



Policy Association for an Open Society



# Annual

**Working to strengthen independent think-tanks**

# Report

**and the policymaking environment in Central**

# 2005

**and Eastern Europe and Central Asia**

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PASOS Annual Report 2005

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# Effective policymaking improves quality of life and spurs economic development



The symptoms of poor policy planning are visible in schools without properly trained teachers; they are evident in a healthcare system that suffers shortages of qualified medical personnel and life-saving equipment, and in a business environment that breeds corruption instead of fostering honest, profitable small and medium-sized enterprises; poor outcomes are inevitable in public administration where short-term fixes take priority over sustainable, cost-saving solutions.

All too often, governments and international donors work together in Central and Eastern Europe and Central Asia to tackle the symptoms of weak public administration and an inadequate policymaking process, because they have not attacked the causes of inefficiency and maladministration, which would have served to minimise the proliferation of problems later.

**The Policy Centres Development Fund**, a PASOS initiative launched in 2006 with the support of the Local Government and Public Service Reform Initiative of the Open Society Institute, is designed to improve the capacity and skills-base of policy centres in the region - and to foster greater public participation and a more professional, and accountable, policymaking process. The goal is to ensure that sustainable social and economic development are given priority at an early stage in policymaking during - and also after - the transition to a democratic, open society, not only when the alarm sounds that a crisis is on the horizon.

With 26 members in 18 countries, the PASOS network of independent policy centres provides policy advice to the region's decision-makers and international organisations on issues as diverse as human rights, economic development, legal reform, management of governmental reforms, social policy, education, health, religion, international co-operation, small enterprise development, local economic development, minority rights, public participation and public sector management.

We invite partners in government, the private sector and international institutions to join us in the coming years in our common endeavour to improve the quality of life in free, democratic societies, and to strengthen the transition to a democratic, open society in countries where authoritarianism and a command economy persist, and where we need to engage with potential partners to prepare them for the day when freedom and democracy become a reality for them too.

**Vita Terauda, Chair**

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

# New perspectives for Europe and its neighbours



Since the first General Assembly of PASOS took place in Prague on 16-17 December 2004, the foundations have been laid for PASOS to evolve from a loose collection of think-tanks with a strong national presence to become an influential network of policy centres, engaging with decision-makers at the international level. In particular, PASOS acquired international visibility through the organisation of *New Thinking for an Enlarged EU and the Neighbourhood - A Policy Centres Meeting*, a major conference held in Brussels in November 2005.

In its first year of activity, PASOS has become a member of CIVICUS, a member of the Central Eastern European University Network, and a member of the Advisory Board of the policy journal, *Europe's World*. PASOS works closely with many other stakeholders in the public policy arena, and will continue to be an open, inclusive network, which works with many other networks and partners.

In the coming years, PASOS will become even more active in international policy debates, in particular at the EU level, and will bring to the table new voices deploying rigorous policy analysis to further democracy, human rights, good governance, the rule of law, and sustainable economic and social development in Europe and Central Asia. In particular, PASOS will press policy reforms concerning the future of the European Neighbourhood Policy and push for a new approach to EU democratic assistance to civil society groups in Belarus, Russia and Central Asia.

We are committed to building better policies for the future of the whole region.

A handwritten signature in black ink, appearing to read 'Jeff Lovitt'. The signature is stylized and fluid, with a long horizontal stroke at the bottom.

**Jeff Lovitt, Executive Director**

*PASOS (Policy Association for an Open Society) emerged from a collaborative and supportive network of Open Society Institute-related policy centres. The founding meeting took place on 18 June 2004 in Chisinau, Moldova. PASOS was registered under Czech law as a Citizens' Association on 16 September 2004. The first General Assembly was held in Prague on 16-17 December 2004, when the 23 member organisations elected a seven-member Board of Directors for a two-year term. The PASOS Secretariat was established in Prague, where Executive Director Jeff Lovitt set up an office in March 2005. In 2006, the PASOS membership comprised 26 policy centres in 18 countries.*

# Shifting policy perspectives in an enlarged EU

## New Thinking for an Enlarged EU and the Neighbourhood - A Policy Centres Meeting, Brussels, 3-5 November 2005

The limits of EU enlargement and an assessment of the European Union's commitment to support democratisation and institutional reforms in Ukraine, Moldova and Georgia were among the themes debated by leading voices from think-tanks from Central and Eastern Europe at the PASOS annual policy centres meeting. The debate also looked at EU policies towards Russia and Belarus, and at EU foreign policy in a wider perspective.

More than 50 representatives of civil society from Central and Eastern Europe, and Central Asia, including think-tanks from 22 transition countries, gathered in Brussels for the second PASOS General Assembly. The event marked the launch of PASOS to key stakeholders in Brussels, including the European Commission, Brussels think-tanks, and Brussels media. Speakers included Andre Wilkens, Director of Open Society Institute Brussels, Heather Grabbe, Member of Cabinet of European Commissioner Olli Rehn, Enlargement Directorate-General, and Kristian Schmidt, Deputy Head of Cabinet of European Commission Vice-President Siim Kallas.

The conference was preceded on 3 November by a panel debate, *Where is the Eastern Thinking in EU Policymaking?* The panellists included Pirkka Tapiola of the Policy Unit in the Secretariat of the Council of the European Union, Michael Emerson, Senior Research Fellow at the Centre for European Policy Studies, and Stanley Crossick, Founding Chairman of the European Policy Centre. They were joined by PASOS policy specialists Martin Bútorá, Honorary President of the Institute for Public Affairs, Bratislava, Arcadie Barbarosie, Executive Director of the Institute for Public Policy in Chisinau, and Jacek Kucharczyk, Director of Programming at the Institute of Public Affairs, Warsaw.

The subsequent two-day conference included a workshop on "Influencing the Policy Process at the EU Level" with Brussels-based advocacy groups and representatives of the European Commission, and a seminar on Best Practice in Joint Project Management. The event included a panel on "Policy Challenges Facing New Governments", examining in particular anti-corruption strategies and public administration reform, with case studies on Ukraine, Georgia, Romania and Kyrgyzstan, and a series of working group meetings designed to foster cross-border projects in the field of public policy reform.



## Strengthening the Transition to Democracy, a PASOS roundtable Prague, 6 December 2005

The Orange revolution in Kiev coincided with the founding Assembly of PASOS in Prague in December 2004, and led to the first public statement by PASOS, which urged the EU to open its doors to eventual membership for the Ukraine. On the first anniversary of the Orange revolution, PASOS held a roundtable debate in Prague in conjunction with Radio Free Europe/Radio Liberty, to examine the lessons of transition of countries such as the new EU member-states, and ways that policy centres can work with other stakeholders to strengthen the democratic development of Ukraine and, when freedom comes, of Belarus.



The roundtable marked the launch in Prague of the international secretariat of PASOS. The key speakers included Pavol Demeš, regional director of the German Marshall Fund of the United States, Andrei Sannikov, international co-ordinator of Charter 97 in Belarus, and former Czech Ambassador to the US Alexandr Vondra (who in 2006 became Czech Foreign Minister).

They were joined by PASOS members Michael B. Gorny, Executive Director of Strategia - St. Petersburg Center for Humanities and Political Studies, David Král, Director of EUROPEUM Institute for European Policy, Prague, and Jacek Kucharczyk, Director of Programming at the Institute of Public Affairs, Warsaw.

Moderated by PASOS Executive Director Jeff Lovitt, the panel also included RFE/RL experts Roman Kupchinsky and Jan Maksymiuk, Cameron Munter, Deputy Chief of Mission at the United States Embassy, Simon Martin, Deputy Head of Mission at the British Embassy, Milan Nič, Programme Director of Pontis Foundation, Slovakia, and Marek Toman of the Transformation Co-operation Unit at the Czech Foreign Ministry.

The event served to introduce PASOS to key stakeholders, policy institutes, embassies, government officials, civil society groups, and media in Prague as an important voice on regional issues and as a vital resource connecting the media and other stakeholders to the expertise of the PASOS network.



# Cross-border initiatives to promote policy reform

## A sample of joint projects of PASOS members in 2005



### **PASOS Public Policy Centres - A Directory of Think-Tanks in Central and Eastern Europe and Central Asia**

The PASOS General Assembly in Brussels on 3-5 November 2005 marked the launch of a directory of PASOS policy centres, a 204-page overview of the projects and initiatives of 24 independent, non-governmental policy centres, a description of their main areas of expertise, and contact details to these and many other policy centres.

*PASOS Public Policy Centres - A Directory of Think-Tanks in Central and Eastern Europe and Central Asia* also features an overview of a further 36 policy centres who were not PASOS members at the time of publication, but many of which have co-operated on projects with PASOS members. The publication was funded by the Local Government and Public Service Reform Initiative (LGI) of the Open Society Institute.

### **Feasibility Study for Consular and Visa Co-operation among Visegrad States for Residents of Ukraine and Moldova**

**Lead partner:** Institute of Public Affairs, Poland

**PASOS partners:** EUROPEUM Institute for European Policy, Czech Republic, Center for Policy Studies at the Central European University, Hungary, Institute for Public Policy, Moldova, International Centre for Policy Studies, Ukraine

**Other partner:** Slovak Foreign Policy Association

The primary purpose of the feasibility study was to explore ways in which the practice of issuing visas could be improved and whether co-operation among the Visegrad consulates in issuing visas was possible. The key conclusions were that political will was necessary for any co-operation, and that the EU exerted a considerable impact upon the way consulates conducted the visa-issuing process. Other barriers to co-operation included incompatibility of procedures and insufficient technology. Among the countries concerned, Poland and Hungary were more liberal in their visa practices, while the Czech Republic and Slovakia were more cautious.

Specific recommendations were made based on an in-depth examination of the legal and institutional framework of current policies, and the study included interviews with ministry officials and consuls, and on-site assessments by visa applicants. Two publications, *The Visegrad States Between Schengen and Neighbourhood*, published by the Institute of Public Affairs, and *The Visegrad States on the EU's Eastern Frontier*, published by the Center for Policy Studies at the Central European University, resulted from the project, which was funded by LGI.



## **Strengthening Democracy in South-Eastern Europe through Accountable Control of Political Parties**

**Lead partner:** Institute for Public Policy, Romania

**PASOS partners:** EUROPEUM Institute for European Policy, Czech Republic, Institute of Public Affairs, Poland, International Centre for Policy Studies, Ukraine

The purpose of the project was to provide a tool for comparing legislative frameworks and control practices for monitoring party finances. It brought together experts from policy centres and public officials from the countries involved.

The conclusions included a set of recommendations to strengthen efficient control in the area of political party funding, in particular through a statutory independent oversight institution supervising the whole electoral process, a clear set of statutory sanctions to be

used in the event of infringement of rules, and guaranteed public access to data on political party funding to strengthen transparency and public accountability.

Recommendations were made to increase the knowledge and institutional capacity of each of the four states' Audit Courts in dealing with the control of party finances. The conclusions have been published in Romanian and English (***Legislation and Control Mechanisms of Political Parties' Funding - Czech Republic, Poland, Romania, Ukraine***).

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

## **Development of Public Policy and Centres for Public Policy in Russia**

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

**PASOS partners:** EUROPEUM Institute for European Policy, Czech Republic, Centre for Public Policy PROVIDUS, Latvia, International Centre for Policy Studies, Ukraine

The aim of the project was to examine the role of 30 policy centres in north-west Russia in policy formulation and to strengthen their capacity to work effectively to shape public policy reform, to engage with public authorities, to engage in international policy networks, and to further democratic participation in the policy process.

Subsequent to the project, Strategia is publishing an almanac **Public Policy 2005**, as well as a directory of public policy centres in north-west Russia. The project was funded by LGI, the National Endowment for Democracy, and the Consulate General of Great Britain in St Petersburg.

## **A selection of initiatives planned in 2006**

### **Analysing and Debating the Future of EU Enlargement - Enlargement Roadshows in the Czech Republic, Poland and Latvia**

**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

This project will strive 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 will try to stimulate public debate by organising roundtables and conferences in these countries, raise the profile of the issue in the major national media, and raise the awareness of the issue among key policymakers in the respective states. The roadshow in each new member-state will focus 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. This project is supported by the East-East: Partnership Beyond Borders Programme of the Open Society Institute.

### **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:** Researchers in Lithuania, Hungary

The project examines 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 will examine 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, this project aims to develop a systematic assessment of the initial phase of structural funds allocation in the new member-states. Partners will identify corruption risks, conduct six-month monitoring, prepare recommendations, and carry out advocacy campaigns. Country case studies will be compiled and incorporated into a final report that will serve as a manual for NGOs in other states interested in undertaking similar efforts. PROVIDUS has also organised discussions about the next EU funds programming period (2007-2013).

The project outputs will include guidelines for an anti-corruption strategy in structural funds management on the national level, and prepare EU-wide policy recommendations for reducing the risk of corruption. This project is co-financed from the budget of the EU.

### **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

The project, conducted under the auspices of the Stability Pact for South Eastern Europe and the Council of Europe, sets out to analyse and evaluate progress made in implementing local government reform programmes in South-East Europe. Local research teams will critically assess the commitments made by national authorities in the areas of fiscal decentralisation and local government reform.

The research results will be presented to the Stability Pact and the Council of Europe at a conference of the region's ministers responsible for local government, to be held in Skopje, Macedonia, in November 2006. The reports will 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 is funded by IGI.

# Investing in transition

## to make 'open society' work

The enlargement of the EU to include eight former communist countries in May 2004 was a historic moment. The new member-states are now democratic, open societies, but the work of civil society and other stakeholders in consolidating the new freedoms is not over yet. Efforts to address the challenges of tackling corruption and of professionalising public administration, political parties and the judicial system, and of raising the quality of provision of public services, especially health and education, are far from complete in Central and Eastern Europe. At the same time, it is equally important that the new member-states extend to countries at an earlier stage of transition the accumulated knowledge and experience of the transition process through policy expertise, twinning, mentoring, training and co-operation on cross-border projects.

The need to create sustainable policy centres is an acute one in many countries neighbouring the EU, in particular in those countries where civil society groups are facing not fewer, but more restrictions, as in Belarus and Uzbekistan, and where media freedoms are being eroded, for instance in Russia. Throughout Central Asia, democratic progress continues to be thwarted by embedded corrupt networks.

PASOS is committed to working with policy centres to foster sustainable social and economic development, good governance and the rule of law, and in more closed societies to prepare policy centres for the day when society does become more open, when freedom of association and expression becomes a right, not a privilege, and to enable them to open the window of opportunity ever wider wherever the light of freedom begins to shine.

*The mission of PASOS is realised through the following activities:*

- (a) Organising conferences, seminars, workshops, joint working groups;*
- (b) Supporting joint projects between entities formulating public policy;*
- (c) Providing training in matters of public policy;*
- (d) Disseminating information relevant to the activities of the Association's goals, including publishing activities;*
- (e) Developing appropriate standards for public policy research.*

## **Three pillars of the network: communications, agenda-setting, and strengthening professional capacity**

### **Supporting communications between policy centres and key stakeholders, and supporting project development**

The PASOS Secretariat supports the work of the PASOS Board and the integrity of the network, and organises the annual General Assembly. A series of working groups within the network seeks to develop projects in the following areas:

- (i) Governance and Democracy
- (ii) Economic Policy and Development
- (iii) Social Policy and Education
- (iv) EU Accession and European Neighbourhood Policy
- (v) Human Rights.

The PASOS Secretariat seeks to draw important developments to the attention of its members, and to bring partners together on potential projects of importance in the public policy arena.

## www.pasos.org

The PASOS website is a resource gathering together key policy work, publications and projects on governance and democracy, and economic and social development, carried out by the member organisations. The website is already a



significant resource and brings many researchers, development professionals, policy practitioners and media to the PASOS network and the member organisations.

The website was supplemented in 2006 by PASOS Exchange, a password-protected website for members and partners of the PASOS network, a space to share ideas and project proposals, and to develop projects together. PASOS Exchange, which includes an electronic newsletter, also contains expert databases and training materials on fundraising, advocacy and good practice in financial management, and the core governance statutes of PASOS.

## Agenda-Setting, Advocacy and International Policy Initiatives

In addition to the PASOS policy centres meeting held in Brussels on 3-5 November 2005, and the roundtable on **Strengthening the Transition to Democracy**, held at Radio Free Europe/Radio Liberty in Prague on 5 December 2005, the PASOS Secretariat co-ordinated a number of policy statements targeted at decision-makers at both the national and EU level, in particular a statement issued on 11 January 2005, urging the EU to keep its doors open to Ukraine's eventual membership, and a statement on the EU constitution after its defeat in referenda in France and the Netherlands.

Ahead of the G8 summit held in St Petersburg in July 2006, a PASOS statement was issued on the need to "remove restrictions on, and improve the implementation of, the freedom of association of civil society groups and political parties, ensure the access of a plurality of political perspectives to national electronic media, and foster an open democratic society in Russia today".

By combining major conferences with public statements and joint policy briefs, PASOS endeavours to make a concerted effort to achieve policy impact in building open society values, in particular democracy, human rights and good governance, and to contribute to international policy dialogue on key issues of international relations, the future of the region, and social transformation.

In 2006-7, PASOS will be working to influence key debates at the international level, from energy security to EU democratic assistance to civil society in Belarus, Russia and Central Asia, and the future of the European Neighbourhood Policy. On 18-21 October 2006, PASOS will combine its statutory General Assembly (and the election of a new Board of Directors) with a policy centres conference in Istanbul, including a roundtable with policy centres from Turkey and Central Asia on **Turkey as a Foreign Policy Partner for the EU and Central Asia**.

## Policy Centres Development Fund

### A PASOS initiative to strengthen independent think-tanks in Central and Eastern Europe and Central Asia

As many public policy centres continue to need assistance to develop their internal capacities and make possible their collaboration on joint regional projects, in 2006 LGI and PASOS launched the Policy Centres Development Fund to support independent policy centres in the region. The fund will be a joint investment and undertaking of a number of donors, interested in joining together to support the advancement of policy analysis and reform in the region.

PASOS members and other policy centres meeting the criteria of PASOS membership will be able to apply for two categories of funding:

#### **Professional and Institutional Development**

- training and capacity-building in proposal writing, research skills, and policy writing
- project management, project evaluation, and financial management
- advocacy
- mentoring, fellowships, and twinning
- institutional strengthening.

**Joint Project Development** - grants to enable policy centres to prepare well-researched proposals, through funding:

- preparatory research
- project development meetings for regional initiatives between two or more centres
- international co-operation between the policy communities in different countries.

The Fund will also support professional development training and joint project development meetings organised by the PASOS Secretariat, designed to strengthen the professionalism of policy centres and to foster joint project development. Co-ordination in this way will bring economies of scale by enabling effective networking and meetings on a number of different projects at the same event.

In 2006, the Fund will support the following activities co-ordinated by the PASOS Secretariat:

- (a) 21-22 September, Warsaw - **Training in Writing Policy Papers** (English language) for participants from non-governmental policy centres in Armenia, Azerbaijan, Georgia, Hungary, Kazakhstan, Macedonia, Poland and Romania
- (b) 18-21 October, Istanbul - **PASOS Assembly, A Cross-Border Project Development meeting**
- (c) 22-23 October, Istanbul - **Training in Writing Policy Papers** (Russian language) for participants from independent non-governmental policy centres in Azerbaijan, Kazakhstan, Kyrgyzstan, Latvia, Lithuania and Uzbekistan.



## Financial Report

In 2005, the PASOS Secretariat received two grants (in total EUR 158,634) from the Local Government and Public Service Reform Initiative (LGI) of the Open Society Institute, a core grant and an additional grant for three activities, namely (i) ***New Thinking for an Enlarged EU and the Neighbourhood - A Policy Centres Meeting***, held in conjunction with the PASOS Assembly in Brussels on 3-5 November 2005, (ii) ***Strengthening the Transition to Democracy***, a roundtable event with regional experts on the anniversary of Ukraine's Orange Revolution, held in Prague at Radio Free Europe/Radio Liberty on 7 December 2005, and (iii) the publication of ***PASOS Public Policy Centres - A Directory of Think-Tanks in Central and Eastern Europe and Central Asia***.

An additional EUR 11,742 of funding in 2005 came through PASOS annual membership fees (EUR 500 per member).

All figures have been adjusted in line with the Czech National Bank exchange rates on 31 December 2005.

The auditor's report for 2005 is available in English and Czech at [www.pasos.org](http://www.pasos.org). For funding of PASOS members, see their websites (listed on page 18).

In 2006, the core operations of the PASOS Secretariat are supported by a EUR 124,998 grant from LGI. Additional funding of EUR 13,000 comes through annual membership fees from PASOS members (EUR 500 per member).

The Policy Centres Development Fund has received a grant of EUR 83,313 from LGI in 2006.

PASOS extends its appreciation to its financial supporters for their commitment to strengthening the work and capacity of independent policy centres in Central and Eastern Europe and Central Asia.



If you would like to find out more about supporting PASOS, please contact PASOS Executive Director Jeff Lovitt at [jefflovitt@pasos.org](mailto:jefflovitt@pasos.org)



## Auditor's Opinion for the Annual Report

Sdružení pro podporu  
otevřené společnosti – PASOS  
Prokopova 197/9  
Praha 3  
IČ 26675404


**We hereby certify that we have verified the consistency of the information provided in this Annual Report with the audited financial statements of the audited organisation for the designated financial period. In our opinion, the information agrees in all material respects with the financial statements, from which it was taken.**

On 3 October 2006 we issued an opinion on the annual financial statements as follows:

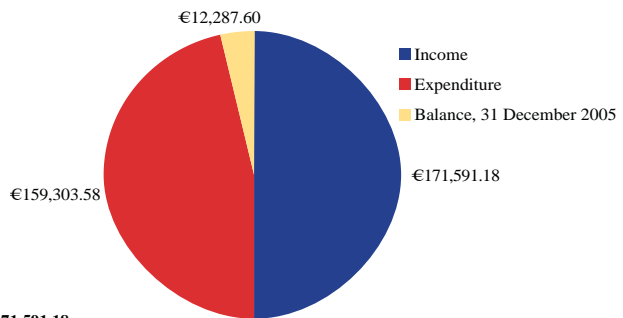
**“In our opinion, the financial statements present a true and fair picture of the financial position of the organisation Sdružení pro podporu otevřené společnosti - PASOS (Policy Association for an Open Society – PASOS) as of 31 December 2005, and of the annual economic results for the year 2005 in line with the Accounting Act and the corresponding regulations of the Czech Republic.”**

Liberec, 3 October 2006

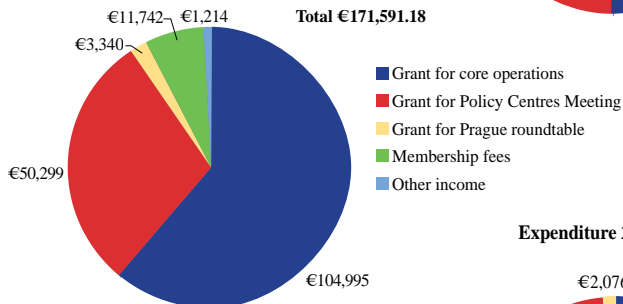


  
**ADAMEC AUDIT s.r.o.**  
Licence of the Czech Republic's  
Chamber of Auditors number 342  
**Mr. Jaromír Adamec**  
Auditor – licence number 1719

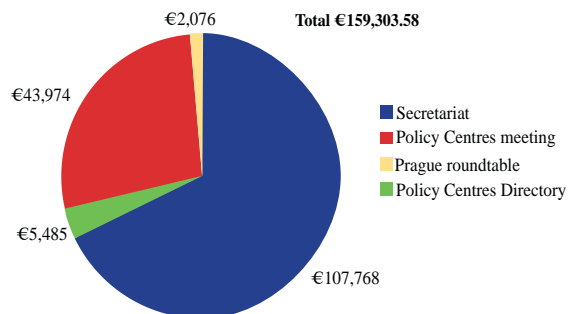
## Income and Expenditure 2005



## Income 2005



## Expenditure 2005



## Balance Sheet

	2005	2004	
<b>ASSETS</b>			
<b>FIXED ASSETS</b>		€0	€0
Intangible fixed assets	€0	€0	
Accumulated depreciation	€0	€0	
Tangible fixed assets	€0	€0	
Long-term financial assets	€0	€0	
<b>CURRENT ASSETS</b>		€27,107	€0
Inventory	€0	€0	
Receivables	€3,188	€0	
Short-term financial assets / bank and cash accounts	€21,343	€0	
Deferred expenses	€2,576	€0	
<b>TOTAL ASSETS</b>		€27,107	€0
<b>LIABILITIES</b>			
<b>Equity</b>			
Surplus reserves	€12,288	€0	
Long-term payables	€0	€0	
Short-term payables	€9,674	€0	
Bank loans and financial assistance	€0	€0	
Accrued expenses	€399	€0	
Deferred revenues	€4,746	€0	
<b>TOTAL LIABILITIES</b>		€27,107	€0

# Board of Directors



**Vita Terauda**  
**Chair**

**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 on the board of the World Wildlife Fund Latvia.



**Arcadie Barbarosie**  
**Deputy Chair**

**Institute for Public Policy, Chisinau, Moldova**

Arcadie Barbarosie is Executive Director of the Institute for Public Policy in Chisinau, Moldova. He is also Chair of the Board of the Soros Foundation Moldova. From 1998-2000, Arcadie was Project officer on the UNDP Project "Moldova 21" - Elaboration of the National Sustainable Development Strategy. With a doctorate from the Institute of Mathematics of the Academy of Sciences in Moscow, from 1995-1998 he served as Deputy Rector of the Academy of Public Administration in Moldova, and from 1986-1990 he held the Chair in High Mathematics and Theoretical Mechanics at the Chisinau State Agriculture Institute. From 1990-1993, he was Head of Science Division at the Ministry of Science and Education. He has experience in the identification and management of development projects financed by national and international institutions (TACIS, UNDP, CNFPT (France), USAID, Soros Foundation), related to the strengthening of public administration schools, administrative reform, human development and poverty eradication. He speaks Romanian, Russian, French and English.



**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). Currently, she is Deputy Development Director at the European Institute, Sofia. Previously, she held the position of NGOs Development Consultant at the 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 Open Society Foundation-Sofia 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.



### **David Král**

#### **EUROPEUM Institute for European Policy, Prague, Czech Republic**

David Král is President 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.



### **Jacek Kucharczyk**

#### **Institute of Public Affairs, Warsaw, Poland**

Dr Jacek Kucharczyk is currently Director for Programming at the Institute of Public Affairs, Poland's leading think-tank dealing with European integration issues. 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 has participated in several EU-related research projects, including "The Perception of Poland and the Poles in Europe", "The Polish Catholic Church and EU integration", "The consequences of Schengen acquis implementation for Central and Eastern Europe", and "An Evaluation study of European awareness-raising initiatives in Poland". The author of numerous articles and reports on Poland's integration into the EU, he recently co-edited the book, *Citizens of Europe. European integration in Polish public life* (Warsaw, 2005). Dr Kucharczyk frequently comments on current domestic and European affairs and political developments for Polish and international print and electronic media.



### **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 Coordinator 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.

# Secretariat



**Jeff Lovitt**  
**Executive Director**

Jeff Lovitt was Director of Communications at the Berlin-based international secretariat of Transparency International, the global anti-corruption NGO, from November 2000 until leaving to become the first Executive Director of the PASOS Secretariat upon its establishment in Prague in March 2005. From 1999-2000, he worked as an editor and media consultant in Prague and Bratislava for international companies and NGOs, including Forum 2000, the foundation of then Czech President Václav Havel. From 1995-1998, he was Central Europe correspondent for *The European* newspaper. From 1987-1995, he worked as an editor and journalist in London for *The European*, the *Sunday Times*, *New Statesman* and other publications. He has also reported for the *Financial Times*, and written as an op-ed contributor for the *International Herald Tribune*. From 1991-93, he was Reviews Editor of the British political weekly *Tribune*.



**Petr Pajas**  
**Programme Manager**

Petr Jan Pajas retired from the post of Vice-President (Administration) of the Anglo-American College in Prague after holding the post from 2002-2005. Originally a physicist and mathematician, he was forced to work as a transportation system analyst from 1972-1989. After November 1989, he became known more as a leading NGO spokesman and an expert on the NGO legal environment. Since 1992, he has worked in co-operation with ICNL - International Center for Non-Profit Law (USA) - and as co-founder and Executive Manager of a consulting company advising NGOs. From 1995-2000 he was Deputy Director of the Center for Democracy and Free Enterprise in Prague. Before, he held several senior NGO roles, including as Executive Director of the Czechoslovak Charta 77 Foundation during 1989-1992, as Executive Director of the Office for Establishing the Central European University in Prague during 1991-1993, and Executive Director of the Institute of Municipal Informatics of Prague during 1993-1995. Affiliated with EUROPEUM, the PASOS member in the Czech Republic, he is also the author and editor of a number of books on the European Union, and is a trainer on EU affairs.



**Vera Budway-Strobach**  
**Programme Manager**

Vera Budway-Strobach was a Senior Political Adviser to Erhard Busek, co-ordinator of the Southeast European Cooperative Initiative (SECI), in Vienna from 1997 until May 2005, also acting as Dr Busek's adviser at the Stability Pact for South Eastern Europe in Brussels and then Vienna. From 1997-2005 she also served as the Secretariat for the Business Advisory Council for South Eastern Europe. Between 1999-2001, she was Director of the EastWest Institute's Action Network for Southeast Europe. She was responsible for launching the EastWest Institute's Transfrontier Cooperation Program for South East Europe, and she co-ordinated the Economic Task Force for the region.

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