



Policy Association for an Open Society



Annual Report 2007 2008

Working to
strengthen
independent
think-tanks
and the
policymaking
environment
in Central and
Eastern Europe
and Central
Asia

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The future of PASOS and the emerging policy challenges



Two decades after the fall of the Berlin Wall, the countries of Central and Eastern Europe and the former Soviet Union continue to face a difficult, albeit diverse, set of challenges. Some are now full-fledged members of the European Union, and the general direction of their development is clear, even if they also have to cope with the economic crisis, ongoing challenges of consolidating democracy, or fighting global terrorism, climate change, and drug-trafficking. However, for some other post-communist states the problems are more daunting, and include insecurity, ethno-territorial conflicts and tensions, economic collapse, and civil turmoil.

It is all the more heartening that think-tanks from such a diverse range of countries can unite in PASOS through policy dialogue, setting standards in research work and NGO governance, assisting one another in developing capacity, and pursuing causes of common interest. Above all, the interests of PASOS members converge on improving the quality and sustainability of democratic change and good governance. Despite different stages of transition across the PASOS geographic region, concerns about the quality of democracy know no boundaries. PASOS members pool their resources and experience to gain from economies of scale, synergies, and thematic and geographic expertise. With a concerted voice, they also acquire stronger potential for advocacy around important issues.

One priority is the process of European integration, sharing the experience gained by new EU members to assist aspirant members and others keen on closer integration. Dialogue between independent think-tanks and governments (including EU institutions) is essential to foster decision-making based on a deep understanding of the implications of policies for society as a whole. This is why PASOS is now launching a project, supported by the Local Government and Public Service Reform Initiative (LGI) of the Open Society Institute (OSI), to bring together think-tanks from the Eastern Partnership countries (Armenia, Azerbaijan, Belarus, Georgia, Moldova, and Ukraine) with think-tanks from EU countries in project work and in strengthening access to EU decision-makers. In time, we would like to see similar projects with other countries in the region.

PASOS will endeavour in the coming year to clearly define its own potential - and the tools available - to influence policymaking to promote and protect democratic values in a way that fosters sustainable economic development. PASOS is a complex organisation, and it faces multiple challenges related to the diversity of its membership. Our task is to turn these to our comparative advantage, and to transform this complexity into a valuable asset. At the PASOS Assembly, to be held in Lviv, Ukraine, on 24-25 October 2009, in conjunction with "For Our Freedom and Yours: For Our Common Future", a conference with the National Endowment for Democracy to mark 20 years since the end of the cold war, PASOS members will fine-tune a long-term strategy to target better the services PASOS can provide to its members - independent think-tanks.

The strategy includes a much-needed effort to agree on guidelines and standards for policy work and plans to improve members' professional capacity and international outreach. Synergy, co-operation, quality, and democracy - these are the main foci where PASOS members and institutions share their *raison d'être*, and will guide our strategy for future development.


George Tarkhan-Mouravi, Chair

PASOS 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 civil society organisations that individually and jointly foster public participation in public policy issues at the European Union level, in other European structures, and in the wider neighbourhood of Europe and Central Asia.

Investing in think-tank capacities to generate quality policy solutions



Since the PASOS Secretariat was established in Prague in 2005, the network has grown from 23 related policy centres in 18 countries to 40 independent think-tanks spanning more than 25 countries, with increasing depth in coverage, in particular of the Caucasus and western Balkans. The number of projects between PASOS members continues to grow, as do members' linkages to think-tanks in western Europe and the US.

The PASOS Secretariat has focused especially on facilitating meetings and partnerships between think-tanks and policymakers. In 2007-8, PASOS organised major conferences focused on EU external relations policies, including *Common Foreign Policy Priorities towards an Open Society* in Berlin on 1 November 2007, and *From 'Fortress Europe' to 'Europe Without Barriers'? - Priorities of the Czech Presidency in EU External Relations: Transatlantic Perspectives* in Prague on 20 October 2008, an event widely regarded as the leading, agenda-setting conference in the run-up to the Czech EU Presidency.

PASOS has also been actively engaged in charting new strategies in EU democracy assistance through research projects on EU and EU members' democracy assistance programmes, and through participating on the steering committee of the emerging European Partnership for Democracy, where representatives of two PASOS members now serve on the Board of Directors. Authors of the PASOS publication, *Democracy's New Champions*, presented their policy recommendations to a variety of audiences, including the Carnegie Endowment for International Peace in Washington. A new project, *Return to Europe: Reflections After 20 Years of Democratic Renewal*, in 2009-10 will include policy studies on the prospects for a European Consensus on Democracy, and the impact of the Lisbon Treaty on EU's democracy assistance policies, as well as a conference on EU democracy assistance in December 2009 to mark 20 years since the fall of the Berlin Wall.

In order to improve its responsiveness to members, PASOS has conducted through a questionnaire an assessment of their needs and capacity in terms of institutional development, research and policy writing, project management, and communications. *Communicate It! From Quality Policy Research to Innovative Communications to Shape the Policy Agenda*, a communications seminar with the participation of leading professionals from US and western European think-tanks, took place in Prague on 21 October 2008 with the support of the Open Society Institute Think Tank Fund. Future training, exchanges and mentoring will follow in response to the questionnaire to members and to other independent think-tanks in the region.

In 2009, PASOS launched an Advisory Council to strengthen its outreach to key international partners. The three founding members are George Soros, the founder and Chairman of the Open Society Institute, Erhard Busek, former Vice-Chancellor of Austria and Special Co-ordinator of the Stability Pact for South Eastern Europe, and Johannes Linn, Executive Director of the Wolfensohn Center for Development at the Brookings Institution and former World Bank Vice President for Europe and Central Asia. The Advisory Council will extend advice to PASOS on major issues of international policymaking of relevance to Europe and Central Asia, and PASOS continues to welcome partnerships with governments, the private sector and other spheres to join our efforts to strengthen the policymaking environment in Central and Eastern Europe and Central Asia.

A handwritten signature in blue ink, appearing to read 'Jeff Lovitt', written in a cursive style.

Jeff Lovitt, Executive Director

Fostering Philanthropy in Europe's New Democracies, Prague

A PASOS conference, hosted by Radio Free Europe/Radio Liberty, Prague, Czech Republic, 26 April 2007



A PASOS debate to raise greater interest in public policy questions among the business community in Central and Eastern Europe was launched in Prague on 26 April 2007 at a conference, *Fostering Philanthropy in Europe's New Democracies*. The conference set out to engage with business leaders in strengthening business and government dialogue about good governance, open society, and the rule of law.

Chairman and Founder of the Open Society Institute, George Soros, was joined at the conference, hosted by Radio Free Europe/Radio Liberty, by leading representatives of business and civil society in Central Europe, including Zdeněk Bakala, Chairman of RPG Industries, Robert R. Amsterdam, the defence counsel of jailed Russian businessman Mikhail Khodorkovsky, Vazil Hudák, Vice-President, Central/Eastern Europe and the CIS, of Citigroup, and Vita Terauda, the then PASOS Chair and Director of Centre for Public Policy PROVIDUS in Latvia. The panel also included Lenka Surotchak, Director of the Pontis Foundation in Slovakia, and Martin M. Šimečka, editor of *Respekt* weekly newspaper. Alexandr Vondra, Czech Deputy Prime Minister for European Affairs, presented the Czech government's perspective, and the conference was opened by Dr Jeffrey Gedmin, the President of Radio Free Europe/Radio Liberty.



"The activities of think-tanks benefit not only society but also the financial giver, who is exposed to information needs, and they help public discourse."
George Soros, Chairman and Founder, Open Society Institute



"PASOS and such forums can play a vital role in helping philanthropy to come of age in Central and Eastern Europe, which is still immature. Hard work lies ahead to set up structures to minimise corporate and reputational risk. Giving money is the easy bit."
Zdeněk Bakala, Chairman, RPG Industries



"For think-tanks it is important to define the congruence of common interests with the corporate world, based on the belief that open channels with government are important, and that government makes informed choices and is held accountable. That is the common ground, looking for a move to public spiritedness, from social responsibility to civic responsibility."
Vita Terauda, Director, Centre for Public Policy PROVIDUS, Latvia, and Chair, PASOS, 2005-2008

New models of European support for democracy around the world

The prospects for a European Foundation for Democracy through Partnership, Prague, Czech Republic, 28 March 2007

This meeting, convened by PASOS, was held in conjunction with PASOS's engagement with other European stakeholders in the debate around the prospects for a European Foundation for Democracy through Partnership (later to become a European Partnership for Democracy). Participants included Roel von Meijenfeldt, Executive Director of the Netherlands Institute for Multiparty Democracy (NIMD), Gabriela Dlouhá, Director of the Human Rights and Transition Promotion department of the Czech Ministry of Foreign Affairs, and Nadia Diuk, Senior Director, Europe and Eurasia, of the US National Endowment for Democracy, as well as PASOS members' representatives Jacek Kucharczyk of the Institute of Public Affairs (ISP), Poland, Grigorij Mesežnikov of the Institute for Public Affairs (IVO), Slovakia, and David Král of EUROPEUM Institute for European Policy, Czech Republic.

The discussions included developments in EU policies regarding democratisation and human rights (European Parliament, Commission and Council), consideration of the NIMD proposal for a European Foundation for Democracy through Partnership, and the perspectives of new EU members (NGOs and government representatives) on support for democracy assistance and promotion, and models of support.

European visions of democracy promotion and democracy assistance, Krynica Economic Forum, Poland, 7 September 2007

Strategies to bring Democracy to Belarus: Moving from survival tactics to democracy promotion and high-impact diplomacy was the focus of one of two panels organised by PASOS at the Krynica Economic Forum in 2007. The panel, moderated by PASOS Executive Director Jeff Lovitt, included Aliaksandr Milinkievich, United Democratic Forces of Belarus candidate in the presidential elections of 2006, Pirkka Tapiola, Senior Adviser, Policy Unit, Secretariat of the Council of the European Union, Andrei Sannikov, international co-ordinator, Charter 97, Belarus, Balazs Jarabik, Civil Society Development Program for Belarus PACT, and Luboš Veselý, Senior Research Fellow, Association for International Affairs (AMO), Czech Republic.



A second PASOS panel, *A European Democracy Foundation: A new model for democracy promotion and assistance*, included the presentation of preliminary research on the priorities and actual funding allocations of the Visegrad Four countries in support of democratic movements and civil society in Belarus, Bosnia and Herzegovina, Cuba and Ukraine. Panellists addressed the prospects for the formation of a European foundation in support of democracy in third countries. The panellists included Borys Tarasyuk, Chairman, Political Party "People's Movement of Ukraine", Kristof Forrai, Executive Director of the International Visegrad Fund, Martin Bútora, Honorary President, Institute for Public Affairs (IVO), Slovakia, Marieke van Doorn, Policy Officer, Netherlands Institute for Multiparty Democracy, Netherlands, and David Král, Director, EUROPEUM Institute for European Policy, Czech Republic.

The two panels took place within the framework of the PASOS project, *The Evaluation of Visegrad Countries' Democratic Assistance Programmes*, funded with the support of the International Visegrad Fund and the Open Society Institute Think Tank Fund.

European Partnership for Democracy, Brussels, Belgium, 15 April 2008



A new European foundation will "assist democracy to flourish in every corner of the world, from Tibet to Cuba, and work to ensure that democracy assistance becomes a permanent pillar of European Union foreign policy", said former Czech President Václav Havel, speaking at the launch of the European Partnership for Democracy (EPD), an independent European foundation which aims to contribute to the advancement and

strengthening of democracy outside the EU, and to complement existing EU democracy assistance programmes. Former President Havel will serve as Chair of the Council of Patrons of EPD. PASOS representatives Martin Bútora and Jacek Kucharczyk serve on the Board of EPD. They were joined by European Commission President José Manuel Barroso at the launch of EPD.

Through advocacy, flexible funding mechanisms, and a knowledge hub for European democracy assistance organisations, the new foundation will co-operate with EU institutions, but retain an arm's-length approach to preserve flexibility where the EU encounters diplomatic constraints.

"The new foundation marks a turning-point as leading figures from across Europe rally round Václav Havel's vision that democracy and human rights must lie at the heart of the European foreign policy agenda. It will be a small, but important, step on the long road to improve the prospects for democracy in complicated areas and societies," said Martin Bútora, founding President of the Institute for Public Affairs (IVO), Slovak Republic, and one of the Board members of the EPD. "The strong impetus behind the new foundation from non-governmental organisations from the new EU member-states - such as People in Need, PASOS, and Pontis Foundation - means that the lessons learned during our recent experience of democratic transition could be reflected in its advocacy and funding priorities," he continued.

PASOS served on the steering committee that established the new foundation. EPD was launched with the support of 15 European civil society organisations focusing on democracy assistance.

Setting the agenda for sustainable, values-driven foreign policies



Common Foreign Policy Priorities towards an Open Society - a PASOS international think-tanks' conference, Berlin, Germany, 1 November 2007

A major networking event for the international policy community tackling key foreign policy challenges and issues surrounding democratisation and economic development in the EU's eastern neighbours was organised by PASOS in association with the 2007 PASOS General Assembly. Plenaries and panels included:

- The Role of the EU Presidency in Setting Strategy
- Strengthening Democracy Promotion as a Pillar of a Common EU Foreign Policy,
- Threats to Democracy in New and Prospective EU



Member-states

- Extractive Industries Transparency and a Common EU Energy Policy: Levers towards Democratic Accountability?
- The European Neighbourhood Policy as a Tool (a) Towards European Integration, and (b) to Resolve "Frozen Conflicts"
- Public Policy Education and Research Workshop - Potential Partnerships between Policy Centres and Policy Schools.

Participants at the event, held at the Humboldt-Viadrina School of Governance in Berlin, included policy centres from Central and Eastern Europe, Ukraine, Russia, Caucasus, South-Eastern Europe, and Central Asia, international policy experts, government officials, representatives of the diplomatic corps, west European think-tanks with a focus on EU external relations, and other partners of the PASOS network. The event was made possible with the support of the Local Government and Public Service Reform Initiative (LGI) of the Open Society Institute (OSI).

The accompanying PASOS Assembly, including project development meetings, took place on 2-3 November 2007.

From 'Fortress Europe' to 'Europe Without Barriers'? - Priorities of the Czech Presidency in EU External Relations: Transatlantic Perspectives, 20 October 2008

A transatlantic think-tanks' meeting, organised by PASOS and EUROPEUM Institute for European Policy, a PASOS member in the Czech Republic, was held in conjunction with the PASOS annual meeting (19 October 2008). The conference was widely recognised as the leading, agenda-setting conference held in Prague in the run-up to the Czech EU Presidency of 2009, and included a series of panels addressing regional priorities and the prospective challenges facing the EU during the Czech EU Presidency.

Sessions included:

- How the EU under the Czech Presidency Must Tackle Three Big External Relations Challenges - EU-Russia relations, the Eastern Neighbourhood, and the Western Balkans,
- Western Balkans: Can EU membership transform a trouble-spot into a prosperous region?
- Serbia and Kosovo: Separate ways, common trajectory?
- Turkey: The longest-standing candidate, the highest hurdles?
- EU-Russia relations: Is Russia a strategic partner - or a rival intent on dividing Europe?
- Black Sea/Caucasus: Models for EU engagement in building peace and democracy in the region.

The conference attracted the participation of Czech and EU officials, diplomats and government representatives from EU members and from south-eastern Europe and the EU's eastern neighbours, international think-tanks, international foundations, and OSI foundations. The event was hosted by the Czech Ministry of Foreign Affairs, and funded by the Local Government and Public Service Reform Initiative (LGI) of OSI, and the Office of the Czech Government.

The accompanying PASOS annual meeting included project meetings on visa liberalisation policies, EU relations with the countries of the Caucasus and Central Asia, and strategy workshops to chart the future trajectory of think-tanks in the PASOS region, as well as outlining the parameters for future strategy for PASOS as a whole.



Placing communications at the core of think-tank practice

Communicate It! From Quality Policy Research to Innovative Communications to Shape the Policy Agenda, Prague, Czech Republic, 21 October 2008

In a set of seminars on communications for think-tanks, organised by PASOS with the Open Society Institute Think Tank Fund, leaders in the field of policy analysis and communications explored the challenges of communicating policy research in Central and Eastern Europe today, and learned about new innovative approaches and concrete practices developed by think-tanks in the USA, Western Europe, and Central and Eastern Europe.

The sessions included a panel discussion on *European perspectives – Communicating policy ideas at national and international level in Europe*, and seminars on:

- The art of wrapping up policy ideas (writing effective policy briefs, pitching the right message in the right format to the right audience) by Peter Reid, Vice President of Communications, Carnegie Endowment for International Peace, USA
- Turning policy studies into Documentaries for television – influencing a broader audience, Verena Knaus, European Stability Initiative
- The art of communicating complex policy ideas in media (op-eds, working with opinion-shaping columnists and editors) by Jonathan Stein, Editor, Project Syndicate
- How to use the Internet, blogs and podcasts to get your message out?, Jeremy Druker, Transitions Online

Video and audio recordings of most of the sessions are available in the Events section at www.pasos.org.

The seminars were made possible with the support of the OSI Think Tank Fund. PASOS, together with the Think Tank Fund, followed up with a questionnaire survey of policy centres concerning training and capacity needs in communications and advocacy with a view to creating training and mentoring programmes targeted to meet the specific needs of independent policy institutes in the PASOS region.

Ethics in law and science

The Challenges of a Changing Legal and Fiscal Environment, CIVICUS Assembly, Glasgow, Scotland, 26 May 2007

PASOS convened a workshop with the aim of examining existing tools to measure the impact of changes in legislation introduced by various governments under the pretext of protecting public resources from being misused to support international terrorists and other extremists, or to further so-called "foreign" political interests.

Presenters included Petr Pajas, Programme Manager at the PASOS Secretariat, Michael B. Gorny, Executive Director, Strategia - St. Petersburg Center for Humanities and Political Studies, Russia, Tatyana Laryushin, Senior Economist, Centre for Economic Policy, Institute for Development and Social Initiatives IDIS "Viitorul", Chisinau, Moldova (CIVICUS member), and Ain Aaviskoo, Chair, PRAXIS Center for Policy Studies, Tallinn, Estonia.

The workshop enabled an exchange of experiences concerning different tools to identify the challenges to civil society vis-à-vis the changing and more restrictive legislation.

The Promises and Challenges of the Life Sciences Industry in Central and Eastern Europe, Prague, Czech Republic, 18-19 October 2007

INNOGEN, Open University, London, and the Local Government and Public Service Reform Initiative (LGI) of the Open Society Institute (OSI), Budapest, in conjunction with the PASOS Secretariat, organised a two-day workshop in Prague aimed primarily at researchers dealing with the sociological and ethical implications of the development of applications in medicine, the pharmaceutical industry and health care legislation, as well as interested industry representatives, academics and policymakers. Participants submitted and presented papers dealing with:

- general aspects of life-sciences perspectives in Central and Eastern Europe,
- the performance and innovative capacities of the life science-based industries in the region, and the potential for co-operation with their counterparts in Western Europe,
- legal framework and regulation of key issues in stem cells and embryonic research,
- regulation of the industrial application of research results in agriculture and tissue use,
- ethical principles surrounding, and human rights implications of, research in life sciences and industrial implementation of its results,
- political implications of the challenges identified.

The event included sponsorship to the amount of € 7,941 from pharmaceuticals company AstraZeneca.



When think-tanks make a difference ...

Policy analysts set out to make an impact on policy outcomes. A sample of cases highlights where PASOS members have contributed to shaping policy decisions.

A modern tale in Kosovo

In the summer of 2008, Forum 2015, a joint initiative of Riinvest Institute for Development Research, Kosovo, and Kosova Open Society Foundation, produced *A Modern Tale* - a study and documentary into the environmental and social impact of a proposed new power plant in Kosovo. The analysis drew attention to the high level of carbon dioxide emissions that would result from lignite combustion, and the potential harmful impact on the environment and public health. Secondly, the government avoided an analysis of the environmental and social impact of construction of a new power plant, prior to calling potential investors to submit their bids. Soon after the publication, the World Bank, a leading stakeholder in the power-plant project, postponed the selection of the foreign investor, and introduced the Environmental Strategic Assessment as a prerequisite. As a result, new modalities are now being considered.

A new constitution for Georgia

On June 8 President Mikheil Saakashvili signed an order formally endorsing a commission on constitutional reforms. Three representatives of the **Caucasus Institute for Peace, Democracy and Development (CIPDD), Georgia** – Ghia Nodia, Avtandil Jokhadze and David Aprasidze – were officially invited to become members of the Constitutional Reform Commission which is working on a new constitution for Georgia. The commission is due to table a draft of constitutional amendments no later than 31 December 2009.

Setting priorities for the Czech EU Presidency

Experts of **EUROPEUM Institute for European Policy, Czech Republic**, were invited by the Office of the Government of the Czech Republic to elaborate an analysis of the first draft priorities of the Czech EU presidency. The government subsequently amended the priorities, taking into account many of EUROPEUM's points. Two experts of EUROPEUM, David Král and Ivo Šlosarčík, were invited to participate in two advisory working groups of the Deputy Premier for European Affairs, Alexandr Vondra, on foreign policy, and freedom, security and justice respectively, that met on a regular basis in the run-up to the Czech EU Presidency.

Advising the Ukrainian government on key agreements with EU

Together with the Brussels-based Centre for European Policy Studies (CEPS), the **International Centre for Policy Studies (ICPS), Ukraine**, produced a formula for the EU-Ukraine Free Trade Agreement that was used for the official negotiations launched in February 2008. In 2006-2008, ICPS assessed the possible impact of the EU-Ukraine Free Trade Agreement on 15 sectors, forming a position for Ukraine that was used for negotiations by the Ukrainian government. Within the SIDA-funded "Analytical Support to the Government of Ukraine in the EU Integration Process" project (Jan 2009 – April 2010), ICPS has been entrusted with preparing Ukraine for the implementation of the future EU-Ukraine Association Agreement by assessing the capacity of state institutions, developing an 'implementation agenda' and improving the foreign aid co-ordination system.

Simplifying business licensing in Albania

The Institute for Contemporary Studies (ISB), Albania, drafted legislation related to licensing principles and the establishment of a National Licensing Centre in Albania. The law puts in place a comprehensive reform for the simplification of licenses and permits, was approved by parliament, and is already registering a positive impact on the business community.

Bringing Bologna to Chisinau

Public policies for higher education were the subject of a project by the Institute for Public Policy, Moldova, designed to prepare the integration of Moldova into the Bologna Process, and to strengthen human capacity in quality assurance and accreditation of educational institutions, in implementing the system of transferable credits, updating the qualification degrees system, enhancing university autonomy and academic freedoms, and ensuring equal access to higher education. The project results served as support to modify the Law on Education (including the implementation of a system of credits).

Improving inflation figures in Azerbaijan?

As a result of the "Alternative Inflation Methodology Development" project of the Economic Research Center (ERC), Azerbaijan, the State Statistical Committee has changed its methodology for calculation of the consumer price index. ERC identified the flaws when the insurance components of pensions and salaries were defined with no adjustment for inflation. Before the changes in use of indicators, the SSC registered 8.3 per cent inflation in the consumer price index in 2006. Following the correction of the indicators, it published figures of 16.7 per cent in 2007 and 20.8 per cent in 2008.

Easing ethnic integration in Estonia

PRAXIS Center for Policy Studies, Estonia, led a consortium which consulted the Minister of Population and Ethnic Affairs in the compilation of, and stakeholder negotiations around, the "Estonian Integration Programme 2008–2013". PRAXIS conducted analytical research in the areas of integration through education and the labour market. Representatives of the ministries and experts examined the proposals, and these became an important basis for the compilation and improvement of the integration programme. Negotiations and consultations were led by the Minister of Population and Ethnic Affairs in co-operation with PRAXIS.

Recognition of international diplomas in Macedonia

Changes were introduced in the Law on Higher Education regarding recognition of diplomas earned at universities abroad following publication of the policy study, *To Study (Abroad) or Not?*, and intense advocacy by the Center for Research and Policy Making (CRPM), Macedonia. The recognition procedure has now been shortened and simplified, costing little. For a long period, Macedonians who obtained their academic and professional qualifications abroad faced numerous bureaucratic obstacles in getting their diplomas recognised in the country, hindering access to the local labour market. The benefit of the policy changes is evident – diplomas are now recognised within seven days, compared with an average wait of 12 months before the changes.

Mapping strategy for Slovak foreign policy

"Slovakia's Foreign Policy in a Changing World: New Challenges and Approaches", an analytical report contracted by the Strategic Planning Department of the Slovak Ministry of Foreign Affairs, became the main reference point for the Ministry in drafting the middle term "Strategy of the Ministry of Foreign Affairs of the Slovak Republic: Successful Slovakia in a Safe World". The study was written by the Research Centre of the Slovak Foreign Policy Association (SFPA), Slovakia.

Setting a timetable for Albania's EU integration

Since October 2008, the **Institute for Democracy and Mediation (IDM)**, Albania, has produced a series of policy briefs on Albania's EU integration process. The proposed sequence and timetable for EU candidate status and opening of accession negotiations were adopted by the Minister of Integration, including the delivery of Albania's EU membership application in April 2009.

Reform of political finance and electoral law in Poland

A series of recommendations for the reform of political party funding, drawn up by the **Institute of Public Affairs (ISP)**, Poland, were incorporated into electoral law. Subsequently, a comprehensive reform of the electoral law in Poland (the Election Code) was drafted by ISP, and successfully placed on the agenda of key political parties (the code is now under further development by a parliamentary committee - with the participation of ISP experts).

Taxing questions to tackle the economic crisis in Azerbaijan

The **Center for Economic and Social Development (CESD)**, Azerbaijan, set out the first anti-crisis strategy for the country, addressing multiple sectors of the economy, and a series of accompanying recommendations for changes in taxation. On 19 June 2009, the Parliament approved CESD's proposed amendments to decrease profit tax from 22 per cent to 20 per cent, to decrease the maximum rate for income tax, and to introduce a simplified tax system.

Shaping policies to address post-conflict plight of women in Georgia

A rapid needs assessment concerning internally displaced women as a result of the war of August 2008, circulated at a donors' conference in Brussels, shaped the policy of Georgia's Ministry for Refugees and Housing, which drew extensively on the conclusions and recommendations of the study authored by the **Institute for Policy Studies (IPS)**, Georgia.

Plans to lessen pain when labour migrants' remittances fall in Kyrgyzstan

The **Center for Public Policy (CPP)**, Kyrgyzstan, drafted measures to reform state regulation of labour migration and employment assistance in the light of the economic crisis, to be implemented in 2010-2012. After four months of consultations, the plan has been approved for implementation by the government, addressing a key issue in Kyrgyzstan, where the annual transfers of labour migrants working abroad is equivalent to the annual state budget.

A framework for development of the stock-market in Kazakhstan

In 2008, a team of analysts of the **Public Policy Research Center (PPRC)**, Kazakhstan, prepared the Programme for Development of the Regional Financial Centre of Almaty city until 2015, which was approved by the government on 30 January 2009. The programme defines the main framework for stock-market development in Kazakhstan.

Shining light on parliamentarians' expenses in Romania

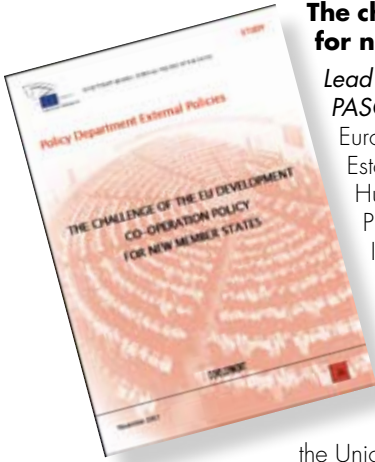
After four years of intensive advocacy, the **Institute for Public Policy (IPP)**, Romania, finally managed to persuade the leadership of the two parliamentary chambers in Romania to publish on their websites detailed information about the expenditures of each member of parliament. IPP is continuously working to improve access to information and transparency at all administrative levels in Romania.

Helping Montenegro to create an accountable Ministry of Defence

In a two-year effort, the **Jefferson Institute**, Serbia, played a central role in advising on the creation, and early months of operation, of Montenegro's Ministry of Defence. As a result, a model institution for democratic civilian control of the armed forces has emerged, and the Ministry has made determined efforts to reach out to parliament as a partner and supervisor.

Cross-border policy initiatives

A sample of joint projects of PASOS members in 2007-2008



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 (ISP), Poland, Institute for Public Policy (IPP), Romania, Institute for Public Affairs (IVO), Slovakia

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

Publication: *The Challenge of the EU Development Co-operation Policy for New Member-States* – study published by European Parliament Directorate-General for External Policies of the Union, Editors: Jeff Lovitt and Eva Rybková, November 2007

The goal of the study was to draw attention to how 10 new EU member-states incorporate the requirements of European Development Co-operation Policy into their national legislation, and to how they contribute to this policy. The study was submitted to the European Parliament Committee on Development.

On 5 November 2007, PASOS Executive Director Jeff Lovitt presented the report's conclusions to a hearing of the European Parliament Development Committee and the European Commission. Key recommendations of the PASOS report were reflected in the subsequent report by the development committee, which noted the experience of the new member-states, in particular of transition to democracy, and stressed that good governance must be one of their priorities in the area of development co-operation.

In line with the PASOS recommendations, the Parliament's report also proposed that a new assembly of EU and neighbouring countries could build on historic experience, boost the input of the new member-states in EU politics, and help to co-shape the European Neighbourhood Policy (ENP).

Populism and liberal democracy in Central and 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

Publication: *Democracy and Populism in Central Europe: The Visegrad Elections and Their Aftermath*, edited by Martin Bútorá, Olga Gyárfášová, Grigorij Mesežnikov, and Thomas W. Skladony (IVO, Bratislava, 2007).

The project set out to formulate policy responses to the difficulties (or even "crisis") encountered with the development of liberal democracy in Central and Eastern Europe and the rise of populist

movements. Over recent 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. The project, which took place from January - September 2007, was supported by the Trust for Civil Society in Central and Eastern Europe.

Structural funds: impacts and transparency

Lead partner (non-PASOS): Slovak Governance Institute, Slovakia

PASOS partners: PRAXIS Center for Policy Studies, Estonia, Centre for Public Policy PROVIDUS, Latvia, EUROPEUM Institute for European Policy, Czech Republic, Center for Policy Studies at Central European University, Hungary

Other partners: Transparency International Lithuania

Publication: *Monitoring EU Spending in Hungary*, Agnes Batory and Andrew Cartwright, 2008

This network, which lasted from December 2007 to June 2008, assisted independent experts and civil society groups to monitor the transparency and impact of EU structural funds. The project was co-ordinated by the Slovak Governance Institute, and funded by the Local Government and Public Service Reform Initiative (LGI) of the Open Society Institute (OSI).

Strengthening the policymaking environment in Kyrgyzstan

Lead partner: PASOS Secretariat

PASOS partners: International Centre for Policy Studies (ICPS), Ukraine, International Center for Human Development (ICHHD), Armenia, Strategia - St. Petersburg Center for Humanities and Political Studies, Russia, Institute of Public Affairs (ISP), Poland

Other partners: Soros Foundation Kyrgyzstan, Center for Public Policy (CPP), Kyrgyzstan

This project set 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 was conducted in writing policy papers, in advocacy, and in budget processes by experienced policy professionals from the PASOS network and partners. The project, which took place in 2007-8, was funded by the Local Government and Public Service Reform Initiative (LGI) of the Open Society Institute (OSI).

A follow-up fellowship programme for Kyrgyz policy- and opinion-makers between the Institute of Public Affairs, Poland, and the Center for Public Policy, Kyrgyzstan, supported the development of the analytical skills of policy fellows, provided them with a better understanding of the think-tank sector, and facilitated contacts with academic and non-governmental institutions in Poland. As well as training to address capacity-building issues in the weak think-tank sector in Kyrgyzstan, the project included a visit to Poland by six participants from Kyrgyzstan.



Enhancing public awareness of NATO in Ukraine: Slovak experiences

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

PASOS partners: Research Centre of the Slovak Foreign Policy Association (SFPA), Slovakia

Other partners: Centre for European and North-American Studies, Slovakia, Democratic Initiatives, Ukraine

Publication: *Euro-Atlantic Integration of Ukraine. Dialogue of neighbours: Ukraine-Slovakia*, 2008 (in Ukrainian and Slovak)

The aim of the project, funded by the Slovak Ministry of Foreign Affairs in 2007-8, was to share the experience of Slovak non-governmental organisations (NGOs) in raising public awareness about NATO in co-operation with Ukrainian NGOs. Five seminars and trainings were organised in Kyiv and regional centres of Ukraine.

Fellowship programmes for (i) Georgian policy- and opinion-makers, and (ii) Ukrainian policy- and opinion-makers

Lead partner: Institute of Public Affairs (ISP), Poland

PASOS partners: (i) Caucasus Institute for Peace, Democracy and Development (CIPDD), Georgia, and (ii) International Centre for Policy Studies (ICPS), Ukraine

Publication: *Public Policy: Polish Lessons*, S. Gabrichidze, O. Dorokhina, I. Vacharadze, T. Makhharadze, G. Robakidze, I. Chkhikvadze, N. Japaridze, 2008

The programme was intended to strengthen the capacity of policy centres as well as future leaders of the country in the field of policy analysis, particularly in producing policy research and analysis. At the same time, it aimed at transferring the experience of Poland in selected public policy areas and facilitating contacts between academic and non-governmental institutions of the respective countries. The programmes, which were funded by the Polish Aid programme of Poland's Ministry of Foreign Affairs, took place in Georgia from June-December 2007, and in Ukraine from May-December 2008.

European Union–Moldova Action Plan – a document accessible to the public (II)/ Moldova-EU Relations – improving public information and debate on key developments

Lead partners: Expert-Grup, Moldova, Association for Participatory Democracy ADEPT, Moldova

Other partners: Resource Center of Moldovan NGOs for Human Rights (CREDO), Moldova

Publications: *Implementation of the EU-Moldova Action Plan* (February 2005 - January 2008), ADEPT, Expert-Grup, 2008, and *Euromonitor*, a quarterly publication monitoring Moldova's progress in implementation of the provisions of the EU-Moldova Action Plan.

This project, supported by the European Integration Programme of the Soros Foundation Moldova, aimed to create a wide and open framework for understanding, promoting and debating the implementation of the EU-Moldova Action Plan within the European Neighbourhood Policy.

The key objectives of the first stage of the project, which ran from January-December 2007, were:

- to improve the degree of information available about the Action Plan to NGOs and society at large to facilitate their involvement in public debates on Moldova's European integration policies;

- to influence the process of implementation of public policies through the analysis and expertise of issues covered in the Action Plan and to make the process more efficient, transparent and oriented towards the tasks envisaged in the Plan.

The objectives of the second stage, which ran from January 2008 to July 2009, were:

- to monitor and analyse the evolution of EU-Moldova relations;
- to enhance awareness and improve knowledge about major political developments in EU-Moldova relations.

Evaluation of the democracy assistance policies and priorities of the Visegrad Four countries

Lead partner: PASOS Secretariat

PASOS partners: EUROPEUM Institute for European Policy, Czech Republic, Institute for Public Affairs (IVO), Slovakia, Institute of Public Affairs (ISP), Poland, Center for Policy Studies at the Central European University, Hungary, International Centre for Policy Studies (ICPS), Ukraine

Publication: *Democracy's New Champions. European Democracy Assistance after EU Enlargement* (edited by Jacek Kucharczyk and Jeff Lovitt)



This ground-breaking project included a series of roundtables engaging governments and implementers, as well as local NGOs in beneficiary countries (Belarus, Bosnia and Herzegovina, Cuba, and Ukraine). In parallel advocacy activities, PASOS has been especially active in the formation of the new European Partnership for Democracy (EPD), and successfully lobbied for the inclusion of two representatives of PASOS members on the founding board of the foundation. As a result of the high visibility of the PASOS project on the Visegrad Four, PASOS has been consulting closely with the Czech and Swedish EU presidencies in

their plans for a European Consensus on Democracy Assistance.

Thomas Carothers, Vice-President for Studies at the Carnegie Endowment for International Peace, hosted a presentation at CEIP in Washington, D.C., with three of the authors of the resulting book, *Democracy's New Champions. European Democracy Assistance after EU Enlargement*, and an ensuing debate on the state of European democracy assistance and the influence of new EU members on EU democracy assistance policy.

The project, which took place between June 2007 and December 2008, was funded by the International Visegrad Fund, Open Society Institute Think Tank Fund, and Local Government and Public Service Reform Initiative (LGI) of the Open Society Institute (OSI).

Increasing the impact of think-tanks' research activities by using free access to information at the European level

Lead partner: Institute for Public Policy (IPP), Romania, PASOS Secretariat

PASOS partners: Centre for Public Policy PROVIDUS, Latvia, EUROPEUM Institute for European Policy, Czech Republic

Publication: *Access to public information and the new EU member states - a transnational approach*, Violeta Alexandru and Doru Frantescu, IPP, 2008

The project comprised a comparative analysis of national frameworks for guaranteeing civil society's free access to public information with the main objective of ensuring a united approach to adopt European standards, and also to improve tools and mechanisms to ensure that EC institutions deliver the necessary information to the public in member-states. On 5 May 2008, a roundtable was held in Romania, looking at the comparative efforts to access information in Latvia, the Czech Republic and Romania, with an emphasis on improving access provided by state institutions in Romania. The project was funded by PASOS through funds from the Local Government and Public Service Reform Initiative (LGI) of the Open Society Institute (OSI).

Transparency, accountability and civic mobilisation

Lead partner: Institute for Public Policy (IPP), Romania

PASOS partners: Institute for Development and Social Initiatives (IDIS) "Viitorul", Moldova, Caucasus Institute for Peace, Democracy and Development (CIPDD), Georgia

Other partners: Centre for Liberal Strategies, Bulgaria

Publication: *A Plea for Open Parliaments in the Black Sea Region - the case of Romania, Republic of Moldova, Bulgaria and Georgia*, IPP, 2008



Started as an innovative approach challenging the "traditional" topics addressed when analysing the political environment of the Black Sea region (always associated with debates upon security dynamics, geo-strategy etc.), the project proved not only that debates and further advocacy efforts for making the national Parliaments in countries in this region are important, but that it is

a fundamental prerequisite for non-governmental actors to continue working together to turn the fragile democracies in the region into viable ones. The project, from April-December 2008, was supported by the Black Sea Trust for Regional Cooperation (BST).

Developing Economies Locally Through Action and Alliance (DELTA) / economic assessment of the autonomous territorial unit Gagauz-Yari of the Republic of Moldova

Lead partner: Institute for Development and Social Initiatives (IDIS) "Viitorul", Moldova

PASOS partners: Expert-Grup, Moldova

Publication: *Autonomous Territorial Unit Gagauzia: analysis of the economic situation and development potential*, Expert-Grup, 2008

The main goal of the project was to provide a policy-oriented analytical report examining key factors driving the regional economy. During the project, IDIS Viitorul established an Open Local

Development Office in Gagauzia, and institutionalised the local economic development process. Expert-Grup's tasks were to: a) analyse past and current economic evolutions and prospective trends in Gagauzia and identify the most serious obstacles to regional economic growth; b) identify current economic needs of private and public economic entities across a range of production and marketing factors; and c) make feasible and consistent recommendations for the local and regional authorities in Gagauzia in order to remove the constraints to economic growth and enhance the competitiveness of the regional economy. The project was funded by the Local Government and Public Service Reform Initiative (LGI) of the Open Society Institute (OSI) and the Soros Foundation Moldova.

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

Lead partner: PASOS Secretariat

This project's objective is to produce professional quality benchmarks, and the ground rules for a set of guidelines, to govern policy work, so that a common set of standards applies to policy centres from different countries, in particular when working on joint projects. This will strengthen the credibility of the policy institutes concerned and the quality of their policy work by increasing co-operation between policy centres and the trust of other stakeholders in their products. A first publication setting out standards in policy research, governance and ethics, joint project management, and publishing, branding and advocacy, will serve as the basis for an evolving set of policy standards to be developed with a working group drawn from the PASOS members. The project is supported by the Local Government and Public Service Reform Initiative (LGI) of the Open Society Institute (OSI).

"Now - Interacting with the European Parliament!"

Lead partner: European Institute, Bulgaria

PASOS partners: PASOS Secretariat

Other partners: Centre for European Policy Studies (CEPS), Brussels, CHALLENGE Project network, Balkan Communication Network (BCN), Centre for Policy Modernisation Foundation, Bulgaria, Radio Bulgaria - BNR, RFI-Romania, Radio Yvelines - France



On the 50th anniversary of the European Parliament, marked on 19 March 2008, the European Institute, Bulgaria, launched a large-scale communications project to stimulate the inclusion of European citizens and NGOs from 20 EU member states in a common public European debate. The project, funded by the European Commission Directorate-General for Communication, ran until the European Parliament elections in May 2009. The campaign included internet debates and video chats with MEPs. In addition, radio programmes on the activities of the European Parliament were prepared and broadcast by Radio Bulgaria, RFI-Romania, and Radio Yvelines - France. The project also included an essay competition, "European Parliament 2009 Vote: Beyond the Sugar Cubes".

Learning to welcome: the integration of immigrants in Latvia and Poland

Lead partner: Centre for Public Policy PROVIDUS, Latvia

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

Other partners: Migration Policy Group, Belgium

Publication: *Learning to welcome: the integration of immigrants in Latvia and Poland,*

Dace Akule, Thomas Huddleston, Iveta Kesane, Rita Kasa, Miroslaw Bienecki, Piotr Kaźmierkiewicz, Centre for Public Policy PROVIDUS, 2008

This project comprised an analysis of Latvian and Polish legislation and policy documents relating to the integration of immigrants, and compared the situation in these two countries with the experience of other EU member states. In particular, the project focused on access to the labour market, anti-discrimination laws, public opinion and political participation, as well as conditions for receiving the status of a long-term resident and for family reunification. The project was funded by the European Commission, the Society Integration Fund of Latvia, and the Soros Foundation Latvia.

PASOS Public Policy Centres 2007/8 - A Directory of Think-Tanks in Central and Eastern Europe and Central Asia

Lead partner: PASOS Secretariat

Publication: PASOS Public Policy Centres 2007/8 - A Directory of Think-Tanks in Central and Eastern Europe and Central Asia



An overview of the projects and initiatives of 32 independent policy centres in Central and Eastern Europe and Central Asia, including contact details to the main expertise of these and many other policy centres, the directory highlights the mission and main areas of expertise of the PASOS members and outlines the main projects undertaken both individually and jointly by the PASOS members in 2006-2007.

The 300-page publication, the second edition of the directory, which was launched at the PASOS General Assembly in Berlin, Germany, on 1-3 November 2007, also features an overview of a further 60 policy centres that were not PASOS members at the time of publication, but many of which have co-operated on projects with PASOS members, and some of which have since joined as members. The publication was made possible with the financial support of the Local Government and Public Service Reform Initiative (LGI) of the Open Society Institute (OSI).

Regional study on legal and regulatory obstacles to poverty reduction

Lead partner: PASOS Secretariat, Local Government and Public Service Reform Initiative (LGI) of the Open Society Institute (OSI)

PASOS partners: International Center for Human Development (ICHD), Armenia, Social Policy and Development Center (SPDC), Armenia, Institute for Development and Social Initiatives (IDIS) "Viitorul", Moldova

Other partners: International Institute for Research and Development (IIRD), Macedonia

The project, funded by LGI, took place from April 2008 to June 2009, and set out to contribute to the removal or modification of laws and regulations (national, local and others) that prevent or reduce the ability of low-income groups to increase their incomes and improve their living conditions. Policy papers identified and analysed the local obstacles in Armenia, Macedonia and Moldova, and outlined policy recommendations to overcome the obstacles. The project, co-ordinated by PASOS and LGI steering committee member, Tomasz Sudra, included a public presentation in Chisinau, Moldova, attended by key decision-makers from local and national government. The event was organised by IDIS "Viitorul".

A preview of members' joint initiatives in 2009-2010

EU new member-states as agenda-setters in the enlarged European Union

Lead partner (non-PASOS): European Policy Initiative (EuPI), Open Society Institute - Sofia, Bulgaria

PASOS partners: EUROPEUM Institute for European Policy, Czech Republic, Centre for Public Policy PROVIDUS, Latvia

Publication: *Not Your Grandfather's Eastern Bloc: The EU New Member-States as Agenda Setters in the Enlarged European Union*, EuPI, Open Society Institute - Sofia, April 2009

This initiative analysed the positions of the ten new EU member-states from Central and Eastern European in key policy areas. The report highlights key differences Europe would see if new members were driving the EU agenda. According to the *EU Observer*, the resulting report "argues that EU expansion and economic liberalisation would be pushed further if the 'new' states were the agenda-setters". Five years after joining the EU, the ten new member-states support overhaul of key EU policies but they still lack the capacity to drive these reforms forward, according to the report. If the new member-states had more influence, the EU would give fast-track membership to Croatia and Serbia, consider membership for Ukraine and Moldova, pursue more robust economic liberalisation, including full liberalisation of labour markets and an outright rejection of tax harmonisation, and take a "NATO-first" approach toward European defence and security. Europe's energy security would be enhanced through a dramatic expansion of nuclear power plants. Despite their preferences, the new member-states tend to follow the policy agenda set by other EU states rather than "killing" or "driving" the policy creation process, the report finds.

Improving co-ordination of migration policy in Ukraine: Polish experience

Lead partner: Institute of Public Affairs (ISP), Poland

PASOS partner: International Centre for Policy Studies (ICPS), Ukraine

The project's goal is to transfer Poland's know-how in co-ordinating national migration policy and developing inter-agency collaboration to counterpart Ukrainian institutions through a study tour by officials to learn the best practices in Poland and identify concrete remedies to recognised problems in policy-making and administrative practice. The project runs from May-December 2009, and is supported by the Polish Aid programme of the Polish Ministry of Foreign Affairs.

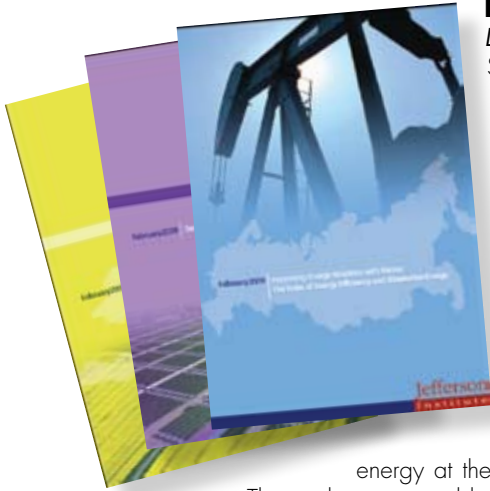
Building Consensus about EU Policies on Democracy Support, Ministry of Foreign Affairs, Prague, Czech Republic 9-10 March 2009

Lead partners (non-PASOS): European Partnership for Democracy, Association for Democracy Assistance and Human Rights (DEMAS), Czech Republic, Ministry of Foreign Affairs, Czech Republic, European Commission

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

The Czech Presidency of the European Union and the European Commission organised a conference in conjunction with the European Partnership for Democracy (EPD) and the Association for Democracy Assistance and Human Rights (DEMAS), Czech Republic. PASOS is a member of

DEMAS and a founding associate of EPD, and co-ordinated a panel on EU democracy assistance from the perspective of EU member-states. Under the auspices of the Czech EU presidency, the conference examined the European profile in world-wide democracy assistance in order to look for possibilities to strengthen Europe's contribution. Outcomes of the conference and the contours of a European Consensus on Democracy Assistance were presented by representatives of EPD, including PASOS Executive Director Jeff Lovitt, to the informal COHOM (European Council of Ministers human rights working group) meeting in Prague on 11 March 2009.



Promoting European Energy Security

Lead partners: Jefferson Institute, Serbia, PASOS Secretariat

Publications: *Serbia's capacity for energy efficiency and renewable energy*, Jefferson Institute, 2009

Improving energy relations with Russia: the roles of energy efficiency and alternative energy, Jefferson Institute, 2009

Developing the potential for energy efficiency and alternative energy in the Kyrgyz Republic, Jefferson Institute, 2009

Three policy papers - on alternative energy and energy efficiency in Serbia and Kyrgyzstan, and the role of energy efficiency in EU energy relations with Russia - look at the scope for placing alternative energy at the heart of European international development policy.

The studies were published in March 2009. They were undertaken by the Jefferson Institute, Serbia, as part of a project commissioned by the Board of PASOS. The funding originated from the Local Government and Public Service Reform Initiative (LGI) of the Open Society Institute (OSI).

Kosovo debate on European issues

Lead partner: EUROPEUM Institute for European Policy, Czech Republic

PASOS partners: Kosovar Civil Society Foundation (KCSF), Kosovo, Riinvest Institute for Development Research, Kosovo

Other partners: Kosova Democratic Institute, FOL '08, Kosovo, American Chamber of Commerce, Kosovo, KChoC, Kosovo, British Council, Kosovo, SPARK, KEC, Kosovo

The project sets out to increase the capacity of Kosovo civil society to promote, foster and facilitate debate on topical issues that need to be tackled in order to ensure the successful development of Kosovo towards achieving European standards and convergence with the EU. It also serves to foster the creation of bottom-up pressure, generating local expertise and policy solutions from civil society through the preparation of relevant policy recommendations and advocacy for them through outreach to decision-makers and the general public. This will be achieved through sharing the experience of the Czech Republic and its experts from its transformation and accession processes. The project is structured into four main stages: policy training and strategy; meetings of working groups on individual topics and elaboration of policy briefs; public seminars; and advocacy vis-à-vis decision-makers and public authorities. The project, which runs from January-December 2009, is funded by the Transition Promotion programme of the Czech Ministry of Foreign Affairs and by the US National Endowment for Democracy (NED).

Towards regional advocacy for co-operation in the Balkans via European best practices

Lead partner: Institute for Democracy and Mediation (IDM), Albania

PASOS partners: Institute of Public Affairs (ISPA), Poland, EUROPEUM Institute for European Policy, Czech Republic, Research Centre of the Slovak Foreign Policy Association (SFPA), Slovakia

Other partners: International Centre for Democratic Transition (ICDT), Hungary

Publication: *Towards regional advocacy for cooperation in the Balkans via European best practices* - A collection of papers and discussions, editor: Mariola Qesaraku, IDM, 2009

A conference was organised in Tirana on 20-21 March 2009 in co-operation with the Albanian Parliament, Danish Embassy and partners from the Visegrad countries. The conference enabled a regional forum of consultations on the efficient instruments and European best practices of (non-)institutionalised forms of regional co-operation from Visegrad, Nordic and Baltic countries.

The conference gathered representatives from Western Balkans countries such as Members of Parliament, representatives of the diplomatic corps in Tirana, civil society experts, academia, think-tanks, representatives of public institutions (Ministry of Foreign Affairs, Ministry of Integration, Ministry of Interior) and international institutions. The event was intended to lead a process of enhancing regional awareness on the importance of (non-)institutionalised regional co-operation caucuses in each of the countries in the region by offering selected examples of best practices of successful co-operation from the Visegrad, Nordic and Baltic countries, and drawing joint recommendations on incentive co-operation agendas to further provoke informed debate in the countries of the region. The project, which ran from January-July 2009, was funded by the International Visegrad Fund and Open Society Fund for Albania East East Program: Partnership Beyond Borders.

Assessment study on monitoring ENPI funding in Ukraine, Moldova, Azerbaijan, Georgia, and Armenia

Lead partner: International Centre for Policy Studies (ICPS), Ukraine

PASOS partners: Institute for Development and Social Initiatives (IDIS) "Viitorul", Moldova, Caucasus Institute for Peace, Democracy and Development (CIPDD), Georgia

Other partners: Azerbaijan National Committee for European Integration (ANCEI), Azerbaijan, Committee to Protect Freedom of Expression, Armenia

Publication: *ENPI Monitoring in Ukraine, Moldova, Azerbaijan, Georgia, Armenia*, Victoriya Gumenyuk, Olga Shumylo, Svetlana Kaltygina, ICPS, 2009

The main output of this project is an "Assessment report on ENPI funding planning, receipt, disbursement and absorption", which addresses seven key issues:

- civil society participation in establishing ENPI priorities;
- opportunities for civil society organisations to annually monitor ENPI direct budgetary support (by evaluating the effectiveness of government spending in ENPI priority sectors in a given country), technical assistance projects, and all other ENPI expenditures;
- the transparency of ENPI funding procedures;
- ENPI funds' absorption capacity in beneficiary countries (the capacity of the civil society sector, policy think-tanks and NGOs);
- existing expenditure-monitoring practices and capacity-building needs in the relevant countries;
- available local instruments for NGO participation in ENPI monitoring (such as ENPI

councils involving government, the European Commission and civil society; discussion fora; regular meetings, and so on);

- the effectiveness of the ENPI (a search for criteria to evaluate the effectiveness of ENPI funds in beneficiary countries).

The project, which took place from May-June 2009, was funded by the Local Government and Public Service Reform Initiative (LGI) of the Open Society Institute (OSI).

Eastern Partnership policy bridging

Lead partners: PASOS, Local Government and Public Service Reform Initiative (LGI) of the Open Society Institute (OSI)

This project, launched with the support of LGI in September 2009, is designed to support policy projects between think-tanks from the EU's eastern neighbours – Armenia, Azerbaijan, Belarus, Georgia, Moldova, and Ukraine – and EU think-tanks within the framework of the EU's Eastern Partnership initiative. The projects will be combined with training and networking at the EU level to strengthen the understanding of EU policymaking among think-tanks in the Eastern Partnership countries, and to foster stronger links with their counterparts in EU countries. The project will also strengthen PASOS's advocacy work at the EU level, and will contribute to the forging of high-quality policy standards among PASOS members.



Eastern Partnership: Towards Civil Society Forum, Ministry of Foreign Affairs, Prague, Czech Republic, 5-6 May 2009

Lead partner: Association for International Affairs (AMO), Czech Republic

PASOS partners: PASOS Secretariat, European Council on Foreign Relations, UK

Other partners: Prague Security Studies Institute, Czech Republic, Institute of International Relations, Czech Republic, Institute for Security & Development Policy, Sweden, Polish Institute of International Affairs, Poland, East European Democratic Centre, Poland, Pact (Ukraine), Office for Democratic Belarus, Brussels, European Partnership for Democracy, Brussels

Publication: *Eastern Partnership: Towards Civil Society Forum – Conference Book and Recommendations*, Michaela Baginova (ed.), AMO, 2009

An official side-event of the Czech EU Presidency, the main goal of this expert conference was to mediate dialogue between EU Eastern Partnership countries' civil society representatives on the significance, contents and implementation of the initiative in practice, and to formulate concrete recommendations for the dynamic development of this dimension of the European Neighbourhood Policy.

The event was opened by Karel Schwarzenberg, Minister of Foreign Affairs of the Czech Republic, and addressed by EU External Relations Commissioner Benita Ferrero-Waldner, and EU Special Representatives Pierre Morel and Peter Semneby. The event was funded by the Czech Ministry of Foreign Affairs, the Open Society Institute, the Black Sea Trust for Regional Cooperation, the Heinrich Böll Foundation, and the Embassy of Poland in Prague.

Eastern Partnership - Polish and Czech perspectives

Lead partners: PASOS Secretariat, Institute of Public Affairs (ISP), Poland

Publication: *Poland and the Czech Republic: opportunities for co-operation within the framework of the Eastern Partnership*, Elżbieta Kaca, ISP, 2009

A seminar was held to present and refine a policy paper on Polish and Czech perspectives on the EU's Eastern Partnership initiative under the Czech EU Presidency in May 2009. The event, held at the Polish Institute in Prague on 15 September 2009, was held in conjunction with the Association for Democracy Assistance and Human Rights (DEMAS). The project is supported by the Czech-Polish Forum, administered by the Czech Ministry of Foreign Affairs.

The research addressed:

- key developments and challenges in Polish Eastern policy;
- Czech and Polish activities in developing the Eastern Partnership initiative: role of the Czech Presidency of the European Council and role of the Polish Government;
- areas of co-operation between the Czech Republic and Poland (energy security, migration, development aid, non-government sector);
- recommendations aimed at the Czech and Polish Governments.



EU-Western Balkans visa liberalisation roadmaps

Lead partner: European Institute, Bulgaria, PASOS Secretariat

PASOS partners: Institute for Contemporary Studies (ISB), Albania, Center for Research and Policy Making (CRPM), Macedonia, Jefferson Institute, Serbia

Other partners: Association Alumni of the Center for Interdisciplinary Postgraduate Studies (ACIPS), Bosnia and Herzegovina, CEDEM Center for Democracy and Human Rights, Montenegro

Publication: *Could EU visa-free travel become a key incentive for Western Balkans countries to establish better democratic institutions and the rule of law?* by Nadya Dimitrova, PASOS-European Institute Policy Brief, 5 March 2009

Country reports were prepared on the progress made by Albania, Bosnia and Herzegovina, Macedonia, Montenegro, and Serbia, written under the leadership of Nadya Dimitrova, visa policy expert of the European Institute, Bulgaria, who led the Bulgarian government's negotiating team on migration and visa policies during Bulgaria's approximation to EU standards. The PASOS Secretariat worked with the European Institute to finalise the policy brief, leading with a set of policy recommendations for the European Commission and for the individual countries. Combined with events by the participating centres in their own capitals, a roundtable was held in Brussels on 5 March 2009 with European Commission officials, the Open Society Institute, and representatives of EC delegations.

The project methodology stressed the necessity for the Western Balkans countries to meet the technical requirements - to strengthen their hand towards the EC, so that the decisions on visa liberalisation would be political ones taken in the light of fulfilment of the technical requirements. The study featured in the 2009 election campaign in Albania, and was cited by the European Stability Initiative in its own visa project in 2009: ESI highlighted PASOS's "leadership role in regional projects". The project was funded through PASOS funding from the Local Government and Public Service Reform Initiative (LGI) of the Open Society Institute (OSI).

Sharing Visegrad Four know-how with the neighbouring regions

Lead partner: partner (non-PASOS): Center for EU Enlargement Studies, Central European University (CEU), Hungary

PASOS partners: Research Centre of the Slovak Foreign Policy Association (SFPA), Slovakia, Institute of Public Affairs (ISP), Poland, EUROPEUM Institute for European Policy, Czech Republic

The project aims to provide an overview of democracy assistance projects in Serbia and Georgia, specifically focusing on the assistance channelled to civil society sectors. The findings of the research will identify those areas where a niche exists for Visegrad Four countries to contribute to the democratisation of third countries by strengthening their civil societies. The recommendations will facilitate the aim of Visegrad co-operation to promote democratic values in Serbia and Georgia. The project, which runs from July 2009 - June 2010, is supported by the International Visegrad Fund.

Fellowship programme for Russian policy- and opinion-makers

Lead partner: Institute of Public Affairs (ISP), Poland

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

The fellowship programme, which runs from April-October 2009, aims to strengthen policy centres as well as directly to support future leaders of Russian society by sharing Polish experience and transferring know-how in the field of producing policy research and recommendations. The programme is funded through the support of the US National Endowment for Democracy.

“Return to Europe” - reflections after 20 years of democratic renewal

Lead partner: PASOS Secretariat

PASOS partners: Center for Policy Studies at the Central European University, Hungary, Institute of Public Affairs (ISP), Poland, Institute for Public Affairs (IVO), Slovakia

Through policy briefs, public debate, opinion polling and focus groups, the project will evaluate knowledge of the democratic transformation process in Visegrad Four (V4) countries, and of EU policies to support democracy and human rights in third countries. Policy analysis will evaluate the scope for a European Consensus on Democracy Assistance, and for increased V4 and EU engagement to ensure that the experience of totalitarian rule is not repeated, and that freedom and democratic values are shared and supported beyond the EU's borders. The project will also include a research study into the impact of the Lisbon Treaty, and the future make-up of the EU's external action service, on the promotion of democratic values - with a view to promoting a broad-based debate among policymakers and the wider public on EU policies and instruments in support of democracy and human rights in third countries, and on the lessons of V4 countries' transition experience in shaping and implementing EU policies in this field.

A public conference will be held in Prague, including participants from the Czech Republic, Hungary, Poland, and the Slovak Republic, representatives of the European Commission, European Council, European Parliament, and EU member governments, to mark the 20th anniversary of the fall of the Berlin Wall. The project is funded by the European Commission Education, Audiovisual & Culture Executive Agency Europe for Citizens programme, and the International Visegrad Fund.

Financial Report 2007

In 2007, the PASOS Secretariat received four grants from the **Local Government and Public Service Reform Initiative (LGI) of the Open Society Institute (OSI)**, amounting to a total of € 303,231. The grants (some of which continued into 2008) comprised funding for:

- core support to the PASOS Secretariat
- *Strengthening Policymaking in Kyrgyzstan*, a project including training of think-tank analysts and government ministry officials.
- the PASOS General Assembly, held in Berlin, Germany, on 1-3 November 2007, and the accompanying international conference, *Common Foreign Policy Priorities towards an Open Society*, and support to members' project meetings and accompanying training events. The grant also supported the conference, *Fostering Philanthropy in Europe's New Democracies*, which took place in Prague, Czech Republic, on 26 April 2007.
- innovative projects by PASOS members, including *Increasing the impact of think-tanks' research activities by using free access to information at the European level*, and the conference, *The Promises and Challenges of the Life Sciences Industry in Central and Eastern Europe*, held in Prague, Czech Republic, on 18-19 October 2007.

The life sciences industry conference also attracted sponsorship to the amount of € 7,941 from pharmaceuticals company **AstraZeneca**.

The PASOS project, *Evaluation of Democracy Assistance Policies and Priorities of the Visegrad Four countries*, which continued into 2008, received funding of € 12,150 from the **International Visegrad Fund** and € 17,322 from the **Open Society Institute Think Tank Fund** in 2007. Five PASOS members participated in the project.

A further € 5,000 was received from the **European Parliament** for *The challenge of the EU Development Co-operation Policy for new member-states*, a PASOS study involving eight PASOS members, while € 13,436 of funding came through **PASOS annual membership fees** (€ 500 per member).

The financial report for 2007 indicates that PASOS incurred total expenditures in 2007 of € 300,905 (2006: € 237,915) against total income of € 359,080 (€ 248,014), with cumulative reserves on 31 December 2007 of € 28,437 (€ 20,139). The year-end 2007 figures have been adjusted in line with the Czech National Bank exchange rates on 31 December 2007. The full auditor's report for 2007, and the reports for each preceding year of financial activity, are available at **www.pasos.org**. For information on the funding of PASOS members, see their websites (*listed on pages 39-58*).

PASOS extends its appreciation to its financial supporters for their commitment to supporting cross-border policy initiatives by independent policy centres in Central and Eastern Europe and Central Asia.

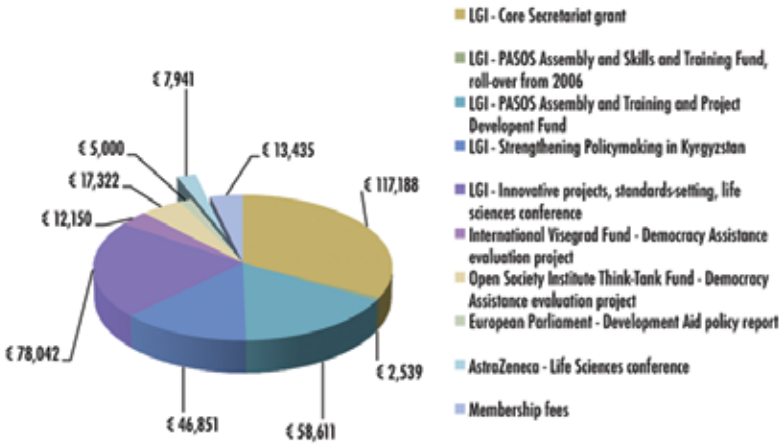


OPEN SOCIETY INSTITUTE

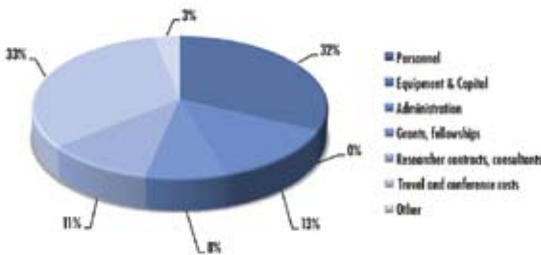
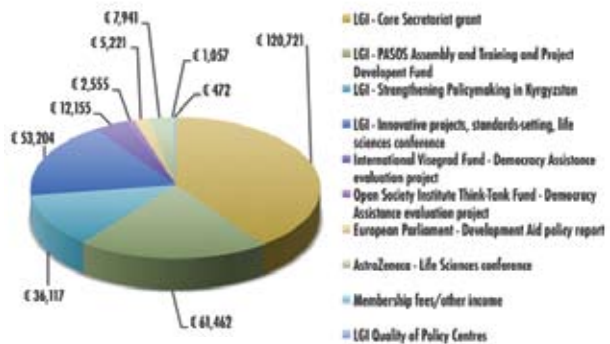


Local Government
and Public Service
Reform Initiative

Income, 2007 Total: € 359,080



Expenditure, 2007 Total: € 300,905



2007 income rolled over into 2008	€ 48,457
LGI Strengthening Policymaking in Kyrgyzstan grant	10,358
LGI Innovative Projects grant	24,104
OSI Think Tank Fund Democracy Assistance grant	14,467
LGI Policy Quality Standards (expenditure in 2007 on grant received in 2008)	-472

INDEPENDENT AUDITOR'S REPORT

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

Report on the Financial Statements

We have audited the accompanying financial statements of Sdružení pro podporu otevřené společnosti – PASOS, which comprise the balance sheet as of 31 December 2007, and the income statement for the year then ended, and a summary of significant accounting policies and other explanatory notes.

Statutory Body's Responsibility for the Financial Statements

The Statutory Body of Sdružení pro podporu otevřené společnosti – PASOS is responsible for the preparation and fair presentation of these financial statements in accordance with Czech accounting regulations. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with the Act on Auditors and International Standards on Auditing and the related application guidelines issued by the Chamber of Auditors of the Czech Republic. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial

statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements give a true and fair view of the financial position of Sdružení pro podporu otevřené společnosti – PASOS as of 31 December 2007, and of its financial performance for the year then ended in accordance with Czech accounting regulations.

Liberec, 22 September 2008



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

Financial Report 2008

In 2008, the PASOS Secretariat began to diversify its sources of funding, both with more funding from non-OSI (Open Society Institute) sources, and also by working closely with the OSI Think Tank Fund as well as continuing the successful co-operation with the **Local Government and Public Service Reform Initiative (LGI) of the Open Society Institute (OSI)**. Four grants from LGI amounted to a total of € 251,596 in grants in 2008, providing funding for:

- core support to the PASOS Secretariat.
- *Regional Study on Legal and Regulatory Obstacles to Poverty Reduction*, a PASOS/LGI project including three PASOS members and one other think-tank.
- *Improving the Governance, Quality and Impact of Independent Policy Centres*, a project to develop quality guidelines for policy work. The grant also supported an advocacy planning seminar for participants from three PASOS members, held in Bucharest on 6 May 2008, and *Promoting European Energy Security*, a project carried out by the Jefferson Institute, Serbia.
- operational support, including funding for *EU-Western Balkans visa liberalisation roadmaps*, a project involving four PASOS members and three other think-tanks, and support for the PASOS General Assembly, and the accompanying conference, *From 'Fortress Europe' to 'Europe Without Barriers'? - Priorities of the Czech Presidency in EU External Relations: Transatlantic Perspectives*, in Prague, Czech Republic, on 18-20 October 2008.

The Prague event benefited from a contribution of € 7,457 to PASOS through a grant obtained by EUROPEUM Institute for European Policy from the **Office of the Czech Government**.

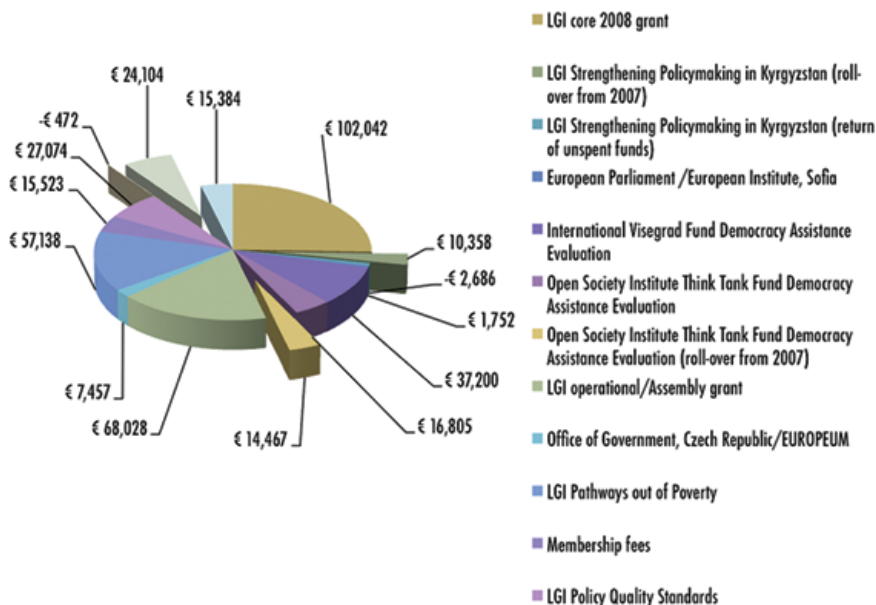
The PASOS project, *Evaluation of Democracy Assistance Policies and Priorities of the Visegrad Four countries*, received funding of € 37,200 from the **International Visegrad Fund** and € 16,805 from the **Open Society Institute Think Tank Fund** in 2008. Five PASOS members participated in the project. The OSI Think Tank Fund also provided funding of € 15,384 for *Communicate It! From Quality Policy Research to Innovative Communications to Shape the Policy Agenda*, a seminar held in Prague, Czech Republic, on 21 October 2008. With growing membership, income from **PASOS annual membership fees** (€ 500 per member) continues to grow, reaching € 15,523 in 2008. A further € 1,752 of funding reached PASOS as a partner in *"Now - Interacting with the European Parliament!"*, a project of the European Institute, Sofia.

The financial report for 2008 indicates that PASOS incurred total expenditures in 2008 of € 372,068 (2007: € 300,905) against total income (not including € 48,457 in grant funds rolled over from 2007) of € 345,717 (€ 359,080), with cumulative reserves on 31 December 2008 of € 33,568 (€ 28,437). The year-end 2008 figures have been adjusted in line with the Czech National Bank exchange rates on 31 December 2008. The full auditor's report for 2008 is available at **www.pasos.org**.

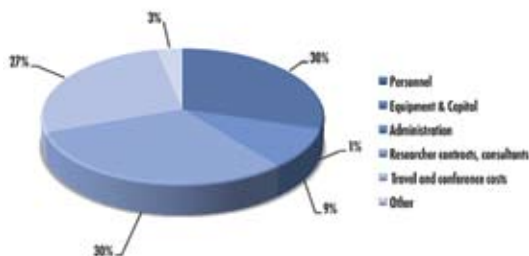
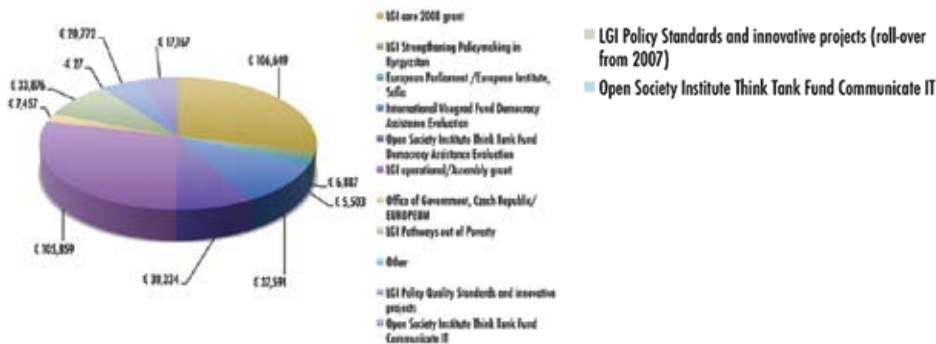
PASOS extends its appreciation to its financial supporters for their continuing support:



Income, 2008 Total: €345,717 (€ 394,174 including roll-overs from 2007)



Expenditure, 2008 € 372,068



2008 income rolled over into 2009	€ 15,056
European Parliament/European Institute grant (2008 funds to arrive in 2009)	-2,628
LGI operational/Assembly grant (2008 funds to arrive in 2009)	-34,014
LGI Pathways out of Poverty grant	22,828
Open Society Institute Think Tank Fund Democracy Assistance grant	1,379
LGI Policy Quality Standards grant	29,814
Open Society Institute Think Tank Fund Communicate IT! grant (2008 funds to arrive in 2009)	-2,323

BALANCE SHEET *

ASSETS	2005	2006	2007	2008
Intangible fixed assets	€ 0	€ 0	€ 0	€ 0
Tangible fixed assets	€ 0	€ 0	€ 0	€ 0
Long-term financial assets	€ 0	€ 0	€ 0	€ 0
Accumulated depreciation of fixed assets	€ 0	€ 0	€ 0	€ 0
FIXED ASSETS	€ 0	€ 0	€ 0	€ 0
Inventory	€ 0	€ 0	€ 0	€ 0
Receivables	€ 3,188	€ 636	€ 6,236	(€ 37)
Short-term financial assets	€ 21,343	€ 33,728	€ 116,078	€ 66,283
Temporary assets	€ 2,576	€ 1,877	€ 1,127	€ 1,114
CURRENT ASSETS	€ 27,107	€ 36,241	€ 123,441	€ 67,360
TOTAL ASSETS	€ 27,107	€ 36,241	€ 123,441	€ 67,360
LIABILITIES				
Equity	€ 0	€ 0	€ 0	€ 0
<i>Surplus reserves</i>	€ 12,288	€ 20,139	€ 28,437	€ 33,568
Long-term liabilities	€ 0	€ 0	€ 0	€ 0
Short-term liabilities	€ 9,674	€ 13,383	€ 19,234	€ 16,896
Temporary liabilities	€ 5,145	€ 2,719	€ 75,770	€ 16,896
TOTAL LIABILITIES	€ 27,107	€ 36,241	€ 123,441	€ 67,360

* The surplus reserves figures reflect exchange rate adjustments between the Czech crown (CZK), the Euro and the US Dollar. The Euro figures correspond to the year-end CZK-EUR exchange rate as set by the Czech National Bank.

INDEPENDENT AUDITOR'S REPORT

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

Report on the Financial Statements

We have audited the accompanying financial statements of Sdružení pro podporu otevřené společnosti – PASOS, which comprise the balance sheet as of 31 December 2008, and the income statement for the year then ended, and a summary of significant accounting policies and other explanatory notes.

Statutory Body's Responsibility for the Financial Statements

The Statutory Body of Sdružení pro podporu otevřené společnosti – PASOS is responsible for the preparation and fair presentation of these financial statements in accordance with Czech accounting regulations. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with the Act on Auditors and International Standards on Auditing and the related application guidelines issued by the Chamber of Auditors of the Czech Republic. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial

statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements give a true and fair view of the financial position of Sdružení pro podporu otevřené společnosti – PASOS as of 31 December 2008, and of its financial performance for the year then ended in accordance with Czech accounting regulations.

Liberec, 7 May 2009




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

Advisory Council



Erhard Busek

Erhard Busek was Vice-Chancellor of Austria from 1991-1995, Minister of Science and Research from 1989-1994, and Minister of Education and Cultural Affairs from 1994-1995. From 2001-2008, he served as Special Co-ordinator of the Stability Pact for South Eastern Europe, and since 1996 he has been Coordinator of the Southeast European Cooperative Initiative (SECI). In 2000-2001, he was the special representative of the Austrian Government on EU enlargement. He is Chairman of the Institute for the Danube Region and Central Europe, and President of the European Forum Alpbach. He is also Chair of the Board of Trustees of Erste Bank Foundation, which operates in Central Europe and the western Balkans. Since 2004, he has been the Rector of the Salzburg University of Applied Sciences. In 2009, he served as an adviser to the Czech EU Presidency.



Johannes Linn

Johannes Linn has been the Executive Director of the Wolfensohn Center for Development at the Brookings Institution since 2005, and was World Bank Vice President for Europe and Central Asia from 1996-2003. He focuses on international development and global governance issues, and is engaged in research and advisory work on global governance, on transition issues in Central Asia, and on aid effectiveness. During 2004-5, he also served as Project Leader and Lead Author for the *UNDP Central Asia Human Development Report* (December 2005) and currently is Special Adviser to the Central Asia Regional Economic Cooperation Program (CAREC). He edited (with Colin Bradford) *Global Governance Reform: Breaking the Stalemate* (Brookings, 2007).



George Soros

George Soros is Chair of Soros Fund Management LLC. He was born in Budapest in 1930. He survived the Nazi occupation and fled communist Hungary in 1947 for England, where he graduated from the London School of Economics. He then settled in the United States, where he accumulated a large fortune through an international investment fund he founded and managed. Soros has been active as a philanthropist since 1979, when he began providing funds to help black students attend Cape Town University in apartheid South Africa. He has established a network of philanthropic organisations active in more than 50 countries around the world. These organisations are dedicated to promoting the values of democracy and an open society. The foundation network spends about \$450 million annually. Soros is the author of ten books, including most recently *The Crash of 2008 and What It Means*. His articles and essays on politics, society, and economics regularly appear in major newspapers and magazines around the world.

Board of Directors



George Tarkhan-Mouravi
Chair

Institute for Policy Studies, Tbilisi, Georgia

George Tarkhan-Mouravi, co-Director of the Institute for Policy Studies, 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, and 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. He served on the first PASOS Board from 2004-2007.



Olga Shumylo
Deputy Chair

International Centre for Policy Studies, Kyiv, Ukraine

Olga Shumylo is Director of the International Centre for Policy Studies (ICPS) in Kyiv, Ukraine. From February-October 2008, she was Adviser to the Deputy Prime Minister of Ukraine responsible for European integration and international co-operation. Her areas of expertise are: EU-Ukraine trade and economic relations (including negotiations on EU-Ukraine Free Trade Agreement), Ukraine's participation in EU agencies and programmes, Ukraine's relations with international financial organisations (World Bank, International Monetary Fund, European Bank for Reconstruction and Development, European Investment Bank, and International Finance Corporation), and co-ordination of international technical assistance to Ukraine. She also served as Deputy Secretary of the Investors Council under the Cabinet of Ministers of Ukraine. In 2005-2008, she served as Deputy Director of ICPS, where she also headed the European Integration and Foreign Affairs Programme. Her ten-year professional career experience has included close co-operation with Ukrainian government institutions on building their capacity to implement European integration objectives, introducing EU standards in various spheres, and raising standards of policy analysis in European integration.



Dace Akule
Centre for Public Policy PROVIDUS, Riga, Latvia

Dace Akule is a Researcher (European policy) at the Centre for Public Policy PROVIDUS, Latvia. Her areas of expertise include: EU policy (EU institutions, decision-making), the future of the EU (Lisbon Treaty, enlargement), migration and integration of migrants, and EU communications with the public. Before joining PROVIDUS, she worked as a journalist, for among other media

European Voice, EU Observer, Transitions Online, and the Latvian service of Radio Free Europe/Radio Liberty.



Zhidas Daskalovski
Center for Research and Policy Making, Skopje, Macedonia

Zhidas Daskalovski has a PhD in political science from the Central European University, and is currently President of the Center for Research and Policy Making (CRPM), a leading Macedonian think-tank, and assistant professor at the Law Department of the University of Cyril and Methodius. He has a vast international experience, having been granted fellowships at the American University in Bulgaria, Oxford University, University College London, Turku University, WIDER Institute, Aalborg University, and University of North Carolina. The author of a number of scholarly articles and three books, he was one of the founders of CRPM, whose analyses have been very influential on the policy level, successfully changing or amending various laws and mobilising the public in support of specific issues.



Igor Munteanu
Institute for Development and Social Initiatives (IDIS) "Viitorul", Chisinau, Moldova

Igor Munteanu has expertise in the field of local public administration and public sector reform, and has an educational background in political science and administrative law. In 1993, together with a group of young intellectuals, he established one of Moldova's first think-tanks, known as "Viitorul Foundation". Later on, the Viitorul Foundation evolved into a specialised public research institute, entitled Institute for Development and Social Initiatives (IDIS) "Viitorul". Since 1994, Igor Munteanu has served as a senior expert of IDIS Viitorul, and has worked on several international and national research projects, with specific expertise devoted to: public policy elaboration, regional development, political research, and comparative studies (i.e. national minorities, foreign policy, social transition, early warning modules, economic development). Igor Munteanu has written and edited several publications published abroad, as well as in Moldova. He has been actively engaged as a freelance author in the international and national press, and as a political commentator for Radio Free Europe/Radio Liberty (1997-2005). Since 1996, he has served as Executive Director of IDIS "Viitorul".



Nicu Popescu
European Council on Foreign Relations (ECFR)

Nicu Popescu is a policy fellow at the European Council on Foreign Relations (ECFR), London office, responsible for Russia and the Eastern neighbourhood of the European Union (since February 2007). In 2009, he received a PhD in Political Science at the Central European University in Budapest, Hungary. In 2005-2007, he was an Open Society Institute (OSI) supported research fellow at the Centre for European Policy Studies (CEPS) in Brussels. As an expert on the Eastern neighbourhood of the European Union he has co-operated with the European Parliament, the Council of Europe, the Venice Commission, Freedom House, BBC, and Radio Free Europe/Radio Liberty. Nicu Popescu has published extensively on the European Neighbourhood Policy (ENP), EU relations with Russia, Ukraine, Moldova and the south Caucasus, and post-Soviet secessionist conflicts. He speaks fluently English, Russian, French, and Romanian.

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, including Commerzbank Capital Markets Central Europe, 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*.

In 2007, he was co-editor of a PASOS report for the European Parliament on *The Challenge of European Development Co-operation Policy for New Member States*. He was co-editor in 2008 of *Democracy's New Champions. European Democracy Assistance after EU Enlargement*, a PASOS study into the democracy assistance policies of the Visegrad Four countries.



Alexandra McGehee
Development Manager

Alexandra McGehee specialises in programme development and fundraising for the third sector. From 2002-2009, she worked in a variety of managerial positions for NROS (Civil Society Development Foundation), the largest grantmaking foundation in the Czech Republic, most recently as Programme Manager/Deputy Programme Authorising Officer, co-ordinating the administration of European programmes (Block Grants for NGOs and Transition Facility). From 2006-2008, she served as NROS Development Programme Manager, responsible for finding and designing new programmes, developing new partnerships, and maintaining relations with donors. Prior to that, she worked closely with the European Commission delegation on pre-accession PHARE grant schemes in her capacity as NROS Procurement Manager in 2002-2006.

She has a Masters degree in Political Science from Charles University in Prague, and in 2009 earned a certificate in the Executive Education Programme "Strategic Management for Leaders of NGOs" from the John F. Kennedy School of Government at Harvard University. She speaks fluent Slovak, Czech and English, as well as basic Russian.



Petr Jan 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 as 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 for the Office for Establishing the Central European University in Prague during 1991-1993, and as 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.



Eva Rybková
Advocacy & Events Manager

Eva Rybková is a communications professional and journalist who has worked on a wide range of international NGO projects, primarily focused on journalism training and media policy. In 1996 she was Project Co-ordinator of the Open Society Institute Regional Media Programme, overseeing a continuing education project for directors of OSI regional media programmes from Central and Eastern Europe and the CIS. She has also worked for OSI EUMAP (the Open Society Institute's EU Monitoring and Advocacy Programme), and in 2006 was

author of the Czech Republic country report for the EUMAP publication, *TV Across Europe: Regulation, Policy and Independence*. In 2007, she was co-editor of a PASOS report for the European Parliament on *The Challenge of European Development Co-operation Policy for New Member States*. Eva has worked as a project manager and trainer for Transitions Online, where she managed the Diversity Reporting Project. She has also worked in a variety of events management roles, and as a journalist and producer for Czech and international media, including ABC News, Associated Press Television News, TV Nova, BBC World Service, and Czech Radio.



Petra Steigerová
Finance & Administration Manager

Petra Steigerová joined the PASOS Secretariat in February 2009. Petra has more than two years' experience as Finance and Office Coordinator with International Young Naturefriends, an international youth NGO, also based in Prague. At International Young Naturefriends, she led a team that won the Best Feasibility Study in the Czech Republic for the Social Enterprise Competition, awarded by the Nonprofit Enterprise and Self-sustainability Team (NESsT) in 2007. She has degrees in Public Administration, and in Public and Social Policy, from

Charles University in Prague.

PASOS Members

A network of independent think-tanks in Central and Eastern Europe and Central Asia

ALBANIA

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www.ics-al.org

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Policy Analysts

Artan Hoxha, President
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Expertise: democratic institutions, economic development, public services, civil service training
Languages: Albanian, English, Italian

Juliana Dhimitri
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Expertise: economic and social development, public administration and municipal development, private sector development
Languages: Albanian, English, French, Italian

Elira Jorgoni
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Expertise: good governance, socio-economic development
Languages: Albanian, English, Romanian, Italian, Greek

Sabina Ymeri
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Expertise: financial management, economic development, urban planning and service delivery, good governance
Languages: Albanian, English, Italian, Hungarian

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Sotirag Hroni, Executive Director
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Languages: Albanian, English

Erisa Çela, Programme Manager
Expertise: local governance and integrated development, community mobilisation, rural development, project cycle and programme development, EU assistance programmes, human rights
Languages: Albanian, English, Italian, French

Artan Karini, Senior Researcher
Expertise: human resources management and development, programme development, policy instruments
Languages: Albanian, English

Gjergji Vurmo, Programme Director
Expertise: public policy and public administration, EU accession, security, civil society, policy development and assessment, programme development.
Languages: Albanian, English, Macedonian, Serbian, Croatian, Italian

ARMENIA

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Languages: Armenian, Russian, English

Vahan Asatryan
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Languages: Armenian, Russian, English

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Languages: Armenian, Russian, English

Monika Sargsyan
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Expertise: regional integration, peacebuilding, youth projects
Languages: Armenian, Russian, English, French

Shake Badalyan
Email: shbadalyan@ichd.org
Expertise: regional integration, peacebuilding, civil society strengthening, economic development, youth projects, security issues
Languages: Armenian, Russian, English, Spanish

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Policy Analysts

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Languages: Armenian, English, Russian

Vahe Hovhannisyan
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Expertise: role of NGOs, elections, European integration
Languages: Armenian, Russian, English

Dr. Mihran Nazaretyan
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Languages: Armenian, Russian, English

Artak Kkachatryan
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Expertise: social policy
Languages: Armenian, Russian, English

Lilit Abrahamyan
Email: info@cspda.org
Expertise: social policy
Languages: Armenian, Russian, English

AZERBAIJAN

Center for Economic and Social Development
(CESD), Baku

www.cesd.az

Contact: Vugar Bayramov, Chairman
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3. The mission of the policy centre, and an account of its main areas of research and activities.

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