



Policy Association for an Open Society



Facilitating innovative thinking in new democracies and transition countries

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

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PASOS Annual Report 2009

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Design and layout: Alena Burianová, Jeff Lovitt

Photographs: Vavřinec Menšl, Alfredo Azula, Eva Rybková, Petra Steigerová

Printed in Prague, Czech Republic, October 2010

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Sdružení pro podporu otevřené společnosti - PASOS

ISBN 978-80-254-8575-0



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Connecting independent voices in cross-border policy initiatives



During 2009, PASOS members further strengthened their joint policy work and international advocacy efforts, not least around the European Union's democracy assistance policies, European integration, and fostering civil society engagement in policy-making in the EU's eastern neighbours.

The PASOS Advisory Council was launched on 7 May 2009, the day of the summit launching the Eastern Partnership initiative to deepen EU relations with six neighbouring countries. The Advisory Council comprises figures of integrity who share the values of PASOS, and have relevant public policy experience and a strong connection to the democratic transition process.

PASOS has been able to make a difference by combining cross-border projects that mobilise the research expertise of its members - independent think-tanks - with a common commitment supported by the energies of the PASOS Board and Secretariat to connect independent voices from the new EU member states, the Western Balkans, and the former Soviet countries with policymakers and other stakeholders in Brussels and EU capitals.

After the disputed elections in Moldova on 5 April 2009, PASOS worked to connect independent think-tanks in Chisinau with policymakers, parliamentarians and non-governmental actors in Brussels, and to support the formation of a civil society coalition that framed a Roadmap for European integration and National Reconciliation. One of the PASOS Board members, Igor Munteanu, has since taken up the key position of Moldova's Ambassador to the USA.

In 2009, the PASOS Board worked with the Secretariat on the development of a Strategic Directions paper, which includes a strong focus on services to members and think-tank standards-setting, as well as advocacy around regional and international issues key to policymaking in the PASOS region. The paper was finalised by a vote of the members in early 2010.

A number of policy initiatives that emerged through the active priority-setting of the PASOS Board came to fruition in 2009, including a project on EU-Western Balkans visa relations, a subject which fitted the stated focus on the Western Balkans of the Czech EU presidency (January-June 2009). A presentation in Brussels in March 2009 of policy recommendations for the governments of the Western Balkans and for EU institutions showcased the research by PASOS members and their partners in monitoring the implementation of key technical requirements for the introduction of visa-free travel. The achievement of visa-free travel for Macedonia, Serbia, and Montenegro in December 2009 was an important breakthrough in bringing people closer together across the European continent. It is important that this momentum continues.

In 2010-11, PASOS will embark on a project to foster the technical readiness and political will for securing visa-free travel to the EU in the case of the six Eastern Partnership countries - Armenia, Azerbaijan, Belarus, Georgia, Moldova, and Ukraine. The project will bring together researchers from countries with recent experience of negotiating visa liberalisation with those from the eastern neighbours. Through this and other projects, PASOS will continue to strengthen the capacity and reach of independent think-tanks and to broaden public participation in policymaking throughout Central and Eastern Europe and Central Asia.

David Král, 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.

Setting standards for open, participatory policymaking



The PASOS network has grown from 23 members at its launch in 2004 to the point where in 2010 PASOS now supports the development and strengthens the outreach and impact of 37 member policy centres (and seven associate members). As PASOS has extended its geographical coverage in the region, it has also become increasingly well-known for its annual networking meetings, international agenda-setting conferences, think-tank training events, and projects on democracy assistance.

As the number of members and PASOS Secretariat-led projects has risen, a strengthening of the staffing of the Secretariat has become necessary. With the recruitment in 2009 of a Finance & Administration Manager and a Development Manager, to be followed in 2010 by a Communications Manager, this professionalisation has invigorated the capacity of the Secretariat to provide services to members, from linking them with potential partners and donors to providing training in communications and think-tank development.

The development of PASOS continues to be supported by the Open Society Institute (OSI) - namely the Local Government and Public Service Reform Initiative (LGI) of OSI and the OSI Think Tank Fund - but other donors are also recognising the added value of PASOS in promoting innovation and transition know-how in Europe's new democracies and countries still undergoing the transition to democratic governance and a market economy. In 2009, those supporters included the International Visegrad Fund and the Europe for Citizens programme of the Education, Audiovisual and Culture Executive Agency (EACEA) of the European Commission.

A PASOS project to mark two decades of democracy in Central Europe, *Return to Europe - Reflections After 20 Years of Democratic Renewal*, included a conference in Prague on 10 December 2010, presenting a unique study into attitudes of citizens of new EU member-states, especially the younger generation, to two decades of democratic transition. The study also included an examination of both public and elite positions towards their own governments supporting democracy assistance efforts in third countries today, 20 years after the fall of the Berlin Wall.

Continuing the theme of democratic transition, *New Strategies, Shifting Challenges*, the PASOS General Assembly in Lviv, Ukraine, on 24-25 October 2009, was held in conjunction with *For Our Freedom and Yours: For Our Common Future*, an accompanying conference organised by Ukrainian partners and the US National Endowment for Democracy (NED) to mark 20 years since the fall of the Iron Curtain.

The number of projects between PASOS members continues to grow. In 2009, 23 PASOS members were involved in at least one joint project with one or more other PASOS members (in particular those from the western Balkans, Visegrad countries, Romania, and Latvia, but also Moldova and the Caucasus). Moreover, 14 PASOS members were partners on PASOS Secretariat-led projects, and eight PASOS members were represented in working groups and training activities.

The strengthening of its staffing has placed the PASOS Secretariat on a firm footing to further develop its services to members, such as training, in the coming years. A complementary priority is the setting of standards in the ethical governance of independent think-tanks, in the quality of policy research and analysis, and in the accompanying communications outreach around think-tanks' policy recommendations. These efforts all contribute to our goal of strengthening an open, participatory policymaking process in Central and Eastern Europe and Central Asia.

A handwritten signature in black ink, appearing to read 'Jeff Lovitt'.

Jeff Lovitt, Executive Director

Return to Europe: Reflections After 20 Years of Democratic Renewal

Evaluating public perceptions of the democratisation process in Central Europe, and the extent of support for democracy assistance towards third countries

Marking two decades since the fall of the Berlin Wall, PASOS staged a public conference in Černín Palace, seat of the Czech Ministry of Foreign Affairs in Prague, on 10 December 2009. The event was held to present the results of the project, *Return to Europe: Reflections After 20 Years of Democratic Renewal*. Participants from the Czech Republic, Hungary, Poland, and the Slovak Republic joined representatives of the European Commission, European Council, European Parliament, and EU member governments to reflect on the democratisation process in Central Europe and to evaluate trends in EU democracy assistance policies towards countries where democracy remains fragile or absent.

Through policy briefs, public debate, opinion polling and focus groups, the project was designed to evaluate knowledge of the democratic transformation process in the Visegrad Four (V4) countries, and of EU policies to support democracy and human rights in third countries. According to the project findings, in three of the Visegrad Four countries a majority of the public recognise more advantages and opportunities in democracies today than under the pre-1989 dictatorial regimes, but there is an urgent need to win over a reticent public to support the transfer of democratic know-how to the EU's eastern neighbours and other countries.

Further policy analysis within the project assessed 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 also included 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.





The project, funded by the European Commission Education, Audiovisual & Culture Executive Agency Europe for Citizens programme, and the International Visegrad Fund, was led by PASOS together with PASOS members, the Center for Policy Studies at the Central European University, Hungary, the Institute of Public Affairs (ISP), Poland, and the Institute for Public Affairs (IVO), Slovakia.

Additional partners to the project included EUROPEUM Institute for European Policy, Czech Republic, DEMAS - Association for Democracy Assistance and Human Rights, European Partnership for Democracy (EPD), and the Embassy of Sweden which hosted a reception after the event which took place during Sweden's EU Presidency.

Publications:

Return to Europe: New freedoms embraced, but weak public support for assisting democracy further afield, a PASOS-IVO policy brief by Zora Bútorová and Olga Gyarfášová, IVO, Slovakia, December 2009.

A new beginning? Democracy support in EU external relations under the Lisbon Treaty, a PASOS-ISP policy brief by Ekaterina Bogdanova, post-Soviet region researcher, European Partnership for Democracy (EPD), and Carlos Hernandez, Deputy Executive Director, European Partnership for Democracy (EPD), in association with Jacek Kucharczyk, President, Institute of Public Affairs (ISP), Poland, and Jeff Lovitt, Executive Director, PASOS, February 2010

Walking the tightrope of democracy aid - A long and winding road towards 'flexible', well-targeted EU funding for democracy and human rights, a PASOS policy brief by Věra Řiháčková, Senior Research Fellow, EUROPEUM Institute for European Policy, Czech Republic, June 2010.



Setting the agenda for sustainable policy solutions



Monitoring Western Balkans progress in fulfilling EU roadmaps for visa-free travel

A methodology that stressed the necessity for the Western Balkans countries to meet the technical requirements essential for visa-free travel to the EU was developed by 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. This approach was designed to strengthen their hand towards the EU, so that the decisions on visa liberalisation would be political ones taken in the light of fulfilment of the technical requirements.

Country reports were prepared on the progress made by Albania, Bosnia and Herzegovina, Macedonia, Montenegro, and Serbia towards implementation of the technical criteria for visa liberalisation with the EU.

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 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).

The other PASOS members who worked on the project were: the Institute for Contemporary Studies (ISB), Albania, the Center for Research and Policy Making (CRPM), Macedonia, and the Jefferson Institute, Serbia. Other partners included: the Association Alumni of the Center for Interdisciplinary Postgraduate Studies (ACIPS), Bosnia and Herzegovina, and 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

New Strategies, Shifting Challenges, Lviv, 24-25 October 2009

The PASOS General Assembly was held in Lviv, Ukraine, on 24-25 October 2009, and focused on policy challenges facing the PASOS region and on the institutional development needs of independent think-tanks.

The conference was held in conjunction with an international conference on 25-27 October marking the 20th anniversary of the end of the Cold War, organised in Lviv in partnership with the National Endowment for Democracy (NED).

The conference, *For Our Freedom and Yours! For Our Common Future!*, featured many PASOS members on panels. PASOS organised one of the principal plenaries, entitled *International Responsibility and Approaches to Resolving Instability in the EU's Neighbourhood*, which focused on the current situation in the Caucasus and Moldova, as well as Bosnia and Kosovo, and on the extent and limitations to date of EU, US, NATO diplomacy).

The PASOS Assembly, *New Strategies, Shifting Challenges*, included panel debates between PASOS members and representatives of partner organisations, including a panel on *Strategic Challenges facing Think-Tanks in Central and Eastern Europe and Central Asia*, and discussions and break-out groups on the *Institutional Development of Think-Tanks*.

After the formal PASOS Assembly, the conference concluded with a session on creating and maximising networking/advocacy opportunities and partnerships between Eastern Partnership (EaP) and EU think-tanks.

This session, which included LGI, the German Marshall Fund of the United States, and PACT, the USAID party in Belarus and Ukraine, served as a brainstorming in connection with the PASOS-LGI project, *Policy Bridging between Think-Tanks in Eastern Partnership Countries and EU Think-Tanks*.



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

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.

Eastern Partnership - Polish and Czech perspectives

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, an initiative of the Institute of Public Affairs (ISP), Poland, partnering with PASOS, was 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.

Publication: *Partners in Eastern Promise: A Chance for Polish-Czech Co-operation*, a PASOS-ISP policy brief by Elżbieta Kaca and Jacek Kucharczyk, ISP, in association with Jeff Lovitt, PASOS, 2009.



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.

Advocacy and monitoring result in new framework for political finance

At the beginning of 2010, Latvia's parliament adopted a new party finance framework, providing state-budget financing for political parties. The **Centre for Public Policy PROVIDUS, Latvia**, has been engaged with this issue for 10 years, providing a constant advocacy presence in parliament, submitting policy studies, background briefs, and monitoring party and campaign financing in every election. A significant turning point was reached when a PROVIDUS policy paper calculating the costs of different systems and outlining policy choices within a state-financing framework became the basis for the government's draft legislation, now enacted by parliament.

Lowering the threshold for elections to the Moldovan parliament

The **Institute for Development and Social Initiatives (IDIS) "Viitorul", Moldova**, persuaded the central authorities in Moldova to change the electoral threshold for political parties from six per cent to four per cent. This was achieved by organising several roundtables with all the involved stakeholders and with experts from the Office for Democratic Institutions and Human Rights of the Organization for Security and Co-operation in Europe (OSCE/ODIHR) that ensured that the new regulations were in accordance with the international electoral standards and the Venice Commission recommendations. After achieving these results, IDIS published a book encompassing an in-depth analysis and recommendations for future improvement.

Clamping down on corruption in education, politics, and sport

Through membership of the working group for the creation of a National Strategy for the Fight against Corruption and Organised Crime, the **Monitoring Center CEMI, Montenegro**, advocated the adoption of recommendations from its policy study on the Fight against Corruption in Education, which have now been incorporated into the National Strategy. CEMI also recommended measures for the fight against corruption in the financing of political parties, sports and election procedures. In total, 90% of these recommendations were adopted and integrated into the strategy, the most comprehensive document on the national level regulating anti-corruption policies.

Fuelling transparency in oil tenders

The State Procurement Agency of Azerbaijan introduced a new online registration system based on recommendations developed by the **Center for Economic and Social Development (CESD), Azerbaijan**, within the project "Monitoring of Oil Tenders". The system will also allow companies to monitor tender results.

Lowering the risks of corruption in business in Ukraine

In 2009, the **Democratic Initiatives Foundation (DIF), Ukraine**, conducted a complex sociological research project, "Corruption Risks in the Sphere of Entrepreneurship". Based on the research, in co-operation with the Institute of Political-Legal Reforms, a set of immediate

measures that would be able to significantly decrease corruption in the sphere of small business was developed. Following the submission of the recommendations to the Ukrainian parliament, even after a change of government, the current reforms of the system of state regulation of entrepreneurship include the majority of measures proposed by DIF.

Modern standards of inspection while protecting consumer rights

The government of Azerbaijan accepted policy recommendations prepared by the **Center for Economic and Social Development (CESD), Azerbaijan**, to minimise illegal interference in business activities and to ensure the protection of consumer rights in Azerbaijan. The new system aims to ensure regulation in compliance with modern standards of inspection conducted to protect consumer rights, prevent abuse of power, and provide transparency in the course of checks on business registrations.

Shaping Armenia-diaspora relations and anti-corruption strategy

The **International Center for Human Development (IChD), Armenia**, has drafted a number of laws and policy documents later adopted and approved by the government of Armenia. The **Concept on Development of Armenia-Diaspora Relations** and the **National Anti-Corruption Strategy** have both been adopted by the government.

Measuring the quality of democracy in Slovakia

The **IVO Barometer**, published by the **Institute for Public Affairs (IVO), Slovakia**, evaluates on a quarterly basis the quality of democracy in Slovakia in five key domains: democratic institutions and the rule of law; legislation; protection and respect of human and minority rights; public media; and foreign policy (its transatlantic and European integration aspects). Experts define ratings for each domain (except for foreign policy) and, based on this, the average IVO Barometer rating is calculated. The project identifies the gaps in the functioning of institutional systems and failures in practice. The new Slovak government included in its programme manifesto in 2010 a set of proposals to fix the problems systematically analysed by IVO in the areas of the rule of law, legislation, human and minority rights, and media.

Revitalising the EU's approach to human rights

In a speech in June 2010, announcing a consultation process to inform a major review of EU human rights strategy, Catherine Ashton, EU High Representative for Foreign Affairs and Security Policy, drew extensively on proposals made by the **European Council on Foreign Relations (ECFR)**. These included: placing human rights at the core of Europe's global identity; outlining the need for revising the 'one size fits all' policy to face a changing environment; instead looking to target the EU's efforts based upon specific local needs and conditions. ECFR is now working with the review team while continuing to provide intellectual leadership on how the EU should change its approach to human rights.

Pushing Belarus into the Top 30 countries for doing business

In January-April 2010, the **Belarusian Institute for Strategic Studies (BISS)** undertook a study with policy recommendations to improve the conditions for private enterprise and bring Belarus into the Top 30 countries in the world with the best business climate according to the World Bank Doing Business report. The study developed four concrete sets of recommendations in policy areas where Belarus lags the most regarding business conditions (taxation, investor protection, enforcement of contracts, foreign trade). The government adopted the entire set of policy recommendations, since bringing Belarus into the Top 30 was an objective set up by President Alyaksandr Lukashenka in 2008.

Post-crisis measures and a blueprint for the Kazakh pension system

Based on an assessment of government anti-crisis measures made by the Public Policy Research Center (PPRC), Kazakhstan, the Council of Economic Advisers in Kazakhstan reformulated a number of government policies, and a concept of the financial sector in the post-crisis period was developed. PPRC also drafted for the Ministry of Labour and Social Protection a State Programme for Development of the Pension System in Kazakhstan 2010-2015.

A helping hand for small and medium-sized businesses

The Center for Economic Development (CED), Bulgaria, prepared an analysis of the state and development of small and medium-sized enterprises (SMEs) in Bulgaria in the period 2007-2009 for the "Enterprise policy" directorate of the Ministry of Economy, Energy and Tourism. The report contains recommendations for improvement of enterprise policies towards SMEs in Bulgaria, and is now used as the basis for assessments and policy-making by various specialised institutions for creating a favourable business environment for SMEs.

Setting Moldova on a course for economic growth

In September-December 2009, Expert-Grup, Moldova, organised two conferences, one in partnership with the Institute for Development and Social Initiatives (IDIS) "Viitorul", which gathered prominent domestic and international policy stakeholders to discuss the economic crisis in Moldova, to agree on a set of short- to long-term anti-crisis measures. Many of the results of the conferences and recommendations from Expert-Grup's *Moldova Economic Growth Analysis (MEGA)* are reflected in the programme of the current government, including recommendations on the development of industrial parks, promotion of private-public partnerships, changing the system of agricultural subsidies, reduction of VAT for construction works, increase in excise duties for luxury goods, improvement of the VAT reimbursement system, further streamlining of customs and exports procedures, continuation of privatisation, and abolition of barriers against foreign investors.

Preparing Poland for its 2011 EU Presidency

Experts of the Institute of Public Affairs (ISP), Poland, prepared two policy papers for the Polish Foreign Ministry on co-operation between the public administration and the NGO sector during the forthcoming Polish EU Presidency in 2011. The recommendations included areas concerning co-operation with the non-governmental sector and communications campaigns before and during the Presidency. The recommendations are already being implemented during the preparations for the Presidency.

Fair access to public services for the intellectually disabled

Since 2007, the Institute for Public Policy (IPP), Romania, has been implementing a strategic initiative in the field of protecting and promoting the rights of adults with intellectual disabilities in Romania. Several advocacy campaigns have been conducted, resulting in the institutionalisation of a unitary data collection system, including complex information about services provided to people with intellectual disabilities in the public care system based on annual assessments that provide thorough figures for better policymaking and for setting financial priorities.

Monitoring EU aid to the eastern neighbours: the problem of unreformed public administration

The role of European Union aid, in the form of the European Neighbourhood and Partnership Instrument (ENPI), is a key element in fostering democratic development in Ukraine, Moldova, Azerbaijan, and Georgia. *Missing Out: Civil Society and ENPI*, an assessment study monitoring ENPI, carried out by the International Centre for Policy Studies (ICPS), Ukraine, discovered that the full potential of the ENPI could be realised only if the European Commission stimulated public institutional reforms in the countries involved. The authors discovered that the main problem lies in a lack of elaboration of national policies. The reports provide the first comprehensive overview of ENPI priorities, processes and funding and civil society involvement in four of the EU's eastern neighbors, and caught the attention of EU officials who administer the ENPI programme. They have promised to consider the report's findings and recommendations as they plan future rounds of economic aid to Eastern Europe.

Principles for state-budget support to civil society in Estonia

In 2009 and 2010, the work of the Governance and Civil Society Programme of PRAXIS Center for Policy Studies, Estonia, analysed government financing of civil society organisations and derived eight steps for creating transparent, accessible, and effective state-budget funding for civil society organisations. The principles were adopted by the government in order to harmonise funding policies, link them to national strategic plans, and develop civil society. PRAXIS also conducted the first ever mapping of the practice of contracting public services to the non-profit sector. The resulting recommendations provided input for the government's public service delegation concept and the new strategy of civil society development (2011-2014).

Preserving the status of grass-roots civil society

Only one year after the adoption in 2009 of the Law on Non-Governmental Organisations (NGOs) in Kosovo, huge pressure emerged from a number of microfinance NGOs to transform NGOs into private businesses, which is not in compliance with any law or practice in Kosovo and abroad. Different state institutions were involved in a series of decisions raising the prospect of legalising this transformation. The Kosovar Civil Society Foundation (KCSF) mobilised most active NGOs in Kosovo and, in a process that lasted six months, the group led by KCSF succeeded in preventing this transformation and other amendments that were identified as restrictive.

A new employment contract?

In 2009, the Labour and Social Policy Programme of PRAXIS Center for Policy Studies, Estonia, was repeatedly invited to present their research findings to the government as well as parliament. The research findings were referenced several times in the new Employment Contracts Act – a major labour law reform that took place in 2009.

Developing a legal framework for decentralisation in Moldova

The decentralisation process in Moldova was initiated by the formulation of several laws and regulations by the Institute for Development and Social Initiatives (IDIS) "Viitorul", Moldova, which have now been adopted by the parliament. IDIS also contributed to the creation of a special commission dealing with decentralisation issues, and continues to increase the capabilities of local authorities by providing training and seminars to stakeholders and monitoring the implementation of local government standards.

Transferring Polish practice in public administration

The Polish-Ukrainian Cooperation Foundation (PAUCI) has implemented several projects aimed at improvement of the capacities of Ukrainian and Moldovan local and central administration. The projects were focused on the transfer of European experience (based on Polish practices) in the areas of: internal audit for local administration; task budgets for local administration; energy efficiency; and efficient use of funding available under the European Neighbourhood and Partnership Instrument in Ukraine. One of the visible qualitative policy changes resulting from PAUCI's actions is the recent introduction of the practice of task budgeting in the Moldovan capital, Chisinau.

Shaping a regional development concept for Moldova

The Institute for Public Policy (IPP), Moldova, in a project led by Oxford Policy Management, strengthened institutional and human capacity for implementing a regional development concept in Moldova, which resulted in the adoption by parliament of the Law on Regional Development. As a result, the institutions for regional development (Regional Development Agencies, Regional Development Councils, National Council for Regional Development) are in place, and a range of policy recommendations have been either approved by the government, or have been submitted to parliament for further consideration.

Making tertiary education applicable to the real world

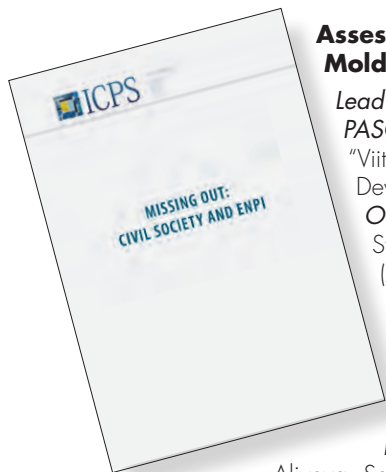
The traditional "values" of rote learning and studying for a grade are still dominant in the Macedonian educational system. *Quality tertiary education. How to achieve it?* published by the **Center for Research and Policy Making (CRPM), Macedonia**, in 2009 analyses to what extent Macedonian graduates acquire the skills necessary to enter the global market. Following recommendations made in the study, the two most prestigious departments of the University of Kiril and Metodij in Skopje (the oldest university in the country), Law Faculty and Faculty of Economics have now included "learning outcomes" in their academic programmes and curricula. Secondly, contrary to past practices, this year the Ministry of Education has launched a tender for an evaluation of public universities.

Stretching the limits of testing in higher education

Research into the consequences for admissions to higher educational institutions of using independent external testing was carried out in 2009 by the **Democratic Initiatives Foundation (DIF), Ukraine**. The research led the Ministry of Education and Sciences of Ukraine to develop changes to the regulations on admission of school graduates to higher educational institutions. In 2010, a public opinion poll conducted by DIF deterred the government from cancelling the independent external testing - despite the fact that this cancellation was promised by the current President Viktor Yanukovich in his election campaign programme.

Cross-border policy initiatives

A sample of joint projects of PASOS members in 2009



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: Armenian Center for National and International Studies, Azerbaijan National Committee for European Integration (ANCEI)

Publications: *ENPI Monitoring in Ukraine*, Sacha Tessier-Stall, Victoriya Gumenyuk, Olga Shumylo, Svetlana Kaltygina, ICPS, 2009

Missing Out: Civil Society and ENPI, Sacha Tessier-Stall, Victoriya Gumenyuk, ICPS, 2010

ENPI Monitoring in Azerbaijan by Dr Ingilab Ahmedov, Dr Leyla Aliyeva, Samir Isayev, 2009

Planning, Receiving, Disbursing and Absorbing ENPI Funding in Georgia by Manana Kochladze, Tamara Pataraiia

Assessment of ENPI Monitoring for Moldova by Igor Munteanu, Olesea Cruc, Ghenadie Mocanu 2009

Assessment of ENPI Monitoring for Moldova by Igor Munteanu, Olesea Cruc, Ghenadie Mocanu 2009

The main output was an "Assessment report on ENPI funding planning, receipt, disbursement and absorption", which addressed 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 was funded by the Local Government and Public Service Reform Initiative (LGI) of the Open Society Institute (OSI).

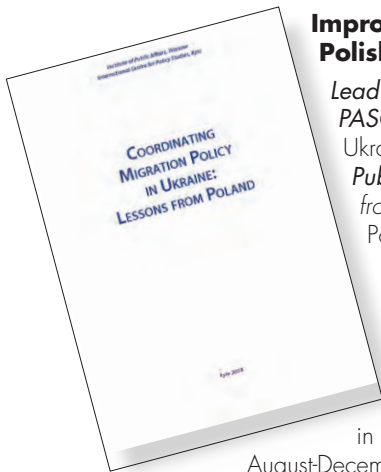
EU new member-states as agenda-setters in the enlarged European Union

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 Europe 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

Publication: *Co-ordinating migration policy in Ukraine: Lessons from Poland* by Piotr Kaźmierkiewicz, Olga Lvova, Viktor Chumak, Poland, 2009

The project's goal was 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 ran from August-December 2009, and was supported by the Polish Aid programme of the Polish Ministry of Foreign Affairs.

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 - looked 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

Publication: *Kosovo Debate on European Issues: A Compilation of Eight Policy Papers in the Area of Education, Rule of Law and Economy*. KCSF, Prishtina 2009



The project set 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 served 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 was achieved through sharing the experience of the Czech Republic and its experts from its transformation and accession processes. The project was structured in 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 ran from January-December 2009, was 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 (ISP), 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.



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 Co-operation, the Heinrich Böll Foundation, and the Embassy of Poland.

Sharing Visegrad Four know-how with the neighbouring regions

Lead 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 ran from April-November 2009, aimed 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 was funded through the support of the US National Endowment for Democracy.



Interacting with the European Parliament

Lead partner: European Institute, Bulgaria

PASOS partners: Institute for Public Policy, Romania, EUROPEUM Institute for European Policy, Czech Republic, Center for Research and Policy Making, Macedonia.

Other partners: Centre for Policy Modernization, Bulgaria, Bulgarian National Radio, Bulgaria, Institute for International Relations (IMO), Croatia

Publication: EUROPE 2020 - CIVIC VISION, Trifonova, T. (editor), 2010

The project's goal was to increase voter turnout at the 2009 European Parliament elections, to engage citizens with the EU agenda, and to actively include them in the decision-making process. The project used as its platform the website <http://parliament.europe.bg>. It includes the combined use of the possibilities of modern information technologies and traditional communication channels, and fosters interactivity between citizens across Europe by providing a platform for debate and discussion of political issues that have been, or could in the future be, addressed by the European Parliament.

Local reform in Kosovo

Lead partner: Forum 2015, a joint initiative of Riinvest Institute for Development Research and Kosova Open Society Foundation.

PASOS partners: Local Governance Innovation & Development, Hungary/UK

Other partners: KIPRED Institute, Kosovo, Kosovar Stability Initiative

Publication: *Local Government Reform in Kosovo*, György Hajnal and Gábor Péteri, February 2010

The study sought to answer the question as to how Serbian local communities in Kosovo might be induced to participate in the Prishtina-centred decentralisation scheme. Co-operation between the Belgrade-led ("parallel") municipalities with the Kosovo state would ultimately contribute to the emergence of a well-functioning and peaceful Kosovo society.



Inclusion unaffordable? The uncertain fate of integration policies and the demonisation of minorities and migrants in Central and Eastern Europe

Lead partner: Centre for Public Policy PROVIDUS, Latvia

PASOS partners: PRAXIS Center for Policy Studies, Estonia

Other partners: Network of Education Policy Centers (Croatia), Latvijas Universitātes Sociālo un politisko pētījumu institūts

Publication: "Inclusion unaffordable? The uncertain fate of integration policies and the demonisation of minorities and migrants in Central and Eastern Europe" *Conference Papers*, Centre for Public Policy PROVIDUS, Latvia, 2010

On 16-17 November 2009, the Centre for Public Policy PROVIDUS and the Advanced Social and Political Research Institute of the University of Latvia organised the international conference, "Inclusion unaffordable? The uncertain fate of integration policies and the demonisation of minorities and migrants in Central and Eastern Europe". The conference aimed to assess the problems of integration policies in the countries of Central and Eastern Europe under current financial pressures. The participants also addressed the issues of xenophobia and the deficit of pluralist political discourse in new EU member states. The conference brought together researchers from think-tanks and universities, media, politicians, civil servants, policy-makers, and members of the public to assess new challenges to integration policies and to pluralist political discourse in Eastern Europe in the times of economic crisis.

Economic crisis in Moldova: Defining a new economic governance model

Lead partner: Expert-Grup, Moldova

PASOS partners: Institute for Development and Social Initiatives (IDIS) "Viitorul", Moldova

Publication: *Proceedings of the National Conference "Economic crisis in Moldova: Defining a new economic governance model"* (electronic form, disseminated to mass media and conference participants)

This event was organised in a highly tense political period, when the former government was dismissed and a new one was not yet approved. At the same, the timing presented a good opportunity to draw lessons from the previous economic policy decisions and to make projections for the future. The main conclusion of the event was that the economic crisis had hit Moldova severely, but the economic damage could have been avoided if a proper anti-crisis programme had existed. However, since no such programme had been designed, the conference adopted recommendations for an economic stabilisation programme. The event was attended by many people who subsequently became members of the government. As a result, many of the conference recommendations have been introduced in the governmental economic recovery plan: reduction of the VAT for construction works, increase in excise duties for luxury goods, improvement of the VAT reimbursement system, further streamlining of the customs and exports procedures, and the continuation of privatisation. The event was organised as part of the project, "Promoting efficient and transparent economic governance in Moldova", implemented by Expert-Grup with the financial support of the Black Sea Trust.

Black Sea Peace Network project on civil society participation in self-governing expert council, a regional approach to conflict resolution

Lead partner: Crisis Management Initiative, Finland

PASOS partners: Institute for Public Policy (IPP), Moldova, International Center for Human Development (IChD), Armenia

Other partners: Georgian Foundation for Strategic and International Studies, Georgia, Azeri Citizens Assembly Helsinki Committee, Azerbaijan

The aim of the project, which runs from 2009-2011, is to provide impetus to a Black Sea regional network on peacebuilding with strong linkages at the European level. The objectives of the network are: to foster local ownership and regional collaboration between NGOs in the Black Sea area; to create linkages to civil society from specific conflict-settings; to forge common approaches of key regional actors and the EU to strengthen the role of civil society and unlock their peacemaking potential; to strengthen peacebuilding capacities at local policy and grassroots level; and to improve efficient communications and advocacy at the EU policy level by providing opportunities for networking.



Co-operation of the public administration with the non-governmental sector in the preparatory and the executive stage of the Czech Presidency of the Council of the European Union – lessons for Poland

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

PASOS partners: EUROPEUM Institute for European Policy, Czech Republic

Publication: *Partnership for the Presidency? Co-operation between the government administration and the non-governmental sector during the Czech Presidency of the Council of the European Union – Lessons for Poland*, by Agnieszka Łada, *Analysis and Opinions* No. 10/102, ISP, Poland, 2009

The aim of the project was to examine the extent and nature of co-operation between the Czech public administration and the third sector during the Czech Presidency of the EU Council in 2009. In the framework of the project, interviews were conducted in Prague. The conclusions were presented in a report in Polish and a policy paper in English during a conference in Warsaw. The project was supported by the Polish Ministry of Foreign Affairs in the framework of the Polish-Czech Forum.

Strengthening Euro-Atlantic values, cross-border, Ukraine-Slovakia

Lead partner: Democratic Initiatives Foundation (DIF), Ukraine

PASOS partners: Institute for Public Affairs (IVO), Slovakia

The main goals of the project were:

- to raise public awareness and inform citizens in Ukraine about Euro-Atlantic values;
- to strengthen the Ukrainian think-tank community by engaging it in the integration debate.

During the project, which ran from 2008-2009, DIF provided a public education and information campaign on Euro-Atlantic integration in co-operation with IVO. The project was

focused on opinion-makers and respected analysts within the Ukrainian think-tank community, particularly those based in the country's southern and eastern regions and able to disseminate information to a wide audience. DIF created a database of Ukrainian think-tanks, conducted regular public opinion polling, stimulated debate in the media, and organised a series of public roundtables in Kyiv, Donetsk and Simferopol on Euro-Atlantic values and about the implications, benefits, costs and consequences of integration.

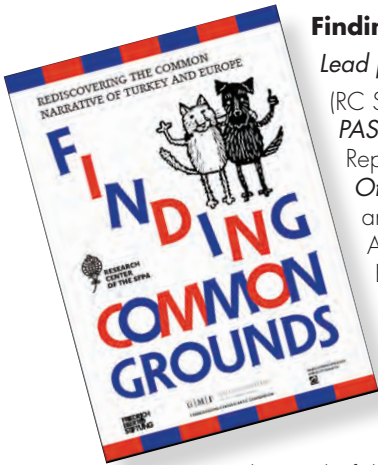
Finding Common Grounds

Lead partner: Research Centre of the Slovak Foreign Policy Association (RC SFPA), Slovakia

PASOS partners: EUROPEUM Institute for European Policy, Czech Republic

Other partners: *Hurriyet Daily News*, Turkey, TESEV (Turkish Economic and Social Studies Foundation), Polish Institute of International Affairs, Hungarian Institute of International Affairs, Centre for EU Enlargement Studies, Central European University, Hungary

Publication: *Finding Common Grounds: Rediscovering the Common Narrative of Turkey and Europe* by Ceren Zeynep Ak, Mensur Akgün, Peter Balazs, Deniz Bingol McDonald, David Judson, David Král, Lucia Najšlová, Adam Szymański, and Sylvia Tiryaki



The goal of the project was to explore how far the EU accession experience of Central Europe can be used to facilitate Turkey's EU accession process. The project involved academics, think-tankers and journalists, and was at the same time aimed at establishing a fact-based and interest-based debate on Turkey's EU accession, replacing the prevailing stereotypes.

Lobbying or influence peddling? Defining concepts and advancing policy options for a more efficient anti-corruption policy in Romania

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

PASOS partners: Institute of Public Affairs (ISP), Poland, Institute for Development and Social Initiatives (IDIS) "Viitorul", Moldova, EUROPEUM Institute for European Policy, Czech Republic

Other partners: PALGO Center, Serbia, Association of Committees for Monitoring Parliamentarians and Elected Officials (TUMIKOM), Turkey

Publication: *Practices and regulations of activities associated to lobbying in Romania*, IPP, Romania, May 2010

The main purpose of the project was to promote a transparent and effective democratic process in Romania while counteracting illiberal tendencies by fostering open debates and institutional reflections upon the effectiveness of anti-corruption policies, including regulation of lobbying.

A preview of members' joint initiatives in 2010

Eastern Partnership policy bridging

This PASOS project, launched with the support of LGI, 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 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.

Following a call for proposals, a selection committee advised LGI and PASOS, and the following two proposals were selected and being implemented in 2010:

- *Sector policy convergence in priority areas in Azerbaijan to support EU Eastern Partnership initiative*, Center for Economic and Social Development (CESD), Azerbaijan
Partner: Research Committee of Aristotle University of Thessaloniki (AUTH, Greece) and Association of Young Economists of Georgia
- *Using Computable General Equilibrium Models (GCE) with Micro-Simulations to Analyze the Economy-Wide Impact of Economic Policies Relevant for Moldova's European Integration*, Expert-Grup, Moldova
Partner: Kiel Institute for the World Economy, Germany

Fostering and monitoring roadmaps towards visa liberalisation between Eastern Partnership countries and EU member states

Lead partner: PASOS Secretariat

PASOS partners: International Center for Human Development (IChD), Armenia, Center for Economic and Social Development (CESD), Azerbaijan, Belarusian Institute for Strategic Studies (BISS), Belarus, Caucasus Institute for Peace, Democracy and Development (CIPDD), Georgia, Institute for Development and Social Initiatives (IDIS) "Viitorul", Moldova, Center for Research and Policy Making (CRPM), Macedonia, European Institute, Bulgaria

Other partners: Europe Without Barriers, Ukraine, Office for a Democratic Belarus, Belgium

Building on the PASOS members' experience in the Western Balkans of monitoring the implementation of technical and political criteria to achieve visa-free travel with the EU, PASOS has embarked upon a visa-liberalisation project covering all six Eastern Partnership countries. The project commences with a baseline study into current readiness and also into the political will of key actors in the six countries. An in-depth research and monitoring study will follow, combined with advocacy activities to engage political actors and civil society into debates around visa-free travel.

Opening the Doors of Policy-Making: Central Asia and South Caucasus

Countries: Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan

PASOS will draw on its expertise in participatory policymaking to organise training and mentoring events, regional networking initiatives, and an exchange of know-how and cross-border skills with the aim to strengthen civil society organisations (CSOs) in eight countries in

Central Asia and the South Caucasus, and to forge channels of dialogue with governments at national and local level. Key activities will include: needs assessments of CSOs, skills development training for both civil society actors and public officials, a fellowship scheme where policy analysts from the eight countries will conduct a policy study and will be placed as a fellow with an EU think-tank. Networking conferences and a Best Policy Paper Award will also feature. The project is funded through a two-year grant from the United Nations Democracy Fund (UNDEF).

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

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 policy institutes and enhance 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 be published at the end of 2010, and 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 LGI.

A combination of setting common quality standards (a "seal of excellence") will be considered for PASOS members on an ongoing basis, and for application to members' joint projects.

This will be implemented through:

- PASOS members' taskforces on the respective standards, and
- appropriate training in the respective areas.

Two think-tank communications seminars, organised by the PASOS Secretariat together with the OSI Think Tank Fund

Two seminars were held in London on 24-27 May 2010, where the presenters included leading think-tank figures from London as well as journalists and lecturers in journalism and new media. These seminars built on the survey of PASOS members and OSI Think Tank Fund grantees conducted in the summer of 2009. Initial feedback after the seminars was highly positive about the quality of presenters and trainers, and the opportunities to visit the European Council on Foreign Relations (ECFR) and Chatham House.

The first seminar, *Communications Strategy for Think-Tanks*, was targeted at think-tank directors and senior communications staff. In total, 16 participants attended.

The seminar aimed:

- to provide a clear view of the role of communications strategy and linkages between its various components to provide a grounding for developing a communications plan;
- to offer practical skills, tools and techniques for improving



the way in which think-tanks communicate with target audiences;

- to share best practices related to planning, evaluation, and development of a communications strategy with experienced think-tanks from the PASOS region and with leading UK think-tanks.

The second seminar, *Working with the Media and Writing for the Media*, was designed for communications and policy research staff of think-tanks, whose work requires contact with the media, and with some experience, but also a clearly stated need to improve their expertise in one or more of the following: writing press releases/media alerts, writing letters to the media, writing op-eds/blogs, giving interviews to print and broadcast media. There were 15 participants.



Regulation and registration of lobbying in Central and Eastern Europe

This project, managed by the PASOS Secretariat with the funding support of LGI, will comprise a multi-country comparative study of legislation regulating lobbying in several countries with the aim to provide efficient tools for making professional lobbying transparent. The project will explore the possibility of a model legislative framework for lobbying, including both private sector lobbying and NGO/advocacy groups' lobbying in the public interest, with a view to standardising regulations in line with the best legislative practice applied or under development in several countries.

Lead partner: PASOS Secretariat, Czech Republic, Centre for Public Policy PROVIDUS, Latvia

PASOS partners: EUROPEUM Institute for European Policy, Czech Republic, Center for Political Studies at the Central European University (CPS-CEU), Hungary, Peace Institute, Slovenia, European Institute, Bulgaria, International Centre for Political Studies (ICPS), Ukraine

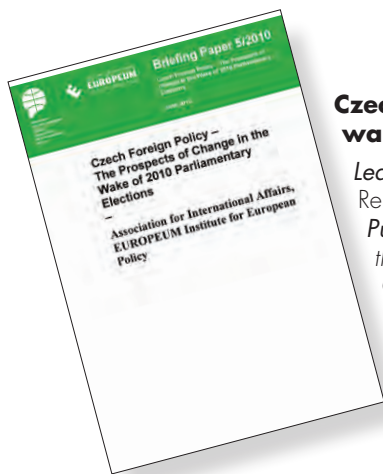
Project supporters providing legal data and peer reviewing: Institute for Development and Social Initiatives (IDIS) "Viitorul", Moldova, Jefferson Institute, Serbia, Institute for Public Policy, Romania, Institute of Public Affairs (ISP), Poland

Political participation of third-country nationals on national and local level in five EU countries

In this second project drawing on PASOS project support from LGI, PASOS members in Latvia, Estonia, Poland, Bulgaria and Romania will co-ordinate with non-governmental organisations (NGOs) of third-country nationals in their country to study the opportunities for democratic participation of third-country nationals in social and political life.

Lead partner: PASOS Secretariat, Czech Republic, Centre for Public Policy PROVIDUS, Latvia

PASOS partners: PRAXIS Centre for Policy Studies, Estonia, Institute for Public Policy, Romania, Institute of Public Affairs (ISP), Poland, International Centre for Minority Studies and Intercultural Relations (IMIR), Bulgaria.



Czech foreign policy – the prospects of change in the wake of 2010 parliamentary elections

Lead partner: Association for International Affairs (AMO), Czech Republic, EUROPEUM Institute for European Policy, Czech Republic

Publication: *Czech foreign policy – the prospects of change in the wake of 2010 parliamentary elections*, AMO/EUROPEUM, Czech Republic, 2010

A briefing paper outlined the likely foreign policy priorities facing the new Czech government that was formed in 2010.

Mapping the leaders of Macedonia and Albania: Reproducing or circulating elites

Lead partner: Center for Research and Policy Making (CRPM), Macedonia

PASOS partners: Institute for Democracy and Mediation (IDM), Albania

The overarching goal of this initiative is to map the top of the social hierarchy (elites) in Macedonia and Albania since 1989. The mapping of the characteristics of the elites (education, family status, economic status, political, years in position of power) will give more information on the type of elite development (circulation, reproduction) that has taken place in these countries. Furthermore, the attitudes of these individuals on key issues will be examined (religion, political ideals, family, economic and social issues, gender). A nationwide survey will provide the expectations and the opinions of the general public in Macedonia and Albania about their leaders. The methods will include desk and field research, preliminary interviews, a national telephone survey, and in-depth interviews.

New national parliaments' role in the EU decision-making process: past experience and new challenges pursuant to the Lisbon Treaty

Lead partner: EUROPEUM Institute for European Policy, Czech Republic, Institute of Public Affairs (ISP), Poland

Other partners: Stiftung Wissenschaft und Politik (Germany), Centre for European Policy Studies (CEPS), Belgium

The purpose of the research project is to examine the awareness of national parliaments' (NPs) role in EU decision-making according to new Lisbon Treaty rules, as well as preparing them for assuming a more pro-active engagement in terms of involvement in EU policy-making and legislative processes. In the first stage, the current state of play will be analysed: how NPs participate in the national systems of European policy co-ordination and EU-triggered legislation. The next stage will involve an examination of the awareness of parliamentarians of the new rules and, on basis of the outcomes, possible awareness-building activities. The research outputs will be presented in a publication followed by a conference. Four country reports (Poland, Czech Republic, Slovakia, and Germany) will analyse the existing experience of respective national parliaments with scrutiny of the EU agenda and expected changes according to the Lisbon Treaty. The project is supported by the Heinrich Böll Foundation.

Enhancing dialogue and common positions amongst Polish and Czech experts in the scope of the Eastern Partnership civil society forum

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

PASOS partners: EUROPEUM Institute for European Policy, Czech Republic

The project builds on the expertise of Polish and Czech NGOs in the area of the fight against corruption gained during the transition period, and offers the relevant know-how to be transferred to the Eastern Partnership countries. The project output (policy paper) was presented during the seminar of the Eastern Partnership Platform 1 and contributed to the work of the Eastern Partnership civil society forum's working group 1.

Mapping out possibilities of Visegrad Four countries in strengthening the civil society sectors of Serbia and Georgia

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

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

The project aims to provide a comprehensive overview of democracy assistance projects in Serbia and Georgia, specifically focusing on the assistance channelled to the civil society sectors of these countries. The findings of the research will identify those areas where a niche exists for Visegrad countries to contribute to the democratisation of target countries by strengthening their civil societies. The recommendations will facilitate the aim of Visegrad co-operation to promote democratic values in third countries in the most effective way. A series of papers will be published, focused both on the role of individual Visegrad countries in Georgia and Serbia, and on evaluating the role of respective groups of donors active in the two countries. The project, which continues until December 2011, is funded by the International Visegrad Fund and the Friedrich Ebert Foundation.

ANCIEN (Assessing Needs of Care in European Nations)

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

PASOS partners: Praxis Center for Policy Studies, Estonia, CASE - Center for Social and Economic Research, Poland

Other partners: Netherlands Bureau for Economic Policy Analysis, German Institute for Economic Research, Netherlands Interdisciplinary Demographic Institute, Fundacion de estudios de economia aplicada, Consiglio Nazionale delle Ricerche, Università Luiss Guido Carli-Luiss Business School, Institute for Advanced Studies, London School of Economics and Political Science- Personal Social Services Research Unit, Istituto di Studi e Analisi Economica, Center for Social and Economic Research, Institute for Economic Research, Social Research Institute, Australian Department of Health and Ageing - Ageing and Aged Care Division, the research Institute of the Finnish Economy, Université de Paris-Dauphine-Laboratoire d'Economie et de Gestion des organisations de Santé, University of Stockholm, Karolinska Institute - Department of Medicine, Clinical epidemiology Unit, Institute of Economic Research, Slovak Academy of Sciences, Center for Policy Studies

The main objectives of this project, which is funded by the European Commission, are:

- to analyse the effect of demography and lifestyle on the need for care;
- to analyse developments in supply of informal and formal care, and choice;
- to examine carefully the potential of technology to solve long-term care (LTC) problems;

- to analyse efforts to improve the quality of LTC;
- to project the use of LTC on the basis of developments in needs and supply; and
- to analyse the performance of different types of LTC systems.

Effective mechanisms and practices for fighting against corruption in the Black Sea Region: lessons learnt and further steps for Romania, Bulgaria, Turkey and Georgia

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

PASOS partners: Caucasus Institute for Peace, Democracy and Development (CIPDD), Georgia

Other partners: Center for Liberal Strategies (CLS), Bulgaria, Association of Committees for Monitoring Parliamentarians and Elected Officials (TUMIKOM), Turkey

The overall objective is to promote transparent and effective democratic values in countries in the Black Sea Region by fostering open debates and non-partisan research upon anti-corruption policies (legislation, institutional systems and practices) in the region. The main outputs of the project, which is supported by the German Marshall Fund of the US, are:

- a regional conference aiming at assessing the current stage of development and further steps to be undertaken by the four countries for effective anti-corruption policies;
- a comparative regional study including the four country reports' main findings, as well as a common resolution on future steps for combating corruption in the region;
- three press conferences for launching the regional comparative study.

Perception of the Poles and Poland in Ukraine

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

PASOS partners: Democratic Initiatives Foundation (DIF), Ukraine)

This project is being undertaken in the second half of 2010 at the request of the Ministry of Foreign Affairs of Poland, to gather research into the perception of Poles in Ukraine. The project includes an all-Ukraine public opinion poll, a roundtable with representatives of the Ministries of Foreign Affairs of Poland and Ukraine and NGOs dealing with the European integration of Ukraine. As a result of the project, measures should be developed towards improving the image of Poles among the public in Ukraine, and promoting better mutual understanding between Poles and Ukrainians in spite of the complicated history of past relations.

School for European Integration

Lead partner: Kosovar Civil Society Foundation (KCSF), Kosovo

PASOS partners: Kosova Open Society Foundation (KCSF)/Forum 2015

The overall goal of the "School for European Integration" (SEI) is to prepare the society of Kosovo to meet the challenges of European integration. The general aim of the school is to raise the level of knowledge and awareness of the population on European issues and to promote European values throughout society. The main aim of the SEI is to bring together established and emerging leaders of Kosovo to learn about the European Integration process and accordingly transfer the acquired knowledge into their working environment.

The school brings together on average 60 participants twice a week for a period of a semester. The project is designed and implemented through a joint initiative of the Kosova Foundation for Open Society (KFOS) and the Kosovar Civil Society Foundation (KCSF). In 2010, the SEI is in its fifth year of existence.



Polish 2009 European parliamentary elections in comparative perspective. Towards a European Demos?

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

PASOS partners: PASOS Secretariat, Czech Republic

Other partners: Centre for European Policy Studies (CEPS), Belgium

Publication: *Towards a European Demos? A Polish Perspective on the 2009 European Parliamentary Elections* by Jacek Kucharczyk and Agnieszka Łada (eds.), ISP, 2010

This project research focused on the most crucial dimensions of the elections to the European Parliament in June 2009 followed by the publication and promotion of its conclusions Europe-wide. The publication consists of a comparative perspective of major aspects of the elections to the European Parliament. It was based on Polish case studies compared with the most interesting experiences other EU countries. The research is focused on six areas: sociological analysis of the election; electoral law; the political debate before the elections; the role of the media in the elections; the role of NGOs; and populism in the campaign. The project included presentations of the publication in Warsaw, Prague, and Brussels.

Outcomes for Policy Change (OPC): Common European monitoring, analysis and recommendations from the Migrant Integration Policy Index (MIPEX) indicators

Lead partner: Migration Policy Group, Belgium

PASOS partners: Centre for Public Policy PROVIDUS, Latvia, Institute of Public Affairs (ISP), Poland

Other partners: Partners in all EU member states, USA, Canada, Switzerland

The Migrant Integration Policy Index is a long-term project which evaluates and compares governments' actions to promote the integration of migrants in all EU member states and several non-EU countries. It uses more than 100 policy indicators to create a rich, multi-dimensional picture of migrants' opportunities to participate in European societies. The second edition of MIPEX covers six policy areas that shape a migrant's journey to full citizenship.

Free Elections 20 Years After: splendour and misery of a Central European dream

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

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

Other partners: STEM (Prague), Czech Republic

The main goal of the project is a common analytical reflection on the political, economic, and foreign policy implications of elections in 2010 in the Visegrad Four countries (parliamentary elections in Hungary, Czech Republic and Slovakia, and a presidential election in Poland). The project included a conference in Bratislava in July 2010, and will result in the publication of a collection of analytical studies on the elections.

Financial Report 2009

In 2009, the PASOS Secretariat began to diversify its sources of funding, while 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 **80%** of total income in 2009, providing funding for:

- Core support to the PASOS Secretariat;
- Eastern Partnership Policy Bridging designed to link think-tanks from six eastern neighbours (Armenia, Azerbaijan, Belarus, Georgia, Moldova, and Ukraine) with EU think-tanks;
- 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 standards for policy work.

The PASOS 2009-2010 project, *Return to Europe - Reflections After 20 Years of Democratic Renewal*, received funding from the **Europe for Citizens programme of the Education, Audiovisual and Culture Executive Agency of the European Commission (EACEA)** amounting to **9%** of total income in 2009. Co-funding for the project arrived in 2010 from the **International Visegrad Fund (IVF)**. Three PASOS members were partners of PASOS on the project.

With growing membership, income from **PASOS annual membership fees** (€ 500 per member) continued to rise, reaching **6%** of income in 2009. The **OSI Think Tank Fund** provided **2%** of 2009 income for the first tranche of a grant towards a project on *Strengthening the Online Communications/New Media Skills of Think-Tanks*. The **Czech Ministry of Foreign Affairs - Czech-Polish Forum** provided **2%** of total income as a grant for a seminar on Polish and Czech perspectives on the EU's Eastern Partnership initiative, a joint project with the Institute of Public Affairs (ISP), the PASOS member in Poland.

The results for 2009 indicate that PASOS incurred total expenditure of € 296,552 (2008: € 372,068) against total income of € 293,869 (2008: € 345,717) with cumulative reserves on 31 December 2009 of € 31,476 (2008: € 33,568), reflecting a loss of € 2,683. The year-end 2009 figures have been adjusted in line with the Czech National Bank exchange rates on 31 December 2009.

The principal reason for the negative result was exchange-rate losses in a year when the PASOS Secretariat expanded with the recruitment of a Finance & Administration Manager and a Development Manager, positions that in future years should support the sustainable development of PASOS. Following the decision of the Board to change external auditor, the 2009 results were audited by Interexpert Bohemia, spol. s.r.o.

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



OPEN SOCIETY INSTITUTE



Local Government
and Public Service
Reform Initiative



OPEN SOCIETY INSTITUTE
Think Tank Fund



Education and Culture DG
'Europe for Citizens' Programme



Visegrad Fund



ČESKO-POLSKÉ
FORUM
POLSKO-ČESKÝ

Independent Auditors' Report

Company:	Sdružení pro podporu otevřené společnosti – PASOS
Legal form:	Civic Association
Residence:	Průkopceva 197/9, 130 00 Praha 3 – Žižkov
Identification No:	26675404
Accounting year:	1.01. – 31.12.2009
Balance sheet date:	31.12.2009
Scope of business / activity:	Promotion and protection of values for an open society - democracy, the rule of law, good governance (public affairs), respect and protection of human rights, economic and social development

Report on the Financial Statements

We have audited the accompanying financial statements of the above company, which comprise the balance sheet as at December 31, 2009 and the income statement, for the year then ended, and a summary of significant accounting policies and other explanatory notes.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Czech accounting principles. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and 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.

Author's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. 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 risk 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 assets, liabilities, the financial situation of the above Company as of December 31, 2009, and of its expenses, revenues and profit & loss for the year then ended in accordance with Czech accounting principles.

INTEREXPERT BOHEMIA, spol. s r.o.
Autorizovaná CA 267
Mikulandská 2, Praha 1, 110 00

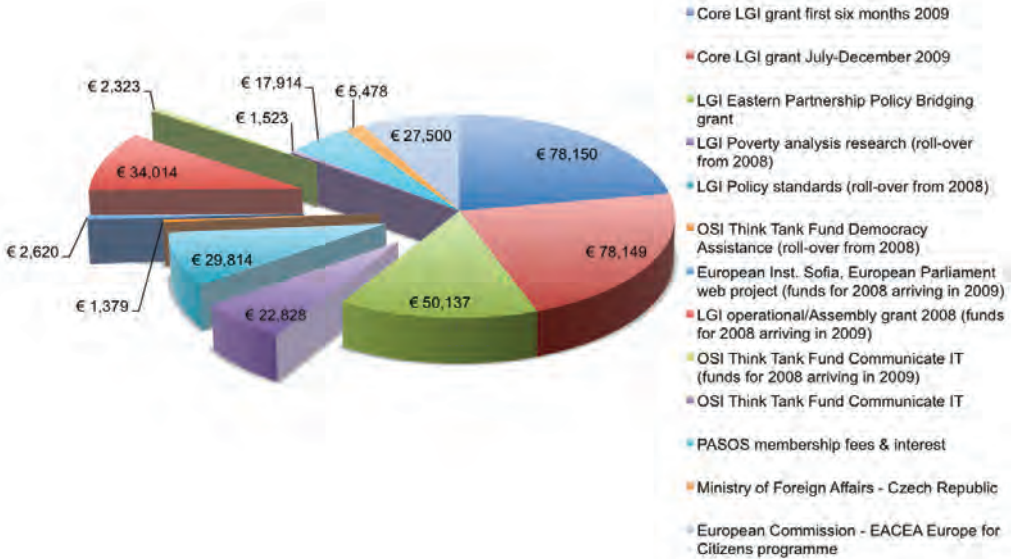
Ing. Emil Bůšek, Audit Partner
Autorizovaná CA 1125

Date: 20-09-2010

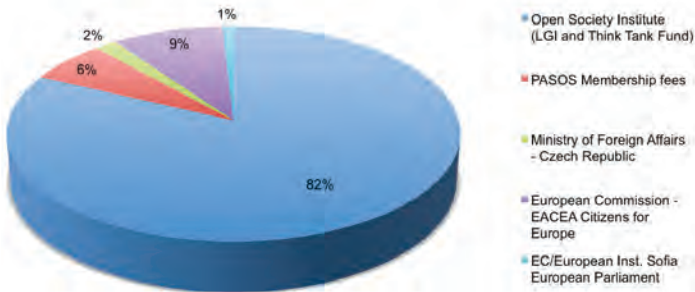
Auditor's
signature:



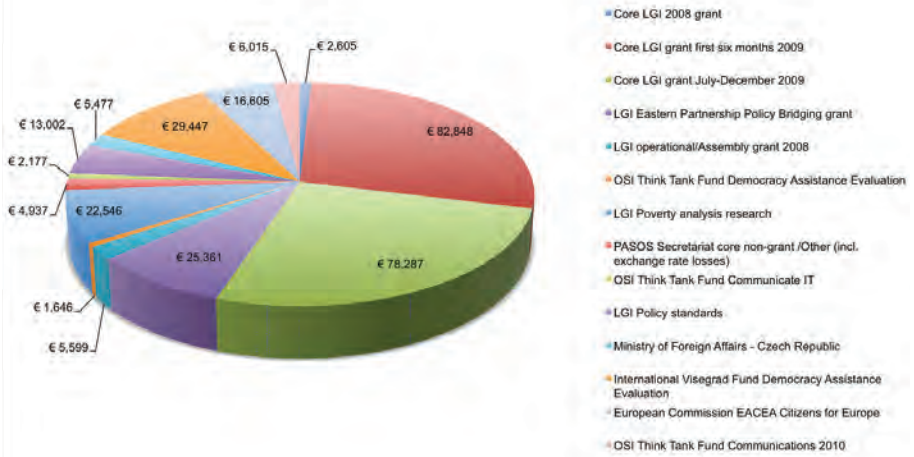
**Income, 2009, Total: € 293,869
(€ 312,872 including rollovers from 2008)**



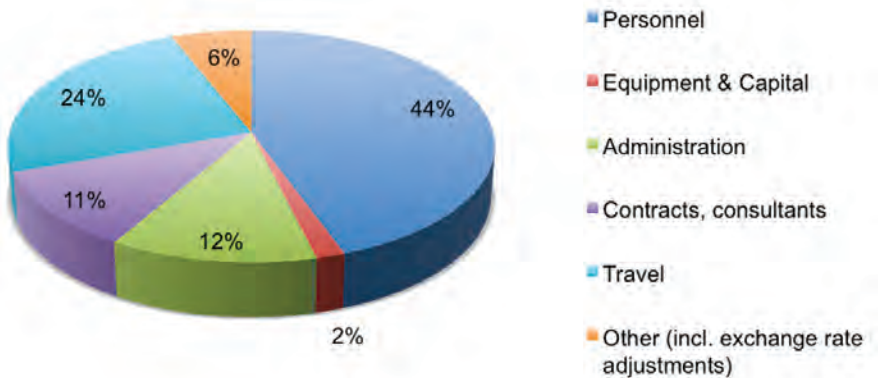
Income, 2009, by source



Expenditure, 2009, Total: € 296,552



Expenditure, 2009, by category



2009 income rolled over into 2010	€ 19,003
LGI Policy Standards grant	€ 17,335
LGI Eastern Partnership Policy Bridging grant	€ 26,998
European Commission EACEA Europe for Citizens grant	€ 10,017
Confirmed 2010 income spent in 2009	
OSI Think Tank Fund Communications (funds to arrive in 2010)	(€ 5,900)
International Visegrad fund (funds to arrive in 2010)	(€ 29,447)

BALANCE SHEET*

ASSETS	2007	2008	2009
Intangible fixed assets	€ 0	€ 0	€ 0
Tangible fixed assets	€ 0	€ 0	€ 0
Long-term financial assets	€ 0	€ 0	€ 0
Accumulated depreciation of fixed assets	€ 0	€ 0	€ 0
FIXED ASSETS	€ 0	€ 0	€ 0
Inventory	€ 0	€ 0	€ 0
Receivables	€ 6,236	(€ 37)	€ 605
Short-term financial assets	€ 116,078	€ 66,283	€ 59,437
Temporary assets	€ 1,127	€ 1,114	€ 1,587
CURRENT ASSETS	€ 123,441	€ 67,360	€ 61,629
TOTAL ASSETS	€ 123,441	€ 67,360	€ 61,629
LIABILITIES			
<i>Cumulative surplus reserves</i>	€ 28,437	€ 33,568	€ 31,476
Long-term liabilities	€ 0	€ 0	€ 0
Short-term liabilities	€ 19,234	€ 16,896	€ 11,260
Temporary liabilities	€ 75,770	€ 16,896	€ 18,893
TOTAL LIABILITIES	€ 123,441	€ 67,360	€ 61,629

* 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.

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



David Král, Chair
EUROPEUM Institute for European Policy, Czech Republic

David Král graduated from the Law Faculty at Charles University. He is Director of EUROPEUM Institute for European Policy. He lectures at the University of Public Administration and International Relations in Prague, and previously lectured at Charles University – Faculty of Social Sciences. He is a certified trainer in EU modules for public administration. During the work of the Convention on the Future of Europe and the Intergovernmental Conference 2003/2004 he was a member of advisory groups of the Minister of Foreign Affairs and the Prime Minister. His main areas of expertise in EUROPEUM include the Lisbon Treaty, EU enlargement, EU external relations, Common Foreign and Security Policy, and EU Freedom, Security and Justice policy. He and his colleagues at EUROPEUM were invited by the Czech government to elaborate an analysis of the first draft priorities of the Czech EU Presidency, and David Král subsequently participated in the advisory working group on foreign policy reporting to the Czech Republic's Deputy Premier for European Affairs, Alexandr Vondra. The working group met on a regular basis in the run-up to the Czech EU Presidency.



Olga Shumylo-Tapiola, Deputy Chair
International Centre for Policy Studies, Kyiv, Ukraine

Olga Shumylo-Tapiola is a member of the Supervisory Board of the International Centre for Policy Studies (ICPS) in Kyiv, Ukraine. She was Director of ICPS from November 2008 until March 2010. 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 the *European Voice*, *EU Observer*, *Transitions Online*, and the Latvian service of Radio Free Europe/Radio Liberty.



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

Igor Munteanu has expertise in local public administration and public sector reform, and an education in political science and administrative law. In 1993, with a group of young intellectuals, he established one of Moldova’s first think-tanks, “Viitorul Foundation”, which evolved into the Institute for Development and Social Initiatives (IDIS) “Viitorul”. From 1994, he served as a senior expert of IDIS Viitorul, working on international and national research projects on: public policy elaboration, regional development, and comparative studies (national minorities, foreign policy, social transition, early warning modules, economic development). 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). He served as Executive Director of IDIS “Viitorul” from 1996 until his appointment in August 2010 as Moldova’s Ambassador to the United States.



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 January 2010, he took sabbatical leave from ECFR to serve as political adviser to the prime minister of Moldova. 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) research fellow at the Centre for European Policy Studies (CEPS) in Brussels. As an expert on the EU’s Eastern neighbourhood, he has co-operated with the European Parliament, the Council of Europe, the Venice Commission, Freedom House, BBC, and Radio Free Europe/Radio Liberty. He has published extensively on the European Neighbourhood Policy (ENP), EU relations with Russia, Ukraine, Moldova and the South Caucasus, and post-Soviet secessionist conflicts.



Aaron Presnall
Jefferson Institute, Serbia

Aaron Presnall is a political economist specialising in issues of banking and telecommunications regulatory transition, and the roles of information and participatory politics in regulatory outcomes. In addition to scholarly works and popular opinion pieces, he has written on the business and political environment of Europe for the Economist Intelligence Unit, the United Nations Development Program (UNDP), and numerous private and governmental organisations in Europe and the United States. Dr Presnall has an extensive background in project development and management and has short- and long-term work experience in most countries of South-East and Central Eastern Europe. Before joining the Jefferson Institute, he served with the EastWest Institute for seven years in Prague, then in Belgrade as EastWest’s Regional Director of Southeast Europe. He earned a Ph.D. in Political Science from the University of Virginia.



George Tarkhan-Mouravi
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 was National Co-ordinator for the *UNDP Human Development Report*, 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, and as PASOS Chair in 2008-2009.

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.



Alfredo Azula
Communications Manager

Alfredo Azula has worked as a reporter, writer and editor for a variety of print and online publications, including *The Atlanta Journal-Constitution*, *The Arizona Republic*, and MSNBC. He was the Executive Editor of *The Prague Post*, an English-language newspaper based in the Czech Republic. Azula also has an extensive background in the computing communications industry, as a managing editor and web producer with several Microsoft websites.



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.



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.

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

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