbia.

Publication: *Competitiveness of the Serbian Economy 2006: Growth Diagnostics*, Jefferson Institute, 2006

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6. Fresh fruit and vegetables 2006

Project period: 2006

Contracted by: Ministry of Finance, Serbia

This study examines the fresh fruit and vegetables market in Serbia: its current state, issues, and prospects of enhancing competitiveness, relative to the best practices of leading countries and firms. The study looks deep into the agriculture market and its institutions, seeking greater understanding of lagging industrial development and the competitive position in traditionally successful product markets. It is clear that the agricultural sector demands comprehensive reform. The report's authors argue that the key bottleneck to exports is outside the agriculture market itself: the slow development of Serbia's retail market. Examining comparative examples of transition countries, there is a strong correlation between the development of a competitive local retail market open to the participation of major international players and the development of agriculture for export. The report highlights Poland for its quick development of the retail market, and simultaneously for seizing from Serbia the upper hand in the raspberry market worldwide, at the same time as beating Serbia in several other agricultural product markets.

Publication: *Fresh Fruits and Vegetables 2006: Competitiveness of Serbian Economy*, Biljana Presnall with Aleksandra Branković and Ružica Savčić, Jefferson Institute, 2006

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7. Monitoring and evaluation writing workshop

Project period: May - July 2006

Participating organisation: Rockefeller Brothers Fund

Two workshops were organised in Belgrade for a small (10-person) group of practising Monitoring and Evaluation officers from south-east Europe. The first (three-day) workshop took place in mid-May and was devoted to technical writing skills, based on the Local Government and Public Service Reform Initiative (LGI) publication, *Writing Effective Public Policy Papers*, by Lisa Quinn and Eóin Young. The second workshop was for two days and was held in early July 2006. One of the two days was devoted to reviewing and enhancing examples of Monitoring and Evaluation reports that the participants had written up over the weeks between the workshops. The other day was devoted to an in-depth review of two cases where qualitative methods had been more or less effectively applied in Monitoring and Evaluation, presented by Gordon Crawford.

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8. Workshop: management of strategic research

Project period: 2006

Contracted by: Foreign Affairs and International Trade Canada (DFAIT)

Two workshops devoted to exploration of best practices in managing the human, informational, and material resources necessary to maximise delivery of competent and policy-neutral strategic analysis to decision-makers in the Ministry of Defence.

The full classes of the Command and General Staff colleges of then Serbia & Montenegro attended, along with staff of the Ministry of Defence's Military History Institute and the Institute for the Arts of War. In total, 76 officers participated.

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9. Military digital archive

Project period: 2005
Contracted by: Ministry of Foreign Affairs, Norway

The fully tested and operational Archive Digitisation Application was presented at a ceremony on 29 June 2006. The Jefferson Institute's strategy comprised the following steps:

- scan, store and back up archival documents in digital format and protect them from further physical handling;
- build a database containing fully cross-referenced metadata and a highly efficient search interface for data access;
- build the interface for accepting new documents in a digitally signed electronic file format so that, once the army introduces their new electronic document management systems, the archive can be smoothly integrated into these networks;
- ensure that the basic structure of the archive database is in compliance with the latest (second) edition of ISAD (G) standards, issued by the International Council of Archives.

The archive user interface includes a search engine providing keyword, category, and advanced search multilayer overview of the archive structure, and archival statistics.

Impact

Essentially, the key difference that this project will yield is in the time that it takes to make a successful search and retrieval of documents sought from the Military Historical Archive of Serbia. Today it takes months. It will take seconds. In short, it unleashes the power of the archival records to users.

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Other key publications

Informal Economies of St. Petersburg: Ethnographic Findings on Cross-Border Trade, Irina Olimpieva, Oleg Pachenkov and Lubov Ejova with Eric Gordy, Jefferson Institute, 2007

SLOVAKIA

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Mission

To analyse social, political, economic, foreign policy, legal, cultural, and other issues of public interest; to conduct research on public policies and their consequences, to publish and to disseminate widely its findings, and to make practical recommendations for improved government policy to study, document, and help to promote Slovakia's transition to a free, democratic and open society; to stimulate public debate on important issues through lectures, seminars, workshops and roundtables; to promote active involvement of informed citizens in public life.

Main Fields of Expertise

Democracy and Governance

Anti-corruption and transparency

Civil society, third sector/NGOs

Democratic institutions/constitutional affairs

Electoral systems and political parties

Media

Economic Policy and Development

International development aid

Labour and employment

Social and Health Policy

Diversity management (promotion of tolerance in society)

EU and Foreign Policy Issues

EU common policies

EU integration and consolidation

Foreign policy/international relations

Regional co-operation

Human Rights

Equal access issues

Gender issues

Minority rights

Privatisation, Procurement, Partnership

Public-private partnerships

Public Sector Management and Organisational Development

Information technology in public sphere

Education, Research and Development

Research and development

Key projects

1. Nurturing Atlanticists in central eastern Europe: the role of media, education, and public diplomacy (case studies from Slovakia and Poland)
2. Ukrainians stand behind Euro-Atlantic values: ignorance is not bliss
3. Assistance to Ukraine in increasing public awareness about NATO: Slovakia's experience
4. Identifying barriers to more effective application of anti-discrimination legislation in relation to unemployed persons
5. Launching e-Governance in Slovakia: empowering citizens to participate, influence and exercise democratic control
6. Evaluation of the social inclusion policy aimed at reducing long-term unemployment
7. Slovakia 2006: public debate on values of open society and civic participation
8. Slovakia 2006. A Global Report on the State of Society
9. Visegrad elections: domestic impact and European consequences
10. Slovakia to Afghanistan – assisting in building democratic institutions in a new state
11. Plus for women 45+ (the EU Community Initiative EQUAL, number 95/04-I/33-4.1)
12. Mothers on the labour market and in family life

1. Nurturing Atlanticists in central eastern Europe: the role of media, education, and public diplomacy (case studies from Slovakia and Poland)

Project period: November 2006 - October 2007

Contracted by: German Marshall Fund of the United States

Participating organisation: Institute of Public Affairs (ISP), Poland

Objectives

- to analyse the current status of the transatlantic agenda in Slovakia and Poland, as it is reflected in the work of policymakers, civic activists, business representatives and other actors who believe that solidarity and close co-operation between Europe and America remain the best recipe for promoting freedom, democracy and human rights, for preserving global stability, and for helping people to live in dignity;
- to study the role of the media, education and public diplomacy in informing and engaging the broader public in the issues of transatlantic relationship, in mediating the value background of transatlantic collaboration, as well as in promoting various modes of concrete co-operation, and to identify good and bad practices in these areas and provide a reasonable perspective for improvements;
- to facilitate a debate on transatlantic relations, with an emphasis on new generations of Atlanticists who could creatively reconcile their national, European and transatlantic perspectives, and who could challenge the waves of anti-western and anti-American populism in their countries.

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2. Ukrainians stand behind Euro-Atlantic values: ignorance is not bliss

Project period: 2006 - 2007

Contracted by: National Endowment for Democracy (NED), USA

Participating organisations: Democratic Initiative Foundation, Kiev, Ukraine

Within this bilateral project, the role of IVO was to transmit Slovak experience with the process of NATO accession to the Ukrainian public, particularly activities aimed at increasing the level of public knowledge and support for the country's NATO membership.

In autumn 2006, IVO organised a study-stay for two Ukrainian experts (I. Kučeriv, G. Perepelica). They have met experts, former and current representatives of public administration, and diplomats who were involved in the pre-accession process of Slovakia.

The final event was a seminar "Shared Values Community", held in the Diplomatic Academy of the Ukrainian Ministry of Foreign Affairs in Kiev. Participants in the seminar came from all Ukrainian regions (except Donetsk and Lugansk). In addition to talks, presentations and lectures, the release of a publication, *Slovakia's Way to NATO*, published in Ukrainian, took place. This brochure contains a digest of analytical materials about Slovakia's experiences and preparations for NATO integration, e.g. communications strategy, studies about NGOs' activities, political parties' attitudes, and last but not least an analysis of political and military aspects of NATO accession.

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3. Assistance to Ukraine in increasing public awareness about NATO: Slovakia's experience

Project period: May 2007 - January 2008

Contracted by: Ministry of Foreign Affairs, Slovakia

Participating organisations: Alexander Duleba, Research Centre of Slovak Foreign Policy Association (RC SFPA), Vladimír Tarasovič, Centre for European and North Atlantic Affairs (CENAA), Slovakia

The project aims to assist Ukrainian NGOs, but also other public actors, to raise the Ukrainian public's awareness towards integration into NATO, especially in the regions with least support for the NATO accession.

A Slovak team - composed of experts in political science, sociology, and public opinion polling and communication, as well as security issues - will organise workshops and trainings in several Ukrainian regions. All these experts were actively involved in integration processes in Slovakia, and in addition they have rich experiences in working with Ukrainian NGOs.

Main activities

- two regional conferences - Crimea (Simferopol'), Donetsk (Marioupol');
- training for opinion leaders (above all journalists and NGO representatives) in Kiev;
- the publication (in Ukrainian language) will focus on Slovak experiences from the Euro-Atlantic integration and communication campaign in Slovakia (the publication is co-funded by NATO Public Diplomacy Division).

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4. Identifying barriers to more effective application of anti-discrimination legislation in relation to unemployed persons

Project period: April - November 2007

Contracted by: Government Office, Slovak Republic, and European Commission

This research project identifies barriers to the more effective application of anti-discrimination legislation in relation to the vulnerable group of long-term unemployed people. Some of them have multiple disadvantages, in particular the combination of age, sex, disability, ethnicity and region. Although the region has not been defined as a disadvantage in the call, it emerges that it may have a significant influence on the target group. Within the group of unemployed people, special attention will be paid to the long-term unemployed.

The project focuses not only on unemployed people but also on institutions approached by the unemployed when trying to enter the labour market (notably the Central Office of Labour, Social Affairs and Family and potential employers).

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5. Launching e-Governance in Slovakia: empowering citizens to participate, influence and exercise democratic control

Project period: April 2007 - September 2008

Contracted by: Trust for Civil Society in Central and Eastern Europe

Objectives

To spearhead public and expert discourse by providing empirical data, to improve citizens' awareness about online services for exercising their rights, to deepen capabilities of civil society actors to use information technologies for promotion of open society principles in public life and to generate pressure on the public administration to implement information and communication technologies with regards of citizens' rights, to increase the interest of NGOs and other civil society actors to participate in the development of e-Governance.

Publication: *E-Government in Slovakia 2007. Screening Public Online Services* (available in Slovak), Marian Velšic, IVO, Bratislava, 2007

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6. Evaluation of the social inclusion policy aimed at reducing long-term unemployment

Project period: December 2005 - December 2006

Contracted by: European Commission - Community Action Programme to Combat Social Exclusion 2002-2006 of Directorate-General for Employment, Social Affairs and Equal Opportunities

The project addresses the issue of unemployment in Slovakia with a special focus on long-term unemployment, exploring its ethnic aspects and regional disparities. Besides, the project evaluates the effectiveness of the recently implemented reform of the social assistance system and active labour market policies aimed at reducing (long-term) unemployment and increasing employability. The project has the ambition to contribute to the development of policy analysis by providing a comprehensive analysis based on data on long-term unemployment, as well as qualitative research and analysis of the labour market in Slovakia. Last but not least, the project outlines new measures, and suggests adjustments to currently implemented measures in order to increase the effectiveness of the process of including disadvantaged population groups into the labour market.

The project aims to examine the basic idea of restructuring the system of social assistance and active labour market policies, mostly because Slovakia continues to lack a similar reflection and evaluation.

Activities and outputs

- A secondary analysis of available data on unemployment, examining the phenomenon of unemployment, its aspects and breakdown by regions, districts, municipalities, age-groups, qualifications, and so on.

- A comprehensive survey applying a qualitative and quantitative approach carried out in six selected districts of Slovakia - namely Detva, Humenné, Námestovo, Nové Mesto nad Váhom, Rimavská Sobota and Spišská Nová Ves - includes in-depth interviews with a wide variety of actors, such as representatives of Labour Offices, social workers, community centre workers, local authorities, and the representatives of target groups.

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7. Slovakia 2006: public debate on values of open society and civic participation

Project period: January - December 2006
Contracted by: Open Society Foundation, Slovakia

The aim of the project is to promote public debate on select topics of public policy in order to motivate leading societal actors (politicians, NGO activists, media, the state and self-government representatives) to seek and to implement solutions that strengthen the values of open society and increase civic participation. The main target group of the project is the Slovak public with special emphasis on selecting socio-demographic and professional groups (youth, population of particular regions, multipliers – teachers, journalists, university teachers, NGO representatives). Thanks to the project outputs, citizens will secure access to information that will increase their awareness on problems that are key to the process of societal transformation.

Key topics of the project are:

- quality of democracy, public control, civic participation;
- European dimension of Slovakia today (Slovak contribution to EU further development, Europeanism in Slovakia, Slovak youth and Europe);
- quality of conditions of life, equality of chances, justice, social inclusion, removal of various forms of discrimination.

Publications: *Predsavzatia a skutočnosť II. Hodnotenie plnenia programového vyhlásenia Druhej vlády Mikuláša Dzurindu [Resolutions and Reality II: An Assessment of the Performance of the Second Government of Mikuláš Dzurinda]*, Miroslav Kollár and Martin Bútorá (eds). The contributors analyse specific government ministers and departments, and assess how well they fulfilled their declared programmes. IVO, Bratislava, 2006.

Volby 2006. Analýza volebných programov politických strán a hnutí [Elections 2006. Analysis of the Electoral Platform of Political Parties and Movements], Grigorij Mesežnikov and Miroslav Kollár (eds), essays on political party platforms in such thematic areas as democracy, rule of law, and constitutionality; foreign and defence policy; economics, social policy, health policy, minority and human rights, education, and the environment. IVO, Bratislava, 2006

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8. Slovakia 2006. A Global Report on the State of Society

Project period: April 2006 - March 2007

Contracted by: SPP Foundation, Slovakia, ZSE (member of E-ON Group), British Embassy, Bratislava, Open Society Institute Budapest,

The principal ambition of editors Martin Bútora, Grigorij Mesežnikov and Miroslav Kollár, along with 55 authors, was a diagnosis of the actual condition of Slovak society, identifying alternatives of future development in various areas of life and, where possible, outlining signs of positive trends. *Slovakia 2006* captures the state of society in all its diversity, and provides a testimony about the ambiguity of various aspects of society's recent developments as perceived by experts, political players and the general public. Like in previous years, the report is divided into four basic themes: Domestic Policy, Foreign Policy, Economy and Society.

Since 2006 was an election year, a number of authors tried to evaluate the performance of the outgoing administration of premier Mikuláš Dzurinda, and to analyse the programme manifesto of the incumbent administration of premier Robert Fico and possible effects of its intentions on particular areas of Slovakia's political, economic and social development in the long-term horizon.

Besides topicality and complexity of information, the editors and authors again focused on preserving the analytical depth and a detached point of view in examining various issues in concrete areas of Slovakia's political, economic and social development.

Publication: Slovensko 2006. Súhrnná správa o stave spoločnosti [Slovakia 2006. A Global Report on the State of Society], Martin Bútora, Grigorij Mesežnikov, Miroslav Kollár (eds), 26 essays from 55 authors. Annual comprehensive analysis on major developments in domestic politics, foreign policy, economy, social affairs, public opinion, public administration, regional development, minority issue, education, health care. IVO, Bratislava, 2007.

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9. Visegrad elections: domestic impact and European consequences

Project period: June 2006 - April 2007

Contracted by: International Visegrad Fund and Konrad-Adenauer-Stiftung

Participating organisations: Hungarian Academy of Sciences, Institute of Public Affairs (ISP), Poland, Gabal Analysis & Consulting, s.r.o. (CR)

Objective

To study political, economic, cultural and security implications of the parliamentary elections held in Visegrad countries in 2005-2006. Besides their domestic impact, the analyses will include their possible influence on the European constitution-related agenda, on decisions about social and economic reforms in EU countries, as well as on shaping EU neighbourhood policies, in particular towards the east and south. In how far were the outcomes marked by various forms of populism, and how does this correspond to the situation in "Old Europe"? What will be the consequences on Visegrad co-operation?

The project will take the form of a conference followed by the publication of a book based on conference proceedings; the book will be presented in all Visegrad Four (V4) countries. All events will be opened to a broad audience of policymakers, students, media, academics, civic organisations and diplomats.

For the V4 countries, these are the first elections held since their entry into the EU and NATO. The main goal of the project is a common reflection on the political, economic, foreign policy, security and cultural implications of these elections from different angles and perspectives provided by experts from all Visegrad countries as well as by some international scholars. Last but not least, it is relevant to ask, to what extent could these elections effect future Visegrad cooperation?

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10. Slovakia to Afghanistan – assisting in building democratic institutions in a new state

Project period: April 2006 - March 2007
Contracted by: Slovak Aid - Official Development Aid
Participating organisation: Afghan Youth Communication and Co-ordination Centre

The project set out to build the capacity of community leaders in the north-east region of Afghanistan, in practically establishing and running democratic institutions at the provincial and district level. Strengthening democratic structures in the provinces should at the same time help to ensure the authority of central government and efficiency of its institutions. In the long term, the project may also strengthen the democratic political culture in Afghan society. Study trips of young Afghan NGO and local government activists in Slovakia were the core of the project. IVO aimed: to make the representatives of Afghan intelligentsia familiar with the functioning of some democratic institutions in Slovakia; to discuss the difficulties of the democratisation process in Afghanistan by making use of the Slovak experience; to identify together with Afghan partners areas and topics for future possible training for specific groups of beneficiaries that may be conducted either in Slovakia or in Afghanistan.

An international evaluation conference was held in Kunduz at the end of the project.

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11. Plus for women 45+ (the EU Community Initiative EQUAL, number 95/04-1/33-4.1)

Project period: July 2005 - March 2008
Contracted by: European Social Fund
Participating organisations: Slovakia - EsFem Civic Association, FOCUS agency, HLAVA 98 civic association, Finland - MONIKKO, Denmark - Coherent Counseling, Germany - Women@Europe, Lithuania - Give me a hand

The Plus for Women 45+ project is a response to the paradoxical situation in Slovak society. Although the Slovak Republic in its official documents recognises the principle of equal opportunities for women and men, marked gender inequalities remain. The ageing of the population requires that the working lives of women (and men alike) be gradually prolonged; however, society is not sufficiently prepared for this. Conditions on the labour market, within families and in society as a whole, are reducing opportunities for women older than 45, and are even forcing some of them out of the work process.

The goal of this project is to describe the work conditions and lives of women over 45, and to identify specific gender and age stereotype combinations in various Slovak social environments. The research findings are meant to help in gender- and age-sensitive education and training, and to inform a social campaign to combat stereotypes regarding women over 45. The aim of the project is to contribute to the creation of a public policy to use the potential of women over 45 and to strengthen their position on the labour market as well as within society as a whole.

The development partnership Plus for Women 45+ is part of the international partnership of the European Gender Equality and Diversity.

Publications: *Ženy, muži a vek v štatistikách trhu práce [Women, Men and Age in Labour Market Statistics]*, Jarmila Filadelfiová, Zora Bútorová (ed.), IVO, Bratislava, 2007

Tu a teraz: sondy do života žien 45+ [Here and Now: Probes into the Lives of Women 45+], Jana Andruchová, Zora Bútorová (ed.), Janka Debrecéniová, Martina Sekulová, Sylvia Šumšalová, IVO, Bratislava, 2007

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12. Mothers on the labour market and in family life

Project period: March 2005 - March 2007

Contracted by: European Social Fund, European Union

Participating organisations: Mother's centres union - union of over 50 mothers' centres in Slovakia, Academy of Education (AV), Bratislava

"We perceive the world differently and that is why we achieve more..." - Mother centres for equality and opportunity on the labour market

The project has been developed by the Development Partnership consisting of three non-profit sector institutions working in different areas: Union of Mothers' Centres (umbrella institutions of Mothers' Centres), IVO (research think-tank), and Academy of Education (adult education).

Objectives

- to stimulate and influence public discourse about the position of women and mothers on the labour market, both at the national and regional level;
- to participate in the development of legislative mechanisms, which would contribute to equality principles in attitudes to work, working position, and payment of women;

- to develop a sensitive climate for such changes on the part of employers and the public via media campaigns, PR activities and educational programmes in the Mothers' Centres, and creation of kiosks with labour-market information and accompanying activities.

Publication: *Mothers on the labour market and in family life - research study*, Lýdia Marošiová, Sylvia Šumšalová, Jana Kadlečiková, Elena Gallová-Kriglerová, eds: Lýdia Marošiová and Sylvia Šumšalová

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Additional key publications

Democracy and Populism in Central Europe: The Visegrad Elections and Their Aftermath, Martin Bútora, Oľga Gyárfášová, Grigorij Mesežnikov, Thomas W. Skladony (eds.), IVO, Bratislava, 2007

Authors: Martin Bútora, Zora Bútorová, Joanna Fomina, Ivan Gabal, Oľga Gyárfášová, Kevin Krause, Vladimír Krivý, Jacek Kucharczyk, László Kéri, Kai-Olaf Lang, Grigorij Mesežnikov, Jacques Rupnik, Robin Shepherd, Tomáš Strážay, Soňa Szomolányi, Pál Tamás, Peter Učeň

Slovensko 2005. Súhrnná sprava o stave spoločnosti [Slovakia 2005. A Global Report on the State of Society], Miroslav Kollár, Grigorij Mesežnikov, and Martin Bútora (eds.) Annual comprehensive analysis by 51 authors on major developments in domestic politics, foreign policy, economy, social affairs, public opinion, public administration, regional development, minority issue, education, health care, IVO, Bratislava, 2006.

Regionálne voľby 2005. Súvislosti a výsledky [Regional Elections 2005. Contexts and Outcomes] Grigorij Mesežnikov (ed.) The contributors' analytical interpretation of the results of municipal elections in connection with the broad political impact of the decentralisation of the public administration. IVO, Bratislava, 2006.

Slovakia's Road to Democratic Consolidation, Martin Bútora (ed.) The volume contains 18 studies about Slovakia's experiences of democratic transformations. (The publication is in Belarusian).

Matky na trhu (práce a života) [Mothers at Market of Labour and Life], Lýdia Marošiová and Sylvia Šumšalová (eds). Study on working and living conditions of women with children, analysis of employers' policies toward women based on representative opinion polls, qualitative surveys and statistical data. IVO, Bratislava, 2006.

Словацкая надзея: Досвед дэмакратычных трансфармацый [Slovak Hope: Experience with Democratic Transformation], Martin Bútora, Grigorij Mesežnikov, Miroslav Kollár – Valiantsin Akudovich, Ales Antsipenka and Yuras Barysevich (eds) Collection of 18 essays and studies written by 19 Slovak scholars -historians, economists, sociologists, political scientists - on Slovakia's experience with democratic transition and its particular aspects. IVO, Bratislava, and Nevskiy prostor, Minsk, 2006.

Slovenské voľby 06: výsledky, príčiny, súvislosti [Slovak Elections 06: Outcomes, Causes, Contexts], Grigorij Mesežnikov, Olga Gyárfášová a Miroslav Kollár (eds). Analysis of the various aspects of the 2006 parliamentary elections in Slovakia (transition comparative perspective, international and regional aspects, party system, election results, legislation, voting behaviour, dynamics of public opinion, political communication, transparency, media, pre-electoral discourse etc). Collection of 14 studies from 15 authors. IVO, Bratislava, 2006.

Ženy, muži a vek v štatistikách trhu práce [Women, Men and Age in Labour Market Statistics], Jarmila Filadelfiová, Zora Bútorová (ed.) This publication provides insight into the situation of women and men in the sphere of paid work. It presents a wide range of quantitative data on the labour market and on the broader demographic context classified by gender and age. Wherever possible, it compares indicators for the Slovak Republic with averages for European Union countries. IVO, Bratislava, 2007

SLOVENIA

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Mission

The Peace Institute - Institute for Contemporary Social and Political Studies is a private non-profit organisation, aiming at the integration of research and activism, academic work and active intervention, policy engagement and advocacy. Its mission is to influence the development of democratic politics in the widest sense of the word, with an ethic of constant reflection of what we do while researching, policy making or while being otherwise politically active. We do our work through various forms of activities, among them publishing of research results and policy papers, monitoring, organising public events, and reaching out to our public via educational activities, lectures and workshops, media and internet. The main strategic thematic pillars of the Peace Institute are Politics, Media, Cultural policy, Gender, Human Rights and Minorities.

Main Fields of Expertise

Democracy and Governance

Civil society, third sector/NGOs

Democratic institutions/constitutional affairs

Media

Economic Policy and Development

Labour and employment

Social and Health Policy

Culture and arts

Diversity management (promotion of tolerance in society)

EU and Foreign Policy Issues
Border management/security
European Neighbourhood Policy

Human Rights
Conflict prevention and management
Ethnic and multicultural policies
Equal access issues
Gender issues
Migration/refugees
Minority rights

Public Sector Management and Organisational Development
Management of not-for-profit organisations
Project management and administration

Education, Research and Development
Vocational training
Research and development

Key projects

1. PeerThink - promotion of an intersectional approach in education against peer violence
2. Aeneas - protection of asylum-seekers in the Republic of Croatia and the region
3. QUING – Quality in gender+ equality policies
4. National focal point of the EU Agency for Fundamental Rights (FRA)
5. Erased people of Slovenia – a challenge for a young nation-state
6. State role in the media sector in Slovenia
7. Patterns of political instrumentalisation of the media in six countries of south-east Europe
8. FeMiPol, integration of female immigrants in the labour market and society: policy assessment and policy recommendations
9. System of household services
10. The management of author's and related rights in the digital environment

1. PeerThink - promotion of an intersectional approach in education against peer violence

Project period: 2006 - 2007
Contracted by: European Commission
Lead partner: Dissens e.V., Berlin
Participating organisations:

Experiences from practical fields show that there is not only one special occurrence of peer violence, referred to as the peer violence. Instead, peer violence in its roots and appearances depends on affiliations to social groups, which can be described and differentiated by the structural

categories of gender, ethnicity and class. The project assumes that to perform violence prevention with young adults these structural categories have to be taken into account systematically, which means that the work has to follow an “intersectional” approach. Many practical projects focus only on one structural factor (level of education, masculinity, racism), and thereby reproduce hierarchical stereotypes by using a limited perspective in their conceptions.

The project aims at connecting the intersectional working projects, and establishing a network in which existing approaches will be evaluated. Methods, instruments and examples of good practices for violence prevention work with young people, which systematically takes into account the structural categories of gender, ethnicity and class, will be summarised in an online handbook.

2. Aeneas - protection of asylum-seekers in the Republic of Croatia and the region

Project period: 2006 - 2007

Lead partner: Croatian Law Centre, Zagreb

The role of the Peace Institute in the project is to use the experience that Slovenian NGOs gained while setting up a border-monitoring system in Slovenia, and to transfer this experience to the NGOs in other partner countries (Croatia, Bosnia and Herzegovina, and Serbia). The purpose of border-monitoring mechanisms is to monitor police procedures and to observe whether respect is accorded to migrants’ and asylum seekers’ rights and their access to asylum procedures.

Activities

Border-monitoring seminars, preparation of the national reports on the capacities to establish a border-monitoring mechanism in the three countries, and border-monitoring proposals with recommendations as to what could be done to establish such a mechanism.

3. QUING – Quality in gender+ equality policies

Project period: 2006 - 2011

Contracted by: European Commission

Lead partner: Institut für die Wissenschaften vom Menschen (IWM)

Participating organisations: Radboud University, Netherlands, Yellow Window, Belgium, Zenska Infoteka, Croatia, Humboldt Universität, Germany, National Center for Social Research, Greece, Center for Policy Studies - Central European University (CEU - CEPS), Hungary, Universidad Complutense de Madrid, Spain, Umea Universitet, Sweden, Middle East Technical University, Turkey, Lancaster University, UK

The main aim of this collaborative research, which started in October 2007, is to conceptualise the relationships between different inequalities, especially between gender, race/ethnicity, religion, class and sexuality, and to assess the content and quality of gender and equality policies in the European Union’s multicultural context.

4. National focal point of the EU Agency for Fundamental Rights (FRA)

Project period: 2004 - ongoing

Contracted by: European Monitoring Centre on Racism and Xenophobia (EUMC)

The national focal point collects data and produces reports and studies on the situation regarding racism, xenophobia, and related intolerance in Slovenia.

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5. Erased people of Slovenia – a challenge for a young nation-state

Project period: 2007 - ongoing

Contracted by: Open Society Institute Human Rights and Governance Grants Program

Participating organisation: Legal Information Centre of NGOs - PIC

In 2007, the Peace Institute launched the project of assistance to the erased people, which encompasses field research (collection of information and documents of the erased), legal assistance (provided by our partner Legal Information Centre of NGOs - PIC), domestic and international lobbying (carried out jointly with Amnesty International Slovenia), awareness-raising (by organising events, such as Public Forum), and documentation (establishing a database of sources on erasure, and the documents that brought into effect the erasure). The project joins all domestic and international advocates (organisations and individuals) who have been defending the erased and calling upon the authorities to redress the violations for many years.

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6. State role in the media sector in Slovenia

The number of indicators, such as state ownership in the media through state investment funds, state-owned banks and other state-controlled companies, were monitored: use of state ownership in the media to bring about changes of managerial and editorial staff; state advertising in the media; state control over public service broadcasting; role of the state in distribution of media subsidies; level of independence of broadcasting regulators.

Expected outcome

Outline of a transparent picture of all patterns of state control in the media sector in Slovenia, which will be used for public awareness and advocacy activities.

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7. Patterns of political instrumentalisation of the media in six countries of south-east Europe

Project period: 2007

Contracted by: South East European Network for Professionalization of Media (SEENPM)

in 2007, the Peace Institute started to lead this six-month project within the SEENPM network, focusing on among other indicators the political instrumentalisation of media ownership in Bosnia-and-Herzegovina, Croatia, Macedonia, Montenegro, Serbia and Slovenia.

The Peace Institute has initiated the preparation of television reports on the issue in six selected countries of south-east Europe, based on a joint methodology and editorial guidelines as an advocacy tool for changes of media policy and media industry culture.

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8. FeMiPol, integration of female immigrants in the labour market and society: policy assessment and policy recommendations

Project period: 2006 - 2008

Lead partner: Institute of Social Research, Frankfurt/Main

Participating organisations: Oxford Brookes University, University of Paris X, University of Florence, Jagiellonian University Cracow, Centre for Research on Women's Issues, Athens, Intercollege Cyprus

The FeMiPol project responds to the challenges by exploring and analysing the impact of integration policies on the position of migrant women within EU countries as a basis for the development of recommendations for appropriate integration policies.

A central assumption of the project is that integration policies should attend to the agency of the persons involved. Therefore the analysis of integration processes focuses not only on barriers that block social integration and on their removal, but also on the strategies and life plans of the female migrants.

On the basis of an agency-sensitive biographical evaluation of policy, the project will formulate recommendations for better policies both on the national and the EU level, aimed at the integration of female migrants.

9. System of household services

Project period: 2006

Contracted by: European Commission - EQUAL programme of the European Social Structural Fund and Ministry of Labour, Family and Social Affairs, Slovenia

he aim is to:

- lay the expert groundwork for professionalisation, standardisation, regulation, and subsidisation of the area of paid domestic work which, according to the project conceptualisation, would achieve a fairer distribution of costs of household work within societies; and
- bring about new jobs with good quality working conditions for household workers, along with their social inclusion instead of their social invisibility.

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10. The management of author's and related rights in the digital environment

Project period: 2006 - 2008

Contracted by: Slovenian Research Agency

The research was commissioned on the recommendation of the European Commission that, according to the European Directive on Information Society, the levies on private reproductions should be re-designed in accordance with the legal protection of technological measures. The aim-oriented research will, moreover, embrace the broader perspective on the subject-matter and will examine the impact of legal protection of author's and related rights in the digital environment on the general access to such works, on research and education, and on cultural production in general.

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Key publications

The Relaxed Ideology of the Slovenes, Boris Vezjak (Slovene-English), Ljubljana, 2006

Media for Citizens, Brankica Petković, Sandra B. Hrvatín, Lenart J. Kučič, Iztok Jurančič, Marko Prpič, Roman Kuhar (English-Slovene), Ljubljana, 2007

Intolerance, report no 5, selection of essays, Sabina Autor and Roman Kuhar (eds), (Slovene, English summaries), Ljubljana, 2006

UKRAINE

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Mission

To promote the introduction of public policy concepts and practices in Ukraine, and to increase awareness in the government and the general public of the need to analyse policy alternatives and to study the possible consequences of adopting a policy before strategic decisions are taken.

Main Fields of Expertise

Democracy and Governance

Administrative and public law, and civil code

Civil service reform

Civil society, third sector/NGOs

Decentralisation and local government

Electoral systems and political parties

Economic Policy and Development

Economic statistics

Finance and banking

Industrial policy

Infrastructure development and public utilities

International development aid

Labour and employment

Legal environment (investment climate)

Macroeconomics

Regional development and rural affairs
Small and medium-sized enterprises
Trade
Urban development

Social and Health Policy
Culture and arts
Welfare models, pension and social support reform

EU and Foreign Policy Issues
Border management/security
EU integration and consolidation
European Neighbourhood Policy
Foreign policy/international relations
Regional co-operation

Human Rights
Gender issues
Migration/refugees

Public Finances and Financial Management
Budget transparency (local/national)
Fiscal policy

Public Sector Management and Organisational Development
Public and communal services
Public policy reform management

Education, Research and Development
General education (primary, secondary, higher)
Research and development

Key projects

1. Industrial restructuring in the NIS: the experience of the new EU member states and lessons learned
2. Developing socio-economic performance and potential analysis capacity
3. Public policy group on fiscal decentralisation
4. Impact of NGOs on the formation and implementation of political platforms
5. Policy consultations on public administration reform
6. Developing management training aids for government officials
7. LGI Policy Fellowship 2006/2007 for Russian-speaking experts
8. Developing the Policy Analysis Group (PAG) network in Ukraine's executive branch
9. Public consultations on EU-Ukraine FTA
10. Building support for a comprehensive approach to security sector reform in Ukraine
11. Methods and training for regional NGOs to run public lobbying campaigns
12. Developing capacity among regional NGOs for policy analysis at the local level

1. Industrial restructuring in the NIS: the experience of the new EU member states and lessons learned

Project period: September 2005 - October 2007

Contracted by: European Commission

Lead partner: Vienna Institute for International Economic Studies

The goal of the project is to provide comprehensive, up-to-date analytical findings regarding recent experience with economic transition, industrial restructuring and integration among both EU new member states from central and eastern Europe (NMS) and selected Newly Independent States (NIS) - Belarus, Russia, Ukraine, Moldova and Kazakhstan - including the overall role played by the integration of trade, Foreign Direct Investment (FDI), and the institutional aspects of European integration; and to intensify co-operation in cross-border research and the transfer of knowledge between the EU and NIS partners.

The project aims to study:

- structural change, trade specialisation, FDI, and the integration of NMS;
- structural change and integration on EU-NIS borders;
- challenges related to EU enlargement and WTO accession for the NIS;
- case and survey studies: experience in restructuring and innovation;
- analysis of policy in the area of structural change and EU-NIS integration.

Expected results

- policy conclusions and recommendations related to restructuring prospects and policy in the NIS, to address the challenges of WTO accession, and to evaluate prospects for closer integration between the enlarged EU and NIS neighbour states and for regional integration among the NIS;
- broader understanding of the issues concerned through expert debates and the dissemination of research results to the scientific community, policymakers and the broader public.

Outputs

Research papers and three workshops in Moscow and Kiev.

Publication: *The Challenges of Relocating Commercial Activity from New Member States to Ukraine*, Oleksiy Blinov, ICPS, Kiev, 2006

Back to the Drawing Board: Restructuring Ukraine's Network Industries, Ildar Gazizullin, ICPS, Kiev, 2006

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2. Developing socio-economic performance and potential analysis capacity

Project period: October 2005 - October 2008

Contracted by: Canadian International Development Agency (CIDA)

Lead partner: Conference Board of Canada

Goal

- to introduce mathematical tools for evaluating both Ukraine's economic potential and the socio-economic impact of realising this potential.

Objectives

- to develop an objective basis for determining policy priorities in Ukraine;
- to increase transparency in policy-making;
- to better evaluate the effectiveness of policies;
- to build capacity for policy analysis among non-governmental think-tanks;
- to establish the basis for thorough analysis of the various factors that are key to increasing Ukraine's economic capacity;
- to develop a workable approach to price stabilisation policy.

Outputs

- the establishment of economic development indicators;
- an annual report on Ukraine's economic potential and how it is being realised.

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3. Public policy group on fiscal decentralisation

Project period: November 2005 - March 2006

Contracted by: Canadian International Development Agency (CIDA), and Canadian Bureau for International Education

Goal

- to promote further reform of local government in the areas of inter-budget relations and fiscal decentralisation

Objectives

- to design and implement a government communications strategy for developing and promoting policy reform measures in the areas of inter-budget relations and fiscal decentralisation;
- to establish a precedent for formulating the government's intentions and vision of reform.

Outputs

The main output was a full cycle of public policy campaigns implemented by the policy group

within the Ministry of Finance and applied in their daily work, with consultative support from Canadian advisers, and organisational and methodological support from ICPS.

The main products included:

- Green and White Papers on fiscal decentralisation;
- a clearly formulated government vision for reform and actions intended in this area that have been explained and discussed with stakeholders;
- a series of consultations with stakeholders on this policy priority;
- a media campaign on fiscal decentralisation;
- workshops and consultations provided to the Ukrainian side by the Canadian advisers;
- a selected group of civil servants who have the necessary practical experience in developing and implementing a policy communications strategy;
- a report on the effectiveness of Canadian technical assistance to the government of Ukraine, and wide dissemination of the report among the international technical assistance community.

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4. Impact of NGOs on the formation and implementation of political platforms

Project period: December 2005 - January 2006

Contracted by: Ukraine Citizen Action Network

Goal

- To engage NGOs and voters in four regions of Ukraine and prepare them to have an effective impact on the development and implementation of party platforms; to raise the institutional capacity of NGOs to analyse party platforms and organise dialogue with political forces.

Objectives

- to analyse how the platforms of participants in the 2006 elections addressed voter interests, concerns and expectations as to development priorities for both Ukrainian society and local communities;
- to develop the skills to analyse, monitor and evaluate party platforms and to organise public dialogue; to introduce the means for NGOs to influence the development and implementation of workable party platforms using methods developed by ICPS;
- to share the project experience among NGOs and to disseminate project outputs among Verkhovna Rada deputies, local government officials, leaders of political parties, and community organisations.

Outcomes

- higher NGO capacity after acquiring the skills and knowledge of how to influence the development and implementation of party policies, how to analyse, monitor and evaluate party platforms, and how to organise and hold public debates and town meetings;

- recommendations for developing party platforms as an effective tool for reaching social goals;
- greater participation of voters in the development and implementation of effective party platforms;
- an ongoing dialogue between voters and political parties through public debates and discussions, as well as stronger public oversight of, and influence over, how parties carry out their platforms;
- greater openness and transparency in the formulation of party policies through effective social dialogue;
- a reduction in the factors underlying voter distrust of political parties and their policies.

Outputs

- improved guidelines for analysing, monitoring and evaluating party platforms, and guidelines for holding public debates on party policy issues;
- a report on the analysis and evaluation of the platforms of parties and blocs participating in the 2006 elections and a report on the results of public debate on this issue in four Ukrainian regions;
- a report on the impact of political platforms, NGOs and the media on the results of the 2006 election in four cities: Donetsk, Mykolayiv, Poltava and Vinnytsia;
- a report on the results of monitoring how political parties and blocs carry out their election platforms;
- a report on the results of regional public debates on "Monitoring and Evaluating How Effectively Political Parties Implement Their Platforms";
- a handbook on analysing and evaluating the effectiveness of party platforms.

5. Policy consultations on public administration reform

Project period: June - December 2006

Contracted by: Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)

Goal

- The goal of the project is to promote public administration reform through raising public awareness about the reform and building support among key stakeholders.

Objectives

- to design and implement communications strategy for public administration reform;
- to present and explain administrative reform to the key stakeholders and the public;
- to receive feedback of stakeholders and prepare analytical report with analysis of stakeholders' positions.

Output

- a green paper of the National Council on Public Administration and Local Self-Governance about reform of the central level of government;
- a green paper of the National Council on Public Administration and Local Self-Governance about reform of the local level of government;
- four discussions with stakeholders: two in Kiev and two in the regions;
- analytical report on the results of consultations with stakeholders with recommendations to the white paper on administrative reform

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6. Developing management training aids for government officials

Project period: December 2006 - July 2007

Contracted by: Polish-Ukrainian Cooperation Foundation (PAUCI)

Goal

- to improve the capacity of government officials for public policy development in a democratic environment

Tasks

- develop a set of workshops called "Policy Analysis" and "Regulatory Impact Analysis" aimed at improving the management knowledge, skills and practices of government officials;
- hold training for trainers (TFT) based on the materials developed.

Outputs

- training materials for a "Policy Analysis" workshop;
- training materials for a "Regulatory Impact Analysis" workshop;
- training for trainers;
- a group of qualified trainers;

Publications: *Policy Analysis* - manual, Andriy Bega, Volodymyr Hnat, Oleksandr Safin, ICPS, Kiev, 2007

Regulatory Impact Assessment - manual, Borys Bordiuh, Kateryna Maliuhina, Oleksandr Tatarevsky, ICPS, Kiev, 2007

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7. LGI Policy Fellowship 2006/2007 for Russian-speaking experts

Project period: January 2007 - May 2008

Contracted by: Local Government and Public Service Reform Initiative (LGI) of the Open Society Institute

Goal

To broaden the impact of the LGI Fellowship programme by involving Russian-speaking experts. The original LGI Policy Fellowship programme supports policy research aimed at stimulating innovative and practical policy reform in central and eastern Europe and countries of the former Soviet Union, and it builds the capacities of talented individuals who are well placed to influence policy, and it establishes networks of multinational experts.

Objectives

- to set up and manage a Russian-language fellowship scheme;
- to gather a pool of mentors for Russian-speaking fellows;
- to train fellows to write effective, concise, fact-based, practical policy papers, to develop their presentation skills and acquaint them with advocacy methods;
- to introduce post-fellowship support for individuals and NGOs through the ICPS Resource Centre.

Results

- Russian-speaking fellows trained to facilitate practical policy reform in the NIS region through policy writing and advocating recommendations;
- A network of Russian-speaking experts on public policy-making at the local level;
- A comparison of public policy-making mechanisms at the local level within the NIS region and regional best practice identified;
- Public policy-making problems in given countries, as well as within the region as a whole, brought to light, and possible solutions will be put forward.

Outcomes

- Policy papers prepared by fellows on public policy-making mechanisms at the local level in the NIS region. The completed studies will be impact-oriented: each will contain an advocacy or implementation strategy and concrete policy recommendations;
- Joint recommendations to be prepared by the group of fellows, with the support of a mentor, on how to improve public policy-making mechanisms at the local level in the NIS region.

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8. Developing the Policy Analysis Group (PAG) network in Ukraine's executive branch

Project period: June 2007 - December 2009

Contracted by: The Center for Facilitating the Institutional Development of the Civil Service

Goal

To facilitate the process of planning, developing, and co-ordinating public policy in the executive branch, especially central executive bodies, on the basis of evaluations using SIGMA/OECD basic indicators; to increase the professionalism of government officials in the preparation of public policy by expanding and facilitating the policy analysis group (PAG) network in the executive branch; to test public policy procedures that have been adapted to EU practice.

Objectives

- to set up a network of PAGs in at least 45 central executive bodies and to help establish co-operation between them;
- to improve policy analysis training programmes for civil servants;
- to spread information about EU policy-making standards;
- to prepare recommendations on how to improve the system for drafting and co-ordinating state policy in Ukraine, and the practice of involvement of interested parties in the decision-making processes.

Results

The development of proposals and bills by PAGs and experts to improve public policy planning, development and co-ordination processes in Ukraine's executive branch.

Expected outcomes

- set up PAG network in at least 45 central executive bodies;
- develop no less than 45 Green Papers on public policy priorities;
- conduct public consultations regarding no less than 45 Green Papers;
- develop no less than 45 White Papers;
- draft no less than 45 bills on the basis of these White Papers;
- conduct public consultations regarding no less than 45 White Papers;
- edit, translate, and publish no less than 45 Green Papers and no less than 45 White Papers in English and Ukrainian;
- launch a constantly updated site on the internet to support policy analysis working groups and to disseminate information related to the procedures and standards of public policy in both Ukrainian and English;
- prepare teaching materials for policy analysis training programmes for civil servants;
- develop and disseminate at least 10 electronic informational newsletters on policy analysis issues and other informational materials;
- publish a booklet with a practical overview of analysis and running the public policy process according to EU standards;
- recommend ways of improving policy planning and co-ordination processes in Ukraine and to draft the corresponding bills.

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9. Public consultations on EU-Ukraine FTA

Project period: May 2006 - January 2007

Contracted by: Swedish International Development Cooperation Agency (SIDA) and LGI

Goal

To help the Ukrainian government form a strong, balanced position for negotiations on an EU-Ukraine Free Trade Agreement and to improve the institution of public policy concepts in Ukraine.

Objectives

- to analyse the needs of Ukraine's economy and its readiness for a free trade area with the EU; analyse the readiness of specific sectors of the economy to be open to the EU;
- to identify Ukrainian interest groups related to an EU-Ukraine FTA, hold a series of public consultations with them, and analyse their positions on such an FTA;
- to continue to assist the government in institutionalising the process of public consultations with interest groups;
- to assist interest groups in communicating their positions on an FTA with the EU to the Ukrainian government, both for the economy in general and for their sectors in particular.

Results

- a Ukrainian government that is ready to negotiate an FTA with the EU;
- increased awareness among the Ukrainian government, NGOs, the business community, and media concerning the prospects, opportunities and impact of an EU-Ukraine FTA for Ukraine's economy in general and for particular sectors;
- the legitimisation of interest groups in relation to an EU-Ukraine FTA through being identified and having their positions analysed;
- greater familiarity among interest groups and the broader public with the government position on a future agreement with the EU;
- the prevention of a negative position towards an EU-Ukraine FTA among both interest groups and the broader public and the development of better understanding of FTA-related issues.

Outputs

- one presentation of the subject of an FTA to the Ukrainian Government, business community, NGOs, and media;
- a preliminary analysis of the state of Ukraine's economy and its readiness for free trade with the EU;
- the identification of interest groups related to an EU-Ukraine FTA and their positions towards a future agreement;
- a background paper to be discussed during each public consultation;

- 15 public consultations with representatives of the government, sector interest groups and independent experts;
- White Papers on the preparedness of a number of sectors for free trade with the EU and the positions of related interest groups on this issue;
- a presentation of project results to the government and the broader public.

Publication: *Free Trade between Ukraine and the EU: An Impact Assessment*, ICPS experts, Kiev, 2007

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10. Building support for a comprehensive approach to security sector reform in Ukraine

Project period: November 2006 - March 2007
Contracted by: British Embassy in Ukraine

Goal

- to build support for a comprehensive approach to security sector reform (SSR) in Ukraine among key officials, politicians, and the policy community.

Objectives

- to analyse the current state of reforms in all aspects of the Ukrainian security sector;
- to examine the positions of key stakeholders with regard to reforms of the security sector, in order to establish areas of consensus and identify current and future obstacles to reform;
- to raise awareness among key Ukrainian stakeholders of the benefits of reforming the security sector in a comprehensive and integrated manner;
- to propose priorities for future SSR in the short-, medium- and long-term;
- to identify methods for building consensus within Ukraine on SSR and for creating systems and capacity that allow planned reforms to be implemented effectively.

Publication: *Security Sector Reform in Ukraine: Priorities and Challenges. Analytical Report*, ICPS experts
ICPS, Kiev, 2007

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11. Methods and training for regional NGOs to run public lobbying campaigns

Project period: October 2005 - April 2007

Contracted by: International Renaissance Foundation, Kiev, Ukraine

Goal

- to provide methods and training support for regional community organisations to prepare and carry out public campaigns to lobby for community propositions on government and municipal policy issues among government bodies.

Objectives

- to raise the capacity of regional community organisations to run lobbying campaigns;
- to strengthen the impact of regional community organisations on the process of developing and making government decisions;
- to increase public awareness and participation in the process of developing and making government decisions;
- to raise the capacity of regional community organisations to cooperate with each other sustainably.

Outcomes

- Greater awareness among regional community organisations of methods and means for running lobbying campaigns;
- More effective lobbying by regional community organisations;
- Recommendations of meaningful themes for lobbying campaigns intended to tackle issues raised by local communities;
- Greater awareness and participation among community organisations in the process of developing and making policy at both the local and central government level.

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12. Developing capacity among regional NGOs for policy analysis at the local level

Project period: October 2006 - October 2007

Contracted by: International Renaissance Foundation, Kiev, Ukraine

Goal

- to raise the capacity of regional community organisations to independently analyse local government policy for resolving urgent problems, and to develop recommendations as to how to improve it.

Objectives

- to raise the capacity of regional community organisations to carry out research according to international policy analysis standards;
- to disseminate methods for government policy analysis and standards for independent scrutiny that are comprehensible for the broad public;
- to strengthen the impact of regional community organisations on the development and adoption of decisions by local governments;
- to raise the level of information among the public and increase public involvement in developing and making local government decisions and in evaluating the quality of services provided to the population.

Outputs

- training for a number of specialists of regional community organisations that have the capacity to carry out independent scrutiny of government decisions and to provide specialised recommendations;
- real assistance to local governments in the form of recommendations for prospective areas of municipal policy aimed at raising the quality of government services provided to the population;
- improved level of knowledge among the public and public involvement in developing and making local government decisions;
- improved capacity of community organisations to co-operate with each other after the project is completed.

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Periodicals

Quarterly Predictions
Political Commentary
Consumer Confidence
Economic Statistics
ICPS Newsletter

OTHER POLICY CENTRES

A selection of further policy centres working on transition issues in Central and Eastern Europe and Central Asia

ALBANIA

AGENDA Institute

www.agendainstitute.org

AGENDA Institute is a non-profit organisation that aims at bringing to the market findings, research and analyses to enable a better understanding of public policies. It produces analyses on problems related to good governance, European integration, the European Neighbourhood Policy, and economic and social development policies in Albania.

ARMENIA

Social Policy and Development Center (SPDC)

www.cspda.org

The Social Policy and Development Center (SPDC) is an independent non-profit organisation, established in 2004. SPDC believes in the enduring need for strong social policy to fight poverty and corruption, ensure social and economic security, and achieve social justice. SPDC promotes social policy that enables the building of secure, just, free and harmonious societies offering opportunities and higher standards of living for all. SPDC seeks to inform and influence public opinion and to foster public discussion on social policy and development issues. SPDC's work covers a broad range of social policy and development areas including poverty reduction, tackling corruption, strengthening of the non-profit sector, security building, as well as health, education, social and employment issues.

BELARUS

Belarusian Institute for Strategic Studies (BISS)

www.belinstitute.eu

Leading analysts, journalists and public figures established the Belarusian Institute for Strategic Studies (BISS) as a platform for Belarusian experts to enhance the dialogue (i) inside the Belarusian expert community, (ii) between the Belarusian expert community and society, and (iii) between the Belarusian and international community, thus trying to generate a new vision of the future development of Belarus.

BELGIUM

BRUEGEL

www.bruegel.org

Bruegel is a European think tank devoted to international economics. It was created in Brussels in early 2005 with the intention of bringing a new voice into Europe's economic policy discussions. Its governance and funding model makes Bruegel unique, being the only think-tank partly funded by EU member states. It is supported by 16 European governments, as well as a number of leading private corporations. Bruegel does not represent any particular policy doctrine. It aims to contribute to economic policymaking in Europe through open, fact-based and policy-relevant research, analysis and discussion.

Centre for European Policy Studies (CEPS)

www.ceps.be

Founded in 1983, the Centre for European Policy Studies is an independent policy research institute dedicated to producing sound policy research leading to constructive solutions to the challenges facing Europe today. The goals of CEPS are: to achieve high standards of academic excellence and maintain unqualified independence; to provide a forum for discussion among all stakeholders in the European policy process; to build collaborative networks of researchers, policymakers and business across the whole of Europe; and to disseminate its findings and views through a regular flow of publications and public events. Research programmes include: economic and social welfare policies; energy, climate change and sustainable development; EU neighbourhood, foreign and security policy; financial markets and institutions; justice and home affairs; politics and European institutions; regulatory policy; and trade developments and agricultural policy.

European Policy Centre (EPC)

www.epc.eu

The European Policy Centre (EPC) is an independent, not-for-profit think-tank, committed to making European integration work. EPC provides its members and the wider public with rapid, high-quality information and analysis on the EU and global policy agenda. It aims to promote a balanced dialogue between the different constituencies of its membership, spanning all aspects of economic and social life. Programmes include: EU integration and citizenship; Europe's political economy, and Europe in the world.

European Policy Institutes Network (EPIN)

www.epin.org

EPIN, which includes a number of PASOS members, is a network of think-tanks and policy institutes focusing on current EU and European political and policy debates. It is a comprehensive network with more than 25 member think-tanks in 21 countries, including most EU member states, and accession and candidate countries. EPIN aims to contribute to the debate on the Future of Europe through up-to-the minute, expert analysis and commentary and through providing easy access to understanding the different national debates.

EU-Russia Centre

www.eu-russiacentre.org

The EU-Russia Centre is an independent information and expertise resource for anyone interested in modern Russia, its democratic status and the future of EU-Russia relations. It provides a forum and platform where European and Russian organisations can discuss their shared interests and promote greater mutual understanding for mutual benefit. The Centre's mission is: to develop ideas about the future course of EU-Russia relations and the need to prioritise people's rights; to encourage the EU and Russia to work with institutions, groups and interested individuals to promote common standards concerning democracy, civil liberties, the rule of law and an independent judiciary; to be a leading resource for information and expertise about a modern civil society in Russia; and to promote consistent implementation of EU policy on Russia by EU member states.

Friends of Europe

www.friendsofeurope.org

Friends of Europe is a think-tank whose activities are open to all who are interested in Europe's future - partners from the EU, its institutions and member governments, companies great and small, NGOs, civil society groups, industry associations, the press and academia. Friends of Europe also publishes Europe's World, an independent policy journal (PASOS is a member of the journal's Advisory Board). Published three times yearly, it offers policymakers and opinion-formers across Europe a platform for presenting ideas and forging consensus on key issues. It also reflects the diversity of national policy debates in EU states, with particular attention to newcomer and candidate countries.

International Crisis Group (Crisis Group)

www.crisisgroup.org

The International Crisis Group (Crisis Group) is an independent, non-profit, non-governmental organisation, with over 140 staff members on five continents, working through field-based analysis and high-level advocacy to prevent and resolve deadly conflict. Crisis Group's approach is grounded in field research. Teams of political analysts are located within or close by countries at risk of outbreak, escalation or recurrence of violent conflict. Based on information and assessments from the field, it produces analytical reports containing practical recommendations targeted at key international decision-takers. Crisis Group also publishes CrisisWatch, a twelve-page monthly bulletin, providing a succinct regular update on the state of play in all the most significant situations of conflict or potential conflict around the world.

BOSNIA AND HERZEGOVINA

Center for Policy Studies (CEPOS)

www.cepos.org

CEPOS Center for Policy Studies was registered as a not-for-profit organisation in May 2004. The main aim of CEPOS is to provide evidence-based policy analysis and recommendations to guide and influence the political process and raise the application of social sciences in Bosnia and Herzegovina in the process of policy analysis and development. The Center's main programme objectives include: to initiate and/or inform the policy process in Bosnia and Herzegovina as a non-partisan institute providing evidence-based policy analysis and recommendations; to initiate and conduct independent, evidence-based social policy and economic studies and research, analysis of key issues of relevance in the context of Bosnia and Herzegovina and the countries of south-east Europe, in accordance with the highest international standards; to raise the application of applied social sciences in the process of policy analysis and development in Bosnia and Herzegovina; and to provide education and training in all areas of social, political and economic studies, research and analysis.

European Research Centre

www.erc.ba

The European Research Center, in Sarajevo, is a think-tank focused on European integration and related political, social and economic issues. One of the major activities of ERC is the implementation of projects on European integration in co-operation with partners from new EU member states, primarily the Czech Republic and Slovakia. Projects include exchange of experiences, training, production of policy papers and analysis, and awareness-raising (including the raising of awareness about Bosnia and Herzegovina in EU member states).

BULGARIA

Centre for Liberal Strategies (CLS)

www.cls-sofia.org

The Centre for Liberal Strategies is a non-profit organisation, engaged both in the field of research and in the field of policy. Current projects include: the challenge of socio-economic cohesion in the enlarged European Union; crime and culture, an international research project within the Sixth Framework Programme of the European Commission; social cohesion, trust and participation: social capital, social policy and social cohesion in the EU and candidate countries.

CROATIA

Centre for Educational Research and Development, Institute for Social Research in Zagreb (CERD)

www.idi.hr/cerd

CERD is a research unit within the Institute for Social Research in Zagreb that carries out fundamental and applied research on education. It was founded in January of 2001 on the initiative of professors from the Faculty of Philosophy in Zagreb (Departments of Pedagogy, Psychology, Sociology and Philosophy). The experts from other universities and institutions in Croatia, especially the Institute for Social Research in Zagreb, Open Society Institute Croatia, Ministry of Science and Technology, and Ministry of Education and Sports, supported the initiative. CERD has three basic activities: (a) scientific research (fundamental and applied research); (b) education (postgraduate studies, summer school, seminars and other forms of education as well as training of teachers and specialists in the field of education); and (c) publication of the research results.

CEPOR SMEs and Entrepreneurship Policy Center

www.cepor.hr

CEPOR is a non-profit organisation founded in 2001, based on an Agreement between the Republic of Croatia and Open Society Institute - Croatia. Ten institutional founders of CEPOR are the leaders in their fields of work - from the academic community to business associations, development agencies and entrepreneurial centres. The mission of CEPOR is to influence the public and political environment, emphasizing the key role of entrepreneurship and small and medium-sized enterprises (SMEs) in the development of the Croatian economy. CEPOR aims to contribute to the shaping of entrepreneurial culture and stimulating institutional and regulatory framework for entrepreneurial activity, with the goal of achieving strong economic growth based on international competitiveness.

CZECH REPUBLIC

Prague Security Studies Institute (PSSI)

www.pssi.cz

Prague Security Studies Institute (PSSI) is a non-profit, non-governmental organisation established in early 2002 to advance the building of a just, secure, democratic, free-market society in the Czech Republic and other post-communist states. PSSI's mission is to help build an ever-growing group of informed and security-minded policy-makers dedicated to the development of democratic institutions and values in the Czech Republic and its regional neighbours. PSSI offers programmes that meet the critical requirement to equip new generations of young leaders to manage the complex, security-related challenges of the 21st century. Activities include: Security Scholars Program; Program of Atlantic Security Studies; and Corporate Council Program.

FRANCE

Notre Europe

www.notre-europe.asso.eu

Notre Europe, created by Jacques Delors in 1996, hopes to “think a united Europe”, in other words, to contribute to a closer union of the peoples of Europe. The association participates in current debates, presenting positions informed through detailed policy analysis and concrete policy proposals. Notre Europe directs research projects; produces and disseminates analyses in the form of short notes, studies, and articles; and organises public debates and seminars. Notre Europe’s analyses and policy proposals are intended for decision-makers, academics, citizens, and public opinion-shapers of the entire EU, and are concentrated around four themes: Visions of Europe, European Democracy in Action, Co-operation, competition, solidarity, and Europe and world governance.

GEORGIA

Partnership for Social Initiatives (PSI)

www.psigeorgia.org

Partnership for Social Initiatives (PSI) was founded in Tbilisi in January 2000 as an independent, non-partisan think tank dedicated to the study and advancement of public policy. Through its research, conferences, publications, and seminars, PSI advocates public policy based on the principles of virtuous citizenship, honour, dignity, and representative liberal democracy - just government, rule of law, individual liberty and responsibility, pursuit of happiness, and private enterprise. PSI research takes place in five centres: David Agmashenebeli Center for Social Welfare Policy Studies; Orbeliani Center for Advanced Strategic and National Security Policy Studies; Petritsi Center for Liberal Education Policy Studies; Nikoladze Center for Free Market, Competition, and Private Enterprise Policy Studies; and Chavchavadze Center for Constitutionalism and Legal Policy Studies.

HUNGARY

DEMOS Hungary

www.demos.hu

The goal of the DEMOS Hungary Foundation is to act as a bridge between academia and political decision-makers, developing new policy solutions that meet the social, economic and political requirements of our age. DEMOS is committed to revitalising public thinking and policy decision-making through its exploration of new issues, fresh ideas and policy recommendations which also lend themselves to practical implementation. Thereby it helps to create structures and institutions that are capable of responding to the challenges posed by a continuously changing world. DEMOS Hungary is an independent foundation established by private individuals.

Eötvös Károly Public Policy Institute (EKI)

www.ekint.org

The Eötvös Károly Public Policy Institute was launched in January 2003 with the purpose of conducting policy studies and policy analyses in the areas that have the most direct impact on the quality of the relationship between the citizens and various levels of governance, such as the municipal system, regional administration, and the central governmental institutions. EKI's objective is to bring together such expertises that have been established in various different fields of policy research and to develop wide-ranging policy alternatives as a result of this co-ordinating activity. EKI is involved in empirical social science research in the areas of institutional performance, local democracy and openness.

ITALY**Central and Eastern European University Network (CEEUN) - Transition Studies World Applied Research**

www.ceeun.org (ceeun@ceeun.org)

CEEUN - Transition Studies World Applied Research network is a network of international university institutions and research centres. Established in 2002, more than 400 professors, researchers and experts belonging to about 80 research institutions in 22 countries have joined the CEEUN initiative, of which PASOS is also a member. The co-ordinator of CEEUN and editor of the quarterly journal *Transition Studies Review*, published by Springer Wien New York, is Giorgio Dominese, Professor, Economics Faculty, Udine University, and Political Science Faculty, Luiss University, Rome. The network is engaged in the following areas of applied research: Europe and the World, future EU enlargement, the European and international economic framework and impact, especially investment, foreign trade, finance, banking, research, innovation and technology, human capital development, social policies, insurance, international relations and security, monetary policy, environment and climate, culture and society, juridical and law studies.

KOSOVO**Forum 2015**

www.forumi2015.org

Forum 2015 is a project-based think-tank committed to competence-building and advocacy. It was established in 2003 as a joint initiative of Kosovo Foundation for Open Society (KFOS) and RIINVEST Institute. By stimulating debate on contemporary topics and contributing to develop a healthy political culture in Kosovo, Forum 2015 aims to prepare Kosovo for integration into Euro-Atlantic structures by: supporting the development of a healthy political culture in Kosovo, and strengthening Kosovo's civil society; providing an arena where local and international decision-makers, experts and stakeholders meet, co-operate and debate contemporary issues; developing substantive policy proposals and offering these to decision-makers in Kosovo.

Kosovo Civil Society Foundation (KCSF)

www.kcsfoundation.org

Founded in 1998, and officially registered in December 1999, the priority mission of the Kosovo Civil Society Foundation (KCSF) has been to strengthen civil initiatives by providing support through information, services and trainings to NGOs and other relevant civic institutions in all sectors of Kosovo's civil society. While still committed to this aim, KCSF has recently directed more attention to the process of European integration, by raising awareness about the EU within society in Kosovo and providing information and analytical tools to professionals that will have to deal with issues surrounding European integration.

KYRGYZSTAN

Analytical Consortium "Perspective" (ACP)

<http://freenet.kg/public/>

ACP was established in 2002 by the initiative of organisations that have experience in implementation of development activities, and both research and analysis in the sphere of public policy. ACP associates work in the areas of political and business consulting, with expertise in politics, public policy, sociology, psychology, public relations, marketing and advertising. ACP plans to produce 4-6 times per year the publication Policy Studies, focusing on public policy issues. ACP conducts independent policy research on: study of state policy; study of public administration; economic research; research on strategic directions for reforming education and the energy sector in Kyrgyzstan.

Center for Social and Economic Research in Kyrgyzstan (CASE-Kyrgyzstan)

www.case.elcat.kg

Center for Social and Economic Research in Kyrgyzstan (CASE-Kyrgyzstan) is an independent not-for-profit research organisation, founded in 1998 by CASE - Center for Social and Economic Research, Poland. The goal of CASE-Kyrgyzstan is to assist the social and economic development of Kyrgyzstan through research, training and advisory activities. The Center employs independent local experts and collaborates closely with CASE-Poland and different international development organisations. The Center is active in research of a broad spectrum of topics, including macroeconomic forecasting, problems of fiscal, monetary and social policy, foreign trade, and institutional changes in agriculture and industry.

Economic Policy Institute (EPI)

www.epi.kg

The Economic Policy Institute (EPI) was created in December 2003 as an independent think-tank and discussion forum with the mandate to promote market economic policies and practices in Kyrgyzstan. EPI's mission is to develop local capacity and participatory processes to create effective economic policy in Kyrgyzstan based on the best international experience. The EPI is a member of the Extractive Industries Transparency Initiative (EITI) consortium.

Institute for Public Policy (IPP)

www.ipp.kg

The Institute for Public Policy is a Bishkek-based independent research and policy-making institution. IPP's goals are to promote a participatory approach in establishing public policy; to strengthen expert analysis in order to promote effective and informed decision-making in matters of public policy, and to create an independent platform for dialogue on public policy issues. The Institute provides expert consultation, research and surveys on Central Asian affairs, conflict management services, as well as implementation of educational projects aimed at promoting good governance. The mission of the Institute for Public Policy is to contribute to effective, responsive and accountable public policy making in Central Asia. The Institute's areas of research include: political developments and institutions in Kyrgyzstan; economic policies and business in Kyrgyzstan; social policies in Kyrgyzstan; foreign policy of Kyrgyzstan; public policy making in Kyrgyzstan; politics and economics in neighbouring states (Kazakhstan, Uzbekistan, Tajikistan and China).

Investment Round Table (IRT)

www.investment.kg

The public association Investment Round Table (IRT) was established in August 2001 and is a non-governmental, non-commercial organisation. IRT was established by the initiative of international donors and representatives of the private sector in order to improve the investment climate in Kyrgyzstan. IRT's mission is to bridge the gap and create an opportunity for dialogue between private sector and public institutions in the formulation and implementation of an economic reform agenda. The IRT's key objective is to provide a substantive and critical contribution to the development and implementation of an economic reform programme in Kyrgyzstan

LATVIA**The Latvian Centre for Human Rights (LCHR)**

www.humanrights.org.lv

The Latvian Centre for Human Rights (LCHR) was established in 1993 with a view to promoting human rights and tolerance in Latvia through monitoring, research, advocacy, legal assistance and training activities. In recent years, LCHR main focus has been on two broad areas: human rights in closed institutions, and social integration, which includes all minority-related and tolerance issues, as they represent the most important problem areas of human rights in Latvia.

LITHUANIA

Civil Society Institute

www.civitas.lt

The Civil Society Institute is a centre for the analysis of public policy, for the dissemination of information relevant to public policy issues, and for the implementation of educational projects. The Civil Society Institute was founded by the Open Society Fund-Lithuania and Valdas Adamkus Foundation in July 2004. The principal directions of the Centre's activities are: promoting civic initiatives and reinforcing civic attitudes in society:

seeking to achieve a working partnership between academics, politicians, entrepreneurs, mass-media, non-governmental organisations, local communities, and various interest-groups; influencing legislative issues and political decision-making, formulating policy proposals based on the monitoring of legislation as well as on the analysis of public policy; and accumulating the experience and know-how for the expansion of civil society.

MACEDONIA

Analytica

www.analyticamk.org

Analytica is an independent non-profit institution dedicated to helping individuals and institutions with the aim to foster lasting improvement in democracy and governance in Macedonia and elsewhere in the region of south-east Europe. Analytica is a foundation, public policy research organisation, and a think-tank. It is dedicated to promoting greater co-operation and understanding among the people in Macedonia, and in the wider region of south-east Europe. Analytica's core project areas are: policy analysis; foreign and security policy; agriculture, rural development and environment; European Union approximation and integration advocacy; energy and infrastructure; and trade and investment.

MOLDOVA

Expert Grup

www.expert-grup.org

Expert Grup is the legal successor of the Society of Young Economists and Lawyers in Moldova (SYEL), an NGO created in 1998 by a group of students. Expert Grup contributes to the economic and democratic development of Moldova, and assists in improving Moldova's international competitiveness in the economic and political arena. Constant public advocacy and high-quality analysis are deployed as practical tools in pursuing its mission. The core specialisation of Expert Grup is in economic and social policy. The focus in the economic policy field includes macroeconomics, regional and global economic integration, local and regional economy, sector and industry analysis, public economy, and market economy institutions. In the social policy

sector, Expert Grup focuses on anti-poverty strategies, health policy, education policy, and social protection and insurance systems.

MONTENEGRO

CEDEM - Centre for Democracy and Human Rights

www.cedem.cg.yu

CEDEM is a non-profit association of citizens, and its main goal is to advance and spread awareness about the importance of proper and successful democratic transition; to research, analyse and monitor the process of transition; to influence by its activities, as far as possible, the transitional process in Montenegro; and to contribute to the strengthening of civil society and the democratisation process as a whole. CEDEM acts as a think-thank group, as an organiser of various kinds of public discussions, and as an organiser of practical actions.

POLAND

CASE - Center for Social and Economic Research

www.case.com.pl

CASE - Center for Social and Economic Research is an independent non-profit institute founded on the idea that research-based policy-making is vital for the economic welfare of societies. Established in Warsaw in 1991, CASE today is an international think tank drawing on the talents of prominent economists and driving the creation of a network of partner institutions in transition countries. CASE carries out policy-oriented research and development assistance projects, specialising in questions of European integration, post-communist transition, and the global economy. The mission of CASE is to provide objective economic analysis and to promote constructive solutions to the challenges of transition, reform, integration and development in order to improve the socio-economic well-being of societies.

Center for International Relations

www.csm.org.pl

The Center for International Relations is an independent, non-governmental think-tank, dedicated to the study of international relations and those foreign policy issues of crucial importance to Poland, Europe and transatlantic relations in both the long-and the short-term. The Center carries out its own research projects, prepares reports and analyses, and participates in international projects in co-operation with similar institutions in several countries. The Center has also founded the Foreign Policy Club – an influential forum for foreign policy analysis and debate, involving hundreds of leading politicians, diplomats, civil servants, local government officials, academics, students, journalists and representatives of other NGOs. The five programme areas of the Center are: international security programme; European programme; migration and homeland security programme; Eastern programme; and Fellowship programmes.

demosEUROPA - Centre for European Strategy

www.demoseuropa.eu

The mission of demosEUROPA - Centre for European Strategy is to animate the debate about the main challenges facing the European Union. demosEUROPA is a forum for exchange of opinions about the political, social and economic dimension of European integration and international affairs. The activity of demosEUROPA is based on the conviction that after the first years of Poland's membership in the European Union, the future of the country should lie at the heart of the processes that are taking place on the continent.

ROMANIA

Romanian Academic Society

www.sar.org.ro

Established as a think tank in 1996, the Romanian Academic Society (SAR) aims to further the ideas of freedom, democracy and good governance in eastern Europe. Starting with Romania, SAR seeks to raise public awareness of policy issues, contribute through research and advocacy to informed policy formulation, and assist administrative reform through performance assessment. SAR's goal is to help improve countries' performance in the EU accession process so that integration brings the maximum benefits. SAR seeks to: contribute to good governance and development through policy research; contribute to the European integration of Romania, the western Balkan countries and Moldova through transfer of best practices and advocacy; enhance the contribution of independent policy institutes to the process of policy formulation through advocacy and public debate; contribute to the (re-)building of the fields of applied social sciences and public policy in Romania and south-eastern Europe after fifty years of communism.

RUSSIA

Center for Fiscal Policy (CFP)

www.fpcenter.ru

The Center for Fiscal Policy is a Russian non-partisan organisation with the mission to make equal access to public services guaranteed by the national Constitution for every citizen through establishing a transparent, equitable and efficient budgetary system. The CFP renders consulting and training services in the areas of budget policy, intergovernmental fiscal relations, implementation of local self-governance reform, financing of health, education, and social protection sectors.

Institute of Urban Economics (IUE)

www.urbaneconomics.ru

The Institute for Urban Economics (IUE) is a non-governmental and non-profit organisation established in Moscow in 1995. It was created to identify and analyse the social and economic

problems of urban areas and promote solutions to these problems. The main goals of the institute are: elaboration and introduction of new approaches to solving housing problems, financing of housing and urban infrastructure, municipal management, urban land use, social protection of the population, and other problems of the social and economic life of cities.

Leontief Centre - International Centre for Social and Economic Research

www.leontief.ru

Leontief Centre - International Centre for Social and Economic Research was established in 1991 as a think-tank providing strategic insight and expert support to the market reforms in St Petersburg and the rest of Russia. The Centre's mission is to promote top international standards of quality in social and economic studies and consultancy with a view towards fostering more professional methods of governance for Russian cities and regions.

SERBIA

Bureau for Social Researches

www.birodi.org

The Bureau for Social Researches is a non-governmental think-tank active in the social and political sciences. The Bureau conducts applied research, performs in-depth analysis, and proposes and implements sustainable solutions in the public, civil and business sectors of society. The Bureau is engaged in: promoting the significance of research for the creation and evaluation of social, political, economic and cultural development; creating systems for the follow up and evaluation of social development processes; designing and improving research methods and techniques; disseminating research results to all relevant social groups, institutions, governmental bodies and international organisations; analysing, establishing and proposing the most adequate solutions in the public policy field; implementing innovations and performing their monitoring; transferring the most recent knowledge and best practice from abroad into Serbia.

Center for Public Administration and Local Government PALGO

www.palgo.org

The Center for Public Administration and Local Government PALGO was established in Belgrade in 1998 as an independent, non-profit, non-governmental organisation. It aims to advance and develop the capacities of state institutions and organisations, to assist in the adoption of European and other international standards, and to encourage the effective and functional decentralisation of government. The PALGO Center is also active in education, training, research, consultancy, and publishing in the fields of public administration, public policy, local government and information technology.

Economic and Social Policy Institute (ESPI Institute)

www.institutespi.org

The Economic and Social Policy Institute (ESPI Institute) is a non-profit think-tank aiming to encourage Serbia's transition into a modern democracy and market economy, and to contribute to its integration into the European Union. The ESPI Institute is founded on the principles of academic excellence and independence, endorsing as leading values the rule of law and free market economy. The ESPI Institute was established in 2001 (as the G17 Institute until it changed the name into ESPI in 2006) as a response to significant economic and political changes that took place in Serbia. The institute conducts research and analysis in the following fields: public finance, monetary policy, industrial, agricultural and trade policies, privatisation, human capital development, social, education and health policies, poverty issues, institutional and security reforms, as well as European and Euro-Atlantic integration.

SLOVAKIA

Institute for Economic and Social Reforms (INEKO)

www.ineko.sk

INEKO Institute is a non-governmental non-profit organisation established in support of economic and social reforms that aim to remove barriers to the long-term positive development of the Slovak economy and society. Its mission is to search for an optimal speed and scale of an "upgrade" of society's operating system, its ethics code.

Research Center of Slovak Foreign Policy Association (RC SFPA)

www.sfpa.sk

The Research Center of the Slovak Foreign Policy Association (RC SFPA) conducts the following:

- prepares independent expert analyses of key questions in the field of international relations and Slovak foreign policy;
- publishes periodical and non-periodical publications, the role of which is to intensify knowledge in the area of international relations and Slovak foreign policy, and serve at the same time a source of credible academic information in the field of international affairs and Slovak foreign policy suitable for specialists as well as for a lay public; organises professional events and participates in the international expert debate concerning international relations and security research; assists in the optimisation of an academic discussion about international relations and Slovak foreign policy;
- provides a creative environment for the rise of a new generation of Slovak professionals in the field of international affairs; encourages broader interest among Slovak citizens in global affairs and in a more profound understanding of the importance of foreign policy and its interconnection with domestic politics.

Slovak Governance Institute (SGI)

www.governance.sk

The Slovak Governance Institute (SGI) is a non-profit, non-partisan civic association, which spun off from one of the most important Slovak think-tanks INEKO (Institute for Social and Economic Reforms) in October 2001 to create an NGO with a clear focus on good governance and public policy. SGI has implemented a number of projects in different fields related to policy-making. The assignments carried out by SGI include public administration assessments and changes, policymaking and policy implementation, human resources enhancement and capacity-building. SGI operates in the following fields of specialisation: public administration and fiscal policy (includes public administration management and reform, fiscal management and organisational issues, organisational audits, assessments and restructuring, capacity-building and institutional strengthening in public sector, including human resources and civil service professional standards development, and training design and delivery); policy-making process and policy development; employment and social policy; knowledge economy and education policy; management and evaluation of EU Structural Funds and other developmental financial instruments.

TAJKISTAN**Pulse Educational Reforms Support Unit (ERSU)**

www.ersu-pulse.by.ru

Pulse ERUSU engages in gathering and analysing statistical data on the main indicators of the education system in the Republic of Tajikistan, and in processing data obtained in the process of conducting regional seminar-trainings. Its scope and mission include the following: Assisting education system reform and developing public education; Increasing the role of the community in the solution of socio-economic problems; Supporting values common to all mankind; and Consolidation of a healthy way of life.

TURKEY**Centre for Economic and Foreign Policy Studies (EDAM)**

www.edam.org.tr

Centre for Economic and Foreign Policy Studies (EDAM) is an independent think tank in Istanbul, Turkey, which conducts studies and realises policy-oriented projects in the areas of economy and international relations. EDAM's objectives are: (a) to provide information and knowledge to support and facilitate the accession negotiation process between Turkey and the EU, and at the same time to generate opportunities for active participation of the business sector, civil society and academia in the accession process; (b) to help achieve a better and more accurate understanding of Turkey by the European public and opinion leaders. While EDAM, on one hand, focuses specifically on Turkey-EU relations, on the other hand, it aims to explore and analyse these relations within a multi-dimensional and global context, and to generate policy suggestions that can be influential on the decision-making processes both within Turkey and EU member states.

European Stability Initiative (ESI)

www.esiweb.org

ESI is a non-profit research and policy institute, created in recognition of the need for independent, in-depth analysis of the complex issues involved in promoting stability and prosperity in Europe. ESI was founded in July 1999 by a multi-national group of practitioners and analysts with extensive experience in the regions it studied. ESI is committed to providing policymakers with relevant strategic analysis. ESI now has offices in Istanbul, Berlin and Pristina.

Istanbul Policy Center, Sabanci University (IPC)

www.ipc.sabanciuniv.edu

IPC, physically located at Sabanci University, was founded with a view to improving the quality and effectiveness of public policymaking in Turkey and the region. IPC establishes a network of co-operation with universities, think-tanks, and other similar research institutions both in Turkey and abroad in order to engage in broad participation of distinguished thinkers, scholars, experts, and practitioners to produce independent research as well as to generate policy recommendations on issues of current relevance and significance. The vision of IPC is to promote applied policy studies, and designs of public policy-making with their social, political, and economic implications while taking into account future scenarios in connection with globalisation and regional integration.

Turkish Economic and Social Studies Foundation (TESEV)

www.tesev.org.tr

TESEV is an independent Istanbul-based think-tank, which forms a bridge between academic research and the policy-making process. TESEV carries out research based on scientific principles, and seeks to share its findings with the widest possible audience. The common denominator for TESEV's work is to contribute to further democratisation and better governance of Turkey, as well as to help foster good relations with all countries and international actors with a view to emphasise Turkey's role in the advancement of democratic norms and principles globally.

UKRAINE

Centre for Peace, Conversion and Foreign Policy of Ukraine (CPCFPU)

www.cpcfpu.org.ua

Founded in 1992, the Centre for Peace, Conversion and Foreign Policy of Ukraine (CPCFPU) is an independent, not-for-profit think-tank. The Centre conducts policy research and event management in the fields of international relations, Ukrainian integration into Euro-Atlantic structures, security and defence, as well as the political, economic and social development of Ukraine.

Ukrainian Centre for Economic and Political Studies named after Olexander Razumkov

www.uceps.org

The Razumkov Centre is a non-profit public organisation that carries out studies in the following areas: domestic policy; social and economic development of Ukraine; energy policy; international economy; foreign policy; national security and defence; military reform; international and regional security; peacekeeping. The activities of the Razumkov Centre are based upon the following principles: realism and pragmatism; high-quality analysis and comprehensive forecast; active political influence; and responsiveness to the clientele.

Ukrainian Center for Independent Political Research (UCIPR)

www.ucipr.kiev.ua

The Ukrainian Center for Independent Political Research (UCIPR) is a non-partisan, non-governmental think-tank aiming at providing analysis of domestic and foreign policy, as well as providing information support and consulting to democratic institutions in Ukraine. The goals of the UCIPR are to contribute to the formation of civil society institutions in Ukraine - political parties, trade unions, NGOs - and deepening the level of interaction of the state and those institutions.

UNITED KINGDOM**Centre for European Reform (CER)**

www.cer.org.uk

The Centre for European Reform is a think-tank devoted to improving the quality of the debate on the European Union. It is a forum for people with ideas from Britain and across the continent to discuss the many political, economic and social challenges facing Europe. It seeks to work with similar bodies in other European countries, North America and elsewhere in the world. The CER is pro-European but not uncritical. It regards European integration as largely beneficial but recognises that in many respects the EU does not work well. The CER therefore aims to promote new ideas for reforming the EU.

European Council on Foreign Relations (ECFR)

www.ecfr.eu

The European Council on Foreign Relations was launched in October 2007 to promote a more integrated European foreign policy in support of shared European interests and values. ECFR was founded by a council whose members include serving and former ministers and parliamentarians, business leaders, distinguished academics, journalists and public intellectuals. Their aim is to promote a new strategic culture at the heart of European foreign policy. With offices in seven countries, ECFR's in-house policy team will provide advice and proposals on the big challenges facing the EU.

UNITED STATES OF AMERICA

EastWest Institute

www.iews.org

Founded in 1980, EWI is an international, non-partisan, entrepreneurial organisation with centres in Brussels, New York and Moscow. EWI works to make the world a safer place by addressing the seemingly intractable problems that threaten regional and global stability. The current work of EWI focuses on the following four areas: conflict prevention, global security, leadership and learning, and EWI in Asia.

The German Marshall Fund of the United States (GMF)

www.gmfus.org

The German Marshall Fund of the United States (GMF) is a non-partisan American public policy and grant-making institution dedicated to promoting greater co-operation and understanding between the United States and Europe. Founded in 1972 through a gift from Germany as a permanent memorial to Marshall Plan assistance, GMF maintains a strong presence on both sides of the Atlantic. In addition to its headquarters in Washington, DC, GMF has six offices in Europe: Berlin, Bratislava, Paris, Brussels, Belgrade, and Ankara. GMF Policy Initiatives, designed to increase transatlantic co-operation and decrease tension around difficult issues, are carried out by both GMF and partner institutions, and bring together people and resources from both sides of the Atlantic to address how the United States and Europe can work together to resolve differences both inside and outside the alliance.

Urban Institute

www.urban.org

The Urban Institute is a non-profit non-partisan policy research and educational organisation established to examine the social, economic, and governance problems facing the nation. It provides information and analysis to public and private decision-makers to help them address these challenges, and strives to raise citizens' understanding of the issues and trade-offs in policymaking. Much of the Urban Institute's research is conducted in policy centres, including the International Activities Centre, which helps policymakers and citizens' groups in the developing world, and in central and eastern Europe and the Newly Independent States (NIS) find ways to strengthen government performance and enhance private-sector markets. The Institute also co-sponsors the Transition Policy Network (www.urban.org/tpn), a group of like-minded institutions (including a number of PASOS members) that provide technical assistance in the transitional countries of central and eastern Europe (CEE) and the NIS. TPN was formally established in 1997, but member organisations have jointly implemented projects since 1990.

PASOS BOARD OF DIRECTORS

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Centre for Public Policy PROVIDUS, Riga, Latvia

Vita Terauda is Director of Centre for Public Policy PROVIDUS in Riga, Latvia. She is the former Executive Director of the Soros Foundation-Latvia. Prior to joining the Soros Foundation in 1996, she was Minister of State Reform with responsibility for launching the reform of Latvia's public administration and local government affairs. She has also served in the Ministry of Foreign Affairs. A founding member of Delna (the national chapter of Transparency International in Latvia), she serves as Chair of the board of the World Wildlife Fund Latvia.

Jacek Kucharczyk

Deputy Chair

Institute of Public Affairs, Warsaw, Poland

Dr Jacek Kucharczyk is Director for Programming at the Institute of Public Affairs, one of Poland's leading think-tanks. He received a PhD in Sociology in 1999 at the Institute of Philosophy and Sociology of the Polish Academy of Sciences. In 1994-1995, he was a fellow at the Graduate Faculty of the New School for Social Research in New York. He earlier studied at the University of Kent at Canterbury (MA in Philosophy in 1992) and Warsaw University (MA in English Studies). Dr Kucharczyk is the author and editor of numerous policy briefs, articles, reports and books on Poland's domestic and foreign policy, governance issues, public opinion, EU integration, and transatlantic relations. His publications include *Bridges Across the Atlantic? Attitudes of Poles, Czechs and Slovaks towards the United States*, *Citizens of Europe. European Integration in Polish Public Life*, and *Learning from the Experience of West European Think-tanks: A Study in Think-tank Management*. He is a frequent commentator on current domestic and European affairs and political developments for Polish and international print and electronic media.

Adrian Ionescu

Local Government and Public Service Reform Initiative (LGI),

Open Society Institute

Adrian Ionescu is Programme Director of LGI. He is responsible for the "Subnational Governmental Finance, Fiscal Decentralisation and Budgeting programme", which generates and disseminates knowledge and best practices in Central and Eastern Europe and the CIS. He is a member of various steering groups and committees, including LOGIN, FDI, LGID and the working group on local democracy for the Stability Pact region. Before joining LGI, he worked as a Project Manager for the Soros Foundation, and previously as a Research Officer for the Ministry of Public Works and Regional Planning in Romania. He holds a certificate from Harvard University, an MBA from Université du Québec à Montréal, and an MSc in Engineering from the Polytechnic University of Bucharest.

Darina Kadunkova

European Institute, Sofia, Bulgaria

Darina Ch. Kadunkova has a master's degree in Law Studies (1993-1997) and a BA in Information and Library Management (1991-1993). She attended the Board Source International Fellowship on non-profit governance (1998) and graduated in the international fundraising course of the Fundraising School at Indiana University (1999). She was trained in EU financial instruments and procedures at the European Centre for Public Affairs in Brussels (2003). Currently, she is Deputy Development Director at the European Institute, Sofia. Previously, she held the position of NGOs Development Consultant at the Open Society Foundation-Sofia (OSF) Information Centre (1993-

1998), where she was responsible for the provision of consultancy to OSF grantees and clients in various facets of non-profit management. Later, she served as an OSF Senior Programme Officer (1998-2000), and as Programme Director at CEGA (Creating Effective Grassroots Initiatives) Foundation (2000-2001). She has participated in various international initiatives related to European integration, and partnership and network development. She has considerable experience in providing consultancy to local, national and international NGOs in the fields of organisational development and institutional strengthening. Since 2001, she has been a selector of Bulgarian fellows for the German Marshall Memorial Fellowship Programme.

David Král

EUROPEUM Institute for European Policy, Prague, Czech Republic

David Král is Director of EUROPEUM Institute for European Policy in Prague, Czech Republic. He heads EUROPEUM's programme on EU policy. He lectures at the University of Public Administration and International Relations in Prague, and previously lectured at Charles University - Faculty of Social Sciences. He is a certified trainer in EU modules for public administration. A graduate of the law faculty of Charles University, he was co-ordinator of the Tempus programme for EU policy. His main areas of expertise are: EU reform and the EU Constitutional Treaty, EU enlargement, EU external relations, Common Foreign and Security Policy, and EU policy on Freedom, Security and Justice. David speaks English, French and Italian.

Cholpon Nogoibaeva

Soros Foundation Kyrgyzstan

Cholpon Nogoibaeva is Programme Director of the Soros Foundation Kyrgyzstan in Bishkek, Kyrgyz Republic, where she leads the Public Administration, Economic Reform, Information and Education programmes, which develop proposals for reforms in the Kyrgyz Republic. Cholpon has authored numerous articles and reports on economic and business development, public administration, and education reforms. She is responsible for liaising with local experts and editors for policy papers and handbooks published by the Soros Foundation Kyrgyzstan. Before joining the Open Society Institute network, Cholpon was a co-founder of the Association of Independent Experts and Trainers of Kyrgyzstan and the Association of Young Researchers. She lectured at Bishkek Humanitarian University (Faculty of Social Sciences) and at the Kyrgyz Pedagogical University (Faculty of Social and Economic Sciences). Cholpon is a certified trainer in strategic planning, project monitoring and evaluation, institution-building, and programme and project management. Her main areas of professional expertise are: development of reform processes, public service and transparency, local government development, and economic and business development.

George Tarkhan-Mouravi

Institute for Policy Studies, Tbilisi, Georgia

George Tarkhan-Mouravi, co-director of the Institute for Policy Studies (IPS) in Tbilisi, Georgia, specialises in social and political analysis, Caucasian politics, democratic transition, development and poverty studies. He was involved in developing the civic sector in Georgia, having initiated and/or headed a number of NGOs. He has served as National Co-ordinator for the UNDP Human Development Report for Georgia, Yearbooks of 1995, 1996, 1997 and 2003-2004, and as co-author of the national Economic Development and Poverty Reduction Programmes of the Georgian Government.

PASOS Policy Centres 2007/8 was made possible with the financial support of the Local Government and Public Service Reform Initiative (LGI). LGI is an international development, policy research and grant-giving programme of the Open Society Institute. Its mission is to promote democratic and effective government, primarily in southern, central and eastern Europe, the Caucasus and Central Asia. LGI supports public administration reform, decentralisation, improvement of governance techniques and public policy formulation.

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Policy Association for an Open Society

How to become a PASOS member:

To be eligible for PASOS membership, an organisation should accept the PASOS mission and goals, share and promote open society values, and not be related to any political party or political movement. The organisation must have been in existence for at least two years and have established a credible reputation in public policy as determined by the Board of PASOS.

To apply, the applicant should submit to the Board (via the Executive Director):

- 1.** An application supported by the written recommendation of at least two members (as listed at www.pasos.org), demonstrating the reputation and the credible track record in public policy of the applicant.
- 2.** A copy of the applicant organisation's charter in the original language, and a translation into English of the Charter or a summary of the Charter.
- 3.** The mission of the policy centre, and an account of its main areas of research and activities.

There is an annual membership fee of EUR 500, as determined by the founding General Assembly.

For more information, contact PASOS Executive Director Jeff Lovitt at jefflovitt@pasos.org

PASOS (Policy Association for an Open Society)

promotes and protects open society values, including democracy, rule of law, good governance, respect for and protection of human rights, and economic and social development by supporting independent policy centres.



Local Government
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