



Policy Association for an Open Society



Promoting innovative public policy in new democracies and transition countries

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

www.pasos.org

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Modernisation and transition: PASOS looks to the future



The year 2010 turned out to be a turning-point for PASOS. The network continued to grow, adding five new members. A new awards programme was launched to promote excellence in policy analysis by independent think-tanks. Two major PASOS initiatives were started. PASOS hosted two highly regarded seminars on communications for think-tanks, and embarked on a major push to revamp the network's communications and Internet strategies.

In November, our annual policymakers' conference in Berlin – "Who's Afraid of East-West Dialogue?" – provided an influential public platform for several new PASOS initiatives. For the first time, the conference featured an awards ceremony, as the first annual PASOS Think-Tank Award winner was unveiled at the 5 November gathering. The ceremony showcased other aspects of the changes that came to PASOS in 2010. For instance, PASOS members and partners who were not able to attend the conference when the International Centre for Policy Studies (ICPS) was honoured for its ground-breaking study, *Missing Out: Civil Society and ENPI*, were able to watch the proceedings live on their computer screens or hand-held devices via the network's first foray into broadcasting on the internet.

The awards programme also made use of a new capacity at PASOS, namely, that of original video production. A documentary about the awards programme was the centrepiece of the network's launch of a YouTube channel. The channel also featured highlights from panel discussions held at the conference, including appearances by top think-tank analysts and international diplomats representing the EU and various national governments. These new multimedia initiatives were made possible after PASOS hired in 2010 a Communications Manager with a strong background in journalism and video production to help modernise our communications strategy, and to offer assistance to network members in communicating their policy outreach.

Earlier in the year, an important new PASOS initiative, "Paving the road towards visa-free travel between the six Eastern Partnership countries and the EU", was launched, kicking off a campaign to abolish visa requirements. A training session in Istanbul on 23-25 September focused on sharing the experience of successful campaigns in the Western Balkans for visa-free travel to the EU (Schengen) countries, and was followed by a training in Berlin after the PASOS annual conference on 6 November. The campaign, which carries over in 2011 with a host of advocacy events, also aims to encourage the process of upgrading the technical preparedness of the Eastern Partnership countries.

In May, PASOS joined forces with the Think Tank Fund of the Open Society Foundations to produce two seminars in London: Communications Strategy for Think-Tanks and Working with the Media and Writing for the Media. Feedback after the seminars was overwhelmingly positive about the quality of presenters and trainers. These tightly focused sessions tapped into the growing realisation in the world of think-tanks that a well-developed, modern communications strategy is essential for every policy centre operating in the 21st century.

In retrospect, then, a look back at 2010 for PASOS reveals a year of challenging, but positive transition and successful modernisation for PASOS and its members.

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.

New directions in 2011: breaking down barriers in east and south



In the first half of 2011, PASOS reached a significant milestone. The network now has 50 members (39 full members, 10 associate members, and one individual associate member). We are pleased to know that so many policy centres in the region find PASOS membership to be a worthwhile investment that helps them network with other like-minded NGOs, learn about their peers' activities and projects, shape projects together to further democratic transition, and benefit from access to PASOS training and capacity-building events.

Looking ahead at the number of joint-member projects underway in 2011, it is clear that the network's members continue to to deepen their co-operation with their peers. Many of these projects also involve the participation of the PASOS Secretariat.

"Paving the road towards visa-free travel between the Eastern Partnership countries and the EU," our campaign for visa liberalisation for the Eastern Partnership countries, offers one strong example. We have partnered with members in six countries, launching a network of country-specific websites and co-ordinating the publication of baseline studies and policy recommendations and crafting advocacy plans for country-level campaigns.

We have also pressed ahead on "Opening the Doors of Policy-Making in the South Caucasus and Central Asia", a programme that seeks to empower civil society organisations (CSOs) and to enhance public participation in public policy development in Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan. Funded by the United Nation Democracy Fund (UNDEF), the project aims to strengthen CSOs, foster regional networking, and promote sustained dialogue with policymakers. We held in-depth training for participants in Istanbul this year, and more seminars and training sessions will follow. After the Istanbul event, each of the participants were invited to apply to conduct a fellowship in an EU think-tank: one fellow will be selected from each country. We are offering other fellowships as part of a joint project with the Ilko Kucheriv Democratic Initiatives Foundation in Kyiv. The fellowship programme, named in memory of Ukrainian democracy activist Ilko Kucheriv, seeks to assist the advancement of democratic practices in transitional democracies. It targets professionals at independent democracy and human rights advocacy non-governmental organisations and think-tanks from the former-Soviet region.

PASOS is continuing to promote innovation in the world of think-tanks. A PASOS initiative to promote excellence in research includes the upcoming publication of two books: a code of ethics for think-tanks and a set of principles and standards for policy work. We are also working on capacity-building projects, such as "Understanding and Influencing EU Policymaking". The programme is designed to increase independent think-tanks' understanding of EU policymaking and the level of participation in shaping EU policymaking on the part of civil society actors from the new EU member states, and EU neighbours to east and south-east.

With these and numerous other projects in the works, PASOS and its members are ready to face the many policy challenges in their countries. And as Europe's neighbours to the south begin their first steps along the path of democratic transition, the lessons in the PASOS region - both successes and failures - can serve to share our mission, as we embrace opportunities for PASOS and its members to draw on their experience and expertise to assist transition in the Middle East and elsewhere.

A handwritten signature in dark ink, appearing to read "Jeff Lovitt".

Jeff Lovitt, Executive Director



The PASOS Think-Tank Award 2010

Promoting excellence and high-quality standards in policy centres by honouring innovative research and publications

Non-governmental organisations in at least four former Soviet states are excluded at key points in the European Union's planning and execution of economic aid programmes, according to the study by a Kyiv policy centre that was honoured with the inaugural 2010 PASOS Think-Tank Award.



The study was conducted by the **International Centre for Policy Studies (ICPS)**, Kyiv. PASOS announced the award at its annual international policymakers' conference in Berlin, Germany, on 5 November 2010.

The new programme is intended to encourage innovation and quality publications from the side of PASOS member think-tanks.

The winning entry – *Missing Out: Civil Society and ENPI* – had caught the attention of EU officials who administer the European Neighbourhood and Partnership Instrument (ENPI) programme. They promised to act on the report's findings and recommendations as they plan future rounds of economic aid to the EU's Eastern neighbours.



The report drew praise from a panel of five award jurors consisting of international experts in policymaking with think-tank and governmental experience, including jury chair Thomas Carothers, Vice-President for Studies at the Carnegie Endowment for International Peace in Washington, D.C.

"It is an innovative topic, deftly handled," Carothers said. "The report helps the NGO community bridge the gap with relevant European institutions by highlighting the issue in a clear way and providing an accessible analytic breakdown of the input process."

The other jurors were:

- Ronald D. Asmus, Executive Director, Transatlantic Center and Strategic Planning, Brussels, Belgium, German Marshall Fund of the United States
- Heather Grabbe, Director, Open Society Institute-Brussels, and Director of EU Affairs, Soros foundations network
- Barbara Lippert, Director of Studies, German Institute for International and Security Affairs (Stiftung Wissenschaft und Politik), Berlin, Germany

- Alina Mungiu-Pippidi, Professor of Democracy Studies, Hertie School of Governance, Berlin, Germany, and founder, Romanian Academic Society

Two other think-tanks' studies were shortlisted by the jurors and honoured at the PASOS conference. *Linking Higher Education and the Labor Market*, by the **Center for Research and Policy Making, Macedonia**, was credited with inspiring educational reforms. **Forum 2015, Kosovo**, produced *Living in a Ghetto*, which examined how EU visa rules have left Kosovo as one of the most isolated countries in the world.



The awards programme was the catalyst for the first PASOS in-house video production project. PASOS created a documentary about the studies that was unveiled at the Berlin conference and then published on the newly launched PASOS YouTube channel (www.youtube.com/pasostube). In addition, the awards presentation was broadcast live on the Internet.

Publications:

Missing Out: Civil Society and ENPI, Sacha Tessier-Stall, Victoriya Gumenyuk, **International Centre for Policy Studies (ICPS)**, Kyiv, 2010

Linking Higher Education and the Labor Market, Ana Mickovska-Raleva, **Center for Research and Policy Making (CRPM)**, Macedonia, 2010

Living in a Ghetto, **Forum 2015, Kosovo**, 2010.

Shaping communications strategies and media relations for think-tanks

Two seminars organised by the PASOS Secretariat, together with the Think Tank Fund of Open Society Foundations

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 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 leading London-based think-tanks - the European Council on Foreign Relations (ECFR) and the Royal Institute of International Affairs (better known as 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.



Linking up think-tanks and decision-makers to influence international policymaking

Who's Afraid of East-West Dialogue? Berlin, 4-5 November 2010

The PASOS General Assembly was held in Berlin, Germany, on 4 November 2010, and focused on policy challenges facing the PASOS region and on the institutional development needs of independent think-tanks.

The Assembly was held in conjunction with the PASOS international think-tanks' and policymakers' conference, **Who's Afraid of East-West Dialogue?**, which took place on 5 November 2010. The conference examined the agendas of the European Union, Russia, and Turkey for regional co-operation in Central and Eastern Europe and Central Asia, and the ability of the EU and neighbouring countries to understand, and respond to, newly evolving challenges in the region.

At the conference, leading-think tank analysts from Europe and the United States joined in debate with top-level EU policymakers. These included:

- Patricia Flor, Ambassador and Special Envoy for Eastern Europe, Caucasus and Central Asia, Federal Foreign Office, Germany;
- Peter Semneby, EU Special Representative for South Caucasus;
- Kalman Mizsei, EU Special Representative for Moldova;
- Miroslav Lajčák, former High Representative/EU Special Representative to Bosnia and Herzegovina, who was later appointed Managing Director for Russia, Eastern Neighbourhood and the Western Balkans, European External Action Service.

The PASOS international conference focused on soft and hard power challenges to EU and US democracy and development agendas, Euro-Atlantic security, energy policy, and new forms of diplomacy to solve entrenched disputes. The conference also featured the announcement of the first PASOS Think-Tank Award.

Four policy briefs were presented at **Who's Afraid of East-West Dialogue?** The studies were: *Squaring the Euro-Atlantic Security Circle*; *The Challenge of Energy for Regional Stability*; *Sowing the Seeds of a New Diplomacy*; and *Challenges to Sustainable Development and Democratic Reforms*.



Paving the road towards visa-free travel between the Eastern Partnership countries and the European Union



Building on PASOS members' expertise and experience in the Western Balkans

PASOS has embarked upon a project designed to foster visa-liberalisation between all six Eastern Partnership (EaP) countries and the European Union (EU). In 2010, the project was launched with two highly effective training events in Istanbul and Berlin. The sessions combined the sharing of the Western Balkans experience with finalisation of a methodology for country-specific baseline studies and indepth research reports, and a needs assessment of the capacity of civil society to engage with government authorities and to conduct advocacy around the project.

The project's activities include:

- Comparative analysis of the experience of securing visa-free travel to the EU for other countries, and policy dialogue among key stakeholders in the EaP countries, and drawing up strategies to meet on a country-by-country basis the technical criteria in the visa dialogue process and an eventual European Commission action plan for visa-free travel.
- Sparking policy dialogue and independent monitoring of progress towards meeting technical criteria, shaping governments' policies, legal framework and institutions to modernise practices in the fields of border security, international co-operation on migration and organised crime, and other areas necessary to foster closer integration with the EU.
- Advocacy at national and international level (EU member-states and EU institutions) for visa-free travel for EaP countries, including a strategy of promoting the positive benefits to EU members in terms of enhanced co-operation on security and cross-border crime.

In 2011, the project gained traction with the unveiling of the **NoVisa** network of websites. The **NoVisa** network includes a PASOS website (www.novisa.eu) and six country-specific websites. A PASOS policy brief – *Eastern neighbours join the race for visa-free travel to the EU* – and baseline studies for the six countries were released. A host of other activities and campaigns associated with the project continued into 2011.

The project is supported financially by the Local Government and Public Service Reform Initiative (LGI) of Open Society Foundations. The project partners are:

- International Center for Human Development (Armenia)
- Center for Economic and Social Development (Azerbaijan)
- Belarusian Institute for Strategic Studies (Belarus)
- Office for a Democratic Belarus (Belgium)
- Caucasus Institute for Peace, Democracy and Development (Georgia)
- Institute for Development and Social Initiatives (IDIS) "Viitorul" (Moldova)
- Europe Without Barriers (Ukraine)
- European Institute (Bulgaria)
- Center for Research and Policy Making (Macedonia)



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.

Campaign for “The Erased” in Slovenia makes progress

For more than three years, The Peace Institute, Slovenia, has been working to restore the rights of thousands of Slovenians whose legal status was literally erased from official records in the 1990s, leaving them without citizenship and the benefits that come with such status. The campaign yielded results in 2010, when the Slovenian Parliament passed amendments to the 1999 Act Regulating the Legal Status of Citizens of Former Yugoslavia Living in the Republic of Slovenia (ZUSDDD). Although the court-ordered changes did not address all of the issues affecting “The Erased”, the legislation was a landmark moment in the campaign to redress an historical injustice. The issue promises to continue to be a major one for the Peace Institute.

Government of Azerbaijan adopts anti-corruption recommendations

The government of Azerbaijan adopted a number of policy recommendations included in a package of reforms written by the Center for Economic and Social Development (CESD), Azerbaijan. For example, a presidential decree inspired by CESD’s *Anti-Corruption Strategy for the Azerbaijan Republic* simplified procedures and increased transparency in the customs department. The decree required the State Customs Committee, the Interior Ministry, and the Ministry of Justice to simplify procedures related to customs registration, automobile ownership, creating a permanent record of vehicles imported into the country, and providing certificates of state registration and state registration numbers for vehicles.

Creating a legal framework for democratic lobbying in the Czech Republic

Czech leaders’ efforts to adopt legislation regulating the lobbying of political representatives took a big step forward with help from the EUROPEUM Institute for European Policy, Czech Republic. In 2010, EUROPEUM completed a two-year programme called “Regulation of Lobbying as the Right Direction towards a More Transparent and Corruption-Free Legislative Process”. The programme focused on how to create a legal framework for the practice in a manner that prevents lobbying from becoming anti-democratic. Their report was submitted to the government. Consequently, the Institute’s Executive Director was invited to participate in discussions with lawmakers on how to draft a lobbying law that is now under consideration.

Campaign boosts transparency of public decision-making in Moldova

A campaign to increase public awareness of the importance of having a transparent decision-making process in government agencies yielded quantifiable results for the Association for Participatory Democracy ADEPT, Moldova. ADEPT’s monitoring groups created reports on the agencies that resulted in decision-makers introducing more transparency into their activities.

Electoral reforms put into practice in Poland

Experts from the Institute of Public Affairs (ISP), Poland, co-operated in the preparation of the Polish Electoral Code. One of the most important achievements of the Institute in 2010 was the introduction into the Polish electoral law of procedures aiming to guarantee the principle

of the universality of elections and to facilitate, by technical and organisational means, Polish citizens' participation in elections (for instance, the introduction of the procedure of proxy voting for disabled and elderly people). The new system was put into practice in the 2010 presidential elections.

Recommendations adopted by Slovakia in EU compliance reports

Slovak officials used materials produced by the Research Centre of the Slovak Foreign Policy Association (RC SFPA), Slovakia, as they prepared documents for submission to the European Commission that outline the country's progress in complying with EU standards. The EU-mandated reports, "Stability and Convergence Programme of the Slovak Republic up to 2012", and "The National Reform Programme of the Slovak Republic 2011", contain policy recommendations written by the Centre.

Housing report inspires co-operation with UN commission in Kazakhstan

Acting on recommendations made by the Public Policy Research Center (PPRC), Kazakhstan, the government invited the United Nations Economic Commission for Europe-Committee on Human Settlements to make an assessment of Kazakhstan's housing sector. The prime minister also invited a PPRC team to assist with a state housing construction development programme.

Bringing gender equality to the security sector of Albania

The Institute for Democracy and Mediation (IDM), Albania, has been spearheading a multi-pronged campaign on gender-related issues within Albania's security sector. The efforts bore fruit when the Union of Albanian State Police established the Forum of Women in the State Police. In addition, IDM assisted with the consolidation of Women in Albanian Armed Forces, an organisation established in the wake of the Institute's ongoing advocacy efforts. IDM was invited by UNIFEM Albania to be a member of the Steering Committee for the Joint Programme on Gender Equality in Albania. These achievements follow an intensive programme of conferences, workshops, studies, policy briefs, monitoring reports, advocacy meetings, and more.

Connecting citizens and leaders in Latvia via online communications

In 2010, the Centre for Public Policy PROVIDUS, Latvia, sought to create a political communications vehicle that would bypass massive one-way political advertising, harness trends in social media, and enable direct one-on-one voter-candidate communications. PROVIDUS created and launched a new website, gudrasgalvas.lv, during the 2010 election cycle, providing direct communications opportunities to all parliamentary candidates. The site was highly successful, enabling thousands of conversations between candidates and voters. Following the elections, the site was revamped into a direct communications vehicle between Members of Parliament and citizens, creating a direct line of accountability to voters for each individual elected official.

Report on ministries' engagement practices sets benchmarks for Estonia

In 2010, PRAXIS Center for Policy Studies, Estonia, completed an analysis of engagement practices for Estonian government ministries for the years 2007-2009. The objective was to map and analyse the overall performance of engagement practices in Estonian ministries. The ensuing report has become a baseline study on this topic that the ministries are using to draft studies for improving their engagement practices and to create benchmarks to measure improvements. Information from the study is also being incorporated into engagement-themed training programmes. In addition, data from the study was incorporated into an Organisation for Economic Co-operation and Development (OECD) analysis called *Estonia – Towards a single government approach*, part of the OECD's Public Governance Reviews series.

Electoral reform plan boosts quality of elections in Moldova

Recommendations made by the Association for Participatory Democracy ADEPT, Moldova, for improving how the country conducts elections were adopted in 2010. International electoral monitoring groups reported that the three elections held under the new regulations (a September 2010 referendum, the November 2010 early parliamentary elections, and local elections in June 2011) were of higher quality than previous votes.

Campaign financing changes go into effect in Poland

The Institute of Public Affairs (ISP), Poland, prepared a package of legislative changes to render the system of financing presidential elections in Poland more transparent and more fair. The majority of changes proposed by the Institute were introduced in the recent amendment to the Presidential Election Bill and were approved by the Constitutional Court. The new law came into force at the end of December of 2009, and was put into practice during the presidential elections in 2010. The Institute also put forward a proposal of systemic changes regarding transparency and control over political party financing. The majority of changes proposed were introduced in the recent amendment to the Political Parties Bill and were approved by the Constitutional Court.

Public discussion groups inspire initiatives for peace in Georgia

The Caucasus Institute for Peace, Democracy and Development (CIPDD), Georgia, together with its partners the Georgian Young Lawyers' Association (GYLA) and Saferworld (UK), initiated a series of public discussions, called "Planning for Peace Together", in four regions of Georgia: Shida Kartli, Samtskhe-Javakheti, Kvemo Kartli, Samegrelo – as well as in the capital, Tbilisi. The main goal of these discussions was to promote constructive dialogue between local/national government and local authorities on how to manage key challenges for peace, security and stability, both specific to each of the four target regions and for the country as a whole, and to inform respectively policy- and decision-making process. Each discussion was filmed and broadcast on local television, and will form the basis for a range of local communications activities (e.g. expert policy discussions). A number of initiatives and follow-up activities were agreed during the discussions.

NATO adopts recommendations for project monitoring in Ukraine

In 2011, the International Centre for Policy Studies (ICPS), Ukraine, offered a set of recommendations to the NATO Communications Department in Ukraine on project monitoring requirements. The main recommendation was to conduct a cause-and-effect analysis of steps already taken and of future actions. ICPS's propositions were accepted and applied.

Voluntary associations forged to link up residents and city officials in Sofia

The Center for Economic Development (CED), Bulgaria, implemented the first phase of its "The Neighbour, I, and the Municipality" programme in 2010. Using the same principles used to create civil society groups, CED developed and implemented a plan to organise resident-owners of flats into voluntary associations. They launched the project in three Sofia-area districts, helping the newly registered groups adopt EU best practices in building management and maintenance. More importantly, the groups helped residents connect with their city government.

EU Institution-building programme for Ukraine built on study's conclusions

The conclusions and recommendations of *Assessment of the Ukrainian Government's capacity to organise implementation of the EU-Ukraine Association Agreement*, a 2009-2010 study by the **International Centre for Policy Studies (ICPS), Ukraine**, were presented to the Ukrainian Government in 2010. They were then included in a resolution by the Ukrainian part of the EU-Ukraine Co-operation Committee, the official bilateral co-operation institution. Subsequently, these conclusions and recommendations were used in the design, planning and implementation of the EU's Comprehensive Institution Building Programme for Ukraine. The purpose of the second phase of this project was to draw up an institution-building plan for market surveillance as a pilot sector. The methodology and templates provided by ICPS to the State Consumer Protection Authority were subsequently accepted and applied.

Provincial land reform plan adopted by Donetsk Oblast Council

The Donetsk Oblast Council adopted in a plenary session a Land Reform Implementation Plan for 2011-2012, based on the plan proposed by the **International Centre for Policy Studies (ICPS), Ukraine**. The plan contains three main reform components: drafting a document on the reform of public consultations; carrying out an institutional and fiscal audit of central executive bodies mandated to implement the reform; and establishing a civic platform of support for the reform and engaging municipalities in monitoring land reform implementation.

Research lays foundation for rural anti-poverty project in Azerbaijan

Inspired by research conducted by the **Economic Research Center (ERC), Azerbaijan**, the Ministry of Labour and Social Protection of the Population (MLSP) launched an anti-poverty pilot programme in the Vahidli village of Tovuz. Officials met with representatives from ERC ahead of starting the programme, and offered ERC the opportunity to monitor the project. The institute's research examined the country's Targeted Social Assistance (TSA) efforts, and proposed a series of reforms intended to help lift rural Azeris out of poverty, while addressing national macroeconomic concerns about such welfare programmes. Similar pilot projects are now planned for the country's Masalli, Ismayilli, and Guba districts.

Analysis of public services feeds into regulatory standards in Kyrgyzstan

The government of Kyrgyzstan is using recommendations and data from an analytical study by the **Center for Public Policy (CPP), Kyrgyzstan**, of the country's public service sector. The document is also being consulted as a new set of standards are being drafted to regulate municipal services throughout the country.

Influencing the direction of a legal framework for NGOs in Kosovo

Working with a coalition of like-minded NGOs, the **Kosovar Civil Society Foundation (KCSF), Kosovo**, successfully lobbied against elements in a proposed law that would have crippled the efforts of NGOs in the nascent republic. Afterwards, KCSF monitoring groups sustained the pressure on officials working on legislation to create a legal framework for NGOs in Kosovo. They also targeted selected parliamentarians for lobbying efforts. The approach yielded the passage of a law acceptable to the NGO community.

Environmental protection plan for Ukraine incorporates recommendations

A number of amendment bills proposed by the Energy and Environment Research Group of the **International Centre for Policy Studies (ICPS), Ukraine**, were included in a final version of Ukraine's National Environmental Protection Plan for 2011-2015. Using the findings of the "Strategy of Integration into the European Energy Community" project, ICPS experts concluded that measures to ensure the approximation of Ukraine's legislation to the EU environmental acquis were not sufficiently elaborated in this Action Plan. Four of the five formulated amendments were accepted by the parliamentary committee, and were applied to the text of this crucial bill.

Estonian Integration Strategy project moves forward on implementation

In 2007, **PRAXIS Center for Policy Studies, Estonia**, helped to prepare the Estonian Integration Strategy. Policy recommendations were made about implementing integration policies on the local level. The main focus in 2010 was on analysis of the implementation of the Integration Strategy, and on consultations for the drafting of the implementation plan covering the years 2011-13 of the strategy. The implementation plan was updated in close co-operation with the appropriate target groups and stakeholders, and the responsible institutions: PRAXIS led six thematic discussion seminars, three regional round-table discussions, and a survey of target groups, all together engaging 200 people. Those activities have led the integration policy towards more engaging policymaking. PRAXIS has observed positive results also in the emergence of clearly focused policies and action plans that take into account the actual needs of target groups as well as the latest experience and best practices of integration activities.

Czech government adopts ideas gleaned from foreign policy non-paper

From October to December 2010, a team of analysts from the **Association for International Affairs (AMO)**, and the **EUROPEUM Institute for European Policy, Czech Republic**, coordinated by the director of AMO's Research Center, produced an alternative concept of Czech foreign policy in the form of a non-paper. The non-paper was unveiled at a joint event with the Czech Minister of Foreign Affairs, Karel Schwarzenberg, on 17 January 2011. When the Czech Republic's new foreign policy concept was unofficially released in May 2011, a team of AMO analysts composed a critique that was provided to the Ministry as an expert view on the document. Several critical comments were then applied in the final version of the document.

Cross-border policy initiatives

A sample of joint projects of PASOS members in 2010

Civil society and private sector as contributors to implementation of Millennium Development Goals (MDGs)

Lead partner: Center for Economic Development (CED), Bulgaria

PASOS partners: Institute for Public Policy (IPP), Moldova, Expert-Grup, Moldova

Publications: Eight reports in English and Romanian on the MDGs' eight development sectors.

The project aimed at increasing the capacities of sectoral civil society organisations (CSOs) and private-sector representatives (development actors according to the Accra agenda) to contribute effectively to the implementation of the targets set out in the MDGs. Results were achieved through an analysis of the sectoral input of CSOs and private-sector representatives to MDG implementation in the areas of education, health, economic and trade development, social policy, transport, communication, customs, and youth. Awareness was raised amongst local stakeholders on achieving MDGs' targets by 2015, and the capacities of sectoral CSOs and private-sector representatives and networks were advanced to contribute to the implementation of the MDGs reflected in national strategic documents.

Czech Foreign Policy – The Prospects of Change in the Wake of 2010 Parliamentary Elections

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

PASOS partners: EUROPEUM Institute for European Policy, Czech Republic

Publication: *Czech Foreign Policy – The Prospects of Change in the Wake of 2010 Parliamentary Elections*. Briefing Paper 5/2010, June 2010

The joint project of AMO and EUROPEUM produced a briefing paper which commented upon and analysed the prospects for Czech foreign policy after the 2010 parliamentary elections and the establishment of a new governing coalition of centre-right parties.



Transformation, Prosperity and Security in a Multilateral Framework: Concept of Czech Foreign Policy 2011-2017

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

Publication: *Transformace, prosperita a bezpečnost v multilaterálním rámci: koncepce české zahraniční politiky 2011-2017*, Tomáš Karásek et al., January 2011

The non-paper presented an alternative concept for Czech foreign policy for the upcoming period, as a “mirror” option to the officially prepared Ministry of Foreign Affairs’ document. A team of ten authors co-ordinated by the director of AMO’s Research Center produced a coherent vision of a possible future foreign policy for the Czech Republic, as a contribution of the think-tank community to the expert and public debate on the topic. The non-paper was subsequently presented at a joint event with the Czech Minister of Foreign Affairs, Karel Schwarzenberg.

EU-Moldova relations: Monitoring progress within the Eastern Partnership

Lead partner: Association for Participatory Democracy ADEPT, Moldova

PASOS partners: Expert-Grup, Moldova

Publications: Four Quarterly reports *Euromonitor* (in Romanian and English); two bi-annual analytical journals, *Governance and Democracy in Moldova: European perspectives* (in Romanian and Russian)

The project's goal was to contribute to the improvement of the government's policies on European integration, and to consolidate the public debates framework on the issue of Moldova's European integration. The project's activities included: monitoring development of EU-Moldova relations; increasing the quality of the government's policies and the negotiation process on the Association Agreement by providing analysis of important issues for Moldova; informing citizens and raising awareness of Moldova's European integration process.

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

Lead partner: Center for EU Enlargement Studies, Central European University, Hungary

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

Publication: *The Czech and the Slovak Parliaments after the Lisbon Treaty*, David Král and Vladimír Bartovic, EUROPEUM, Prague, 2010.



The purpose of the research project was to examine the awareness of national parliaments (NPs) about EU decision-making according to the new Lisbon Treaty rules. The project aimed at strengthening a more pro-active engagement in EU policymaking and legislative processes. In the first stage, EUROPEUM analysed how NPs participate in the national systems of European policy co-ordination and EU-triggered legislation. The next stage examined the awareness of parliamentarians about new legislation rules and, on the basis of the outcomes, possible awareness-building activities.

National Convention on EU in Moldova

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

PASOS partners: Expert-Grup, Moldova,

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

Non-PASOS partner: Foreign Policy Association, Moldova

The project facilitated public debate on EU-related issues around the establishment of a partnership of governmental and non-governmental organisations in Moldova. Three permanent working groups were established. They hold regular meetings and cover all key issues in the fulfilment of Moldova's EU commitments, including in the framework of the Eastern Partnership initiative.

In addition, they are to prepare Moldova for negotiations on the Association Agreement with the EU focused on: visa dialogue with the EU; agriculture and regional development; trade – free movement of capital and services, and trade competition rules.



Free Elections 20 Years After: Splendour and Misery of a Central European Dream

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

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

Other partners: Central European University, Hungary; STEM, Czech Republic

Publication: *Visegrad Elections 2010: Domestic Impact and European Consequences*, eds: Ol'ga Gyárfášová and Grigorij Mesežnikov, Institute for Public Affairs (IVO), Bratislava, 2011

The main goal of the project was a common analytical reflection of political, economic, and foreign-policy implications of the 2010 elections in the Visegrad Four countries (parliamentary elections in Hungary, Czech Republic, and Slovakia, and presidential elections in Poland).

Strengthening the dialogue and the common position between Polish and Czech experts within the framework of the Eastern Partnership Civil Society Forum

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

PASOS partners: EUROPEUM Institute for European Policy, Czech Republic

Publications: *Eastern Promises: Supporting Civil Society in the Eastern Partnership Countries*, Elżbieta Kaca, Piotr Kaźmierkiewicz, Institute of Public Affairs (ISP), Warsaw, 2010

The experience of NGOs in combating corruption – best practices of Poland and Czech Republic, Elżbieta Kaca, Věra Řiháčková, Institute of Public Affairs (ISP), Warsaw, 2010

This project's aim was to strengthen dialogue and co-operation between experts and NGO representatives in the Eastern Partnership, especially between participating organisations in the Eastern Partnership Civil Society Forum. The project comprised three parts:

- Polish-Czech consultations on topics discussed during the Eastern Partnership Civil Society Forum and Partnership development directions;
- A meeting in Warsaw of Polish and Czech NGOs' representatives, combined with a public debate (in conference form); and
- Promotion of common Polish-Czech ground during the Civil Society Forum and among policy makers, journalists and officers.



Ukraine: The Changing of the Guard

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

PASOS partner: Polish-Ukrainian Cooperation Foundation (PAUCI), Poland and Ukraine

Publication: *Ukraine: The Changing of the Guard*, Jan Piekło, Institute of Public Affairs (ISP), Warsaw, 2010

An analysis of the situation in Ukraine after the presidential elections and presentation of recommendations.

Lobbying or influence-peddling?

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

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

Other partners: American League of Lobbyists, US TUMIKOM, Turkey; Balkan Assist Association, Bulgaria; PALGO Center, Serbia

Publication: *Practices and legislative framework regarding lobbying associated in Romania*, Adrian Moraru, Institute for Public Policy (IPP), Bucharest, 2010

The project objective was to promote transparent and effective democratic processes in Romania, while counteracting illiberal tendencies by fostering open debates and institutional reflections upon anti-corruption policies' efficiencies, including lobbying regulation.

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

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

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

Non-PASOS partners: Institute of Baltic Studies, Estonia

The goal of the project was to analyse whether Latvia, Estonia, and Poland are going in the right direction towards fulfilling the promise to make their societies more welcoming towards migrants, in particular by providing opportunities for immigrants to participate in the political and social life of the host country. This was to be achieved by analysing the existing forms of political participation for immigrants in the selected countries and pro-active government policies, including projects implemented via the European Fund for the integration of the Third Country Nationals. The findings and recommendations were discussed in national debates and described in national policy briefs. Continuing into 2011, an advocacy event in Brussels was used to disseminate the comparative research and discuss the role of the EU to improve these national actions. The project, financed through a grant to PASOS from the Local Government and Public Service Reform Initiative (LGI) of Open Society Foundations also included video blogs.

How to engage together in a policy dialogue? Building a consultation platform between NGOs and government in Kosovo using the Czech experience

Lead partner: EUROPEUM Institute for European Policy, Czech Republic

PASOS partners: Kosovar Civil Society Foundation (KCSF), Kosovo

The objective of the project was to strengthen the role of selected NGOs, which work on the development and implementation of public policies, and their ability to conduct a structured political dialogue with government authorities by using the long-term experience of selected NGOs and experts from the Czech Republic. The project aimed to achieve an increase in the ability of Kosovar NGOs to influence public policy formulation, creating a sustainable framework for dialogue on the formulation of public policies among non-governmental actors and public institutions at the central level (government, parliament).

Eastern Partnership policy bridging

This PASOS project, launched with the support of the Local Government and Public Service Reform Initiative (LGI) of Open Society Foundations, 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 were 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, the following three projects were implemented in 2010-11:

- **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

- **An Appraisal of the EU's Trade Policy Towards Its Eastern Neighbours: The Case Of Georgia**, New Economic School-Georgia, Tbilisi

Partners: Groupe d'Economie Mondiale at Sciences Po, Paris, Center for European Policy Studies, Brussels



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.), Institute of Public Affairs (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 of 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.

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 was in its fifth year of existence.

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 was 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, were:

- 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.

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.

A preview of members' joint initiatives in 2011

The Polish EU Presidency 2011: Expectations of the Czech Republic and possibilities of co-operation

Lead partner: EUROPEUM Institute for European Policy, Czech Republic

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

Publications:

Polish EU Council Presidency 2011 and the Common Security and Defence Policy: Czech Expectations and Cooperation Opportunities by Tomáš Weiss (EUROPEUM, Prague, 2011)

Converging interests over undefined substance? The Polish Presidency and its Eastern Partnership agenda in the light of the Czech Republic's priorities by Věra Řiháčková and David Král (EUROPEUM, Prague, 2011)

Energy priorities of the Polish Presidency of the EU Council: the Czech perspective by Petr Binhack (EUROPEUM, Prague, 2011)

EU Single Market – An Agenda of Consensus for the Polish Presidency? by Věra Řiháčková (EUROPEUM, Prague, 2011)

Time to start a serious budget debate? Opportunities and Pitfalls of the Polish EU Presidency from the Czech Perspective Lubor Lacina (EUROPEUM, Prague, 2011)

The aim of the project is to create a platform for analysis and debate of likely priorities of the Polish Presidency of the EU Council from the perspective of the Czech Republic.

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

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

PASOS is drawing 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. Two publications setting out respectively ethical principles governing think-tank work, and principles and standards in policy work, will be published in 2011. The project is supported by the Local Government and Public Service Reform Initiative (LGI) of Open Society Foundations.

My Hero - Your Enemy:

Mutual Images and Awareness of the History in Visegrad Four Countries

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

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

Other partners: Charles University, Czech Republic; Central European University, Hungary

The main objective of the project is to analyse the mutual perceptions of the inhabitants of the Visegrad Four countries (hetero-stereotypes), as well as the historical consciousness - perception of historical events and personalities at the national level and the history of the Visegrad neighbours.

Active Monitoring for Human Rights

Lead partner: Centre for Democracy and Human Rights (CEDEM), Montenegro

PASOS partners: The Monitoring Centre - CEMI, Montenegro

The objective of this project is to improve the ability of Montenegrin civil society to influence the development and implementation of human rights policies. The specific objectives are:

- to improve the capacities of Montenegrin CSOs to engage in human rights monitoring and advocacy;
- to provide a strong evidence-base for human rights advocacy and responses to human rights issues in the country;
- to facilitate cooperation between CSOs and Government stakeholders;
- to raise public awareness on the importance of human rights and public understanding.

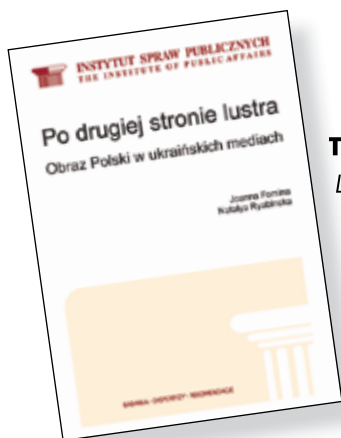
Regulation and registration of lobbying in Central and Eastern Europe

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

PASOS partners: EUROPEUM Institute for European Policy, Czech Republic, Institute for Public Policy (IPP), Romania, European Institute, Bulgaria, International Centre for Political Studies (ICPS), Ukraine

Project partner providing peer reviewing: Center for Political Studies at the Central European University (CPS-CEU), Hungary

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 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. The country research focuses on Bulgaria, the Czech Republic, Romania, and Ukraine.



The image of Poland and the Poles in Ukraine

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

PASOS partners: Ilko Kucheriv Democratic Initiatives Foundation, Kyiv

Other partners: European Partnership for Democracy, Belgium

Publications: *Po drugiej stronie lustra. Obraz Polski w ukraińskich mediach* by Joanna Fomina, Natalya Ryabinska, Institute of Public Affairs (ISP), Warsaw, 2011

Safamatin, Coraz dalsi sąsiedzi? Wizerunek Polski i Polaków na Ukrainie by Joanna Konieczna, Institute of Public Affairs (ISP), Warsaw, 2011

The project aims include:

- conducting quantitative researching in Ukrainian society and presentation of Poland and the image of Poles;
- popularisation of knowledge on Poland in Ukraine - both in social elites and in society;
- fostering debate among Polish and Ukrainian public opinion on Polish-Ukrainian relations;
- collecting materials useful for creating a Polish-Ukrainian Partnership Strategy and defining Poland's role and actions towards Ukraine within the Eastern Partnership.

Is a security community being built in the Western Balkans?

Lead partner: Belgrade Centre for Security Policy (BCSP), Serbia

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

Other partners: ANALYTICA, Macedonia; Centre for Security Studies (CSS), Bosnia and Herzegovina; Kosovar Centre for Security Studies (KCSS), Kosovo

This project will examine strategic priorities in the Western Balkans region, by studying how the processes of democracy-building and institution-building and regional co-operation contribute to the region's transformation from a conflict zone towards a security community. The project is designed to respond to four tracks of research:

- security policy change since 2000 (examining the evolution of the Western Balkans states' security policies);
- regional identity and national identity change (looking at the link between construction of national identities and regional co-operation);
- European enlargement and security policies (looking at NATO and EU influence on Western Balkans regional dynamics)
- theory development and methodology (researching security communities at the theoretical level).

Partners in Europe - Warsaw, Brussels, Minsk: study visits on European integration for Belarusian young opinion leaders

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

PASOS partners: Belarusian Institute for Strategic Studies (BISS), Belarus

Other partners: European Partnership for Democracy, Belgium

The aim of the project is to strengthen pro-European stances by linking up and supporting Belarusian civil society. European integration will be presented as a source of economic change, development, and growth, as well as supportive of democratisation, the rule of law, and respect for human rights. The project is addressed at students, young professionals, and activists aged 21-35, showing an interest in the functioning of public administration, education, business, and non-governmental organisations. Study visits for two groups of 15 people from Belarus will be organised. One group is going to visit Warsaw and the second will participate in Brussels-based events.

Mapping out Possibilities of Visegrad Four Countries in Strengthening the Civil Society Sectors of Serbia and Georgia

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

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

EUROPEUM Institute for European Policy, Czech Republic,

Research Centre of Slovak Foreign Policy Association (RC SFPA)

The project aims to analyse the support for Serbian and Georgian democracy and civil society granted by Visegrad Group member governments, other countries, and international governmental and non-governmental organisations. During the three-year project, donor activities in both countries will be evaluated. Research will be concentrated on democracy assistance through support for civil society sectors. The result will be a publication containing recommendations for Visegrad Group assistance for Serbian and Georgian civil societies' development and improvement.

Polish EU Presidency in the eyes of partners

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

PASOS partners: EUROPEUM Institute for European Policy, Czech Republic

Other partners: Center for EU Enlargement Studies, Central European University, Hungary; European Academy Berlin, Germany

The aim of the project is to initiate a debate about two priorities of the Polish EU Presidency: EU energy policy, and the EU budget. Experts from the Czech Republic, Hungary, Germany, and Poland were invited to present their opinions. Moreover, the project was aimed at identification of the areas where Poland has common or different interests with Germany and the Visegrad Four states.

Promoting Accountability of Elected Officials: Effective tools for empowering civil society to monitor MPs' mandate performance

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

PASOS partners: Association for Participatory Democracy ADEPT, Moldova

The general goal of the project is to contribute to an increased level of transparency and accountability of Moldovan and Romanian Parliaments during the incumbent mandate by:

- sharing experience and best practices between Romanian NGOs, MPs and parliamentary technical staff and Moldovan counterparts for institutionalising effective transparency mechanisms;
- consolidating Moldovan civic organisations' professional skills in scrutinising parliamentary activity;
- advocating for improving the current institutional mechanisms and practices of holding MPs accountable during their mandate in both Moldova and Romania.

Linking change-makers in the Middle East and North Africa with democratic reformers of post-communist (Central and Eastern) Europe

Lead partner: PASOS Secretariat, Czech Republic

PASOS partners: Centre for Research and Policy Making (CRPM), Macedonia; Belgrade Centre for Security Policy (BCSP), Serbia

Other partner: NAZRA for Feminist Studies, Egypt

The objectives of the project are to strengthen the capacity of Egyptian policy centres to influence the democratic transition process and to promote cooperation and exchange experiences between Egyptian and Central and Eastern European (CEE) policy centres with relevant transition expertise. The project will run in the period July 2011 to May 2012, and the first phase will address women's rights in Egypt.

Strengthening the capacity of Ukrainian NGOs to absorb international assistance – review of institutional gaps and needs for intervention

Lead partner: Ilko Kucheriv Democratic Initiatives Foundation, Ukraine

PASOS partner: Institute of Public Affairs (IPA), Poland

This project seeks to identify and address institutional capacity gaps at selected NGOs in several regions of Ukraine so as to highlight the areas that could be prioritised in international assistance projects in Ukraine, in particular those implemented by the EU (but also international ones: for instance some of the programmes implemented by particular states as well as programmes supported by Open Society Foundations).

Financial Report 2010

In 2010, the PASOS Secretariat continued to diversify its sources of funding, securing more funding from sources other than Open Society Foundations, most notably the United Nations Democracy Fund (UNDEF), while at the same time continuing to work closely with the Think Tank Fund (TTF) of Open Society Foundations and the Local Government and Public Service Reform Initiative (LGI) of Open Society Foundations.

Funding from LGI amounted to 52% of total income in 2010, comprising five grants:

- *Core support* for 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;
- *Improving the Governance, Quality and Impact of Independent Policy Centres*, a project to develop quality guidelines for policy work;
- *Paving the Road towards Visa-Free Travel between the Eastern Partnership (EaP) Countries and the EU*, fostering and improving national and international engagement in policy debates on reducing barriers to people-to-people exchange between EaP and the EU;
- *The PASOS Think Tank Award 2010*, recognising outstanding policy analysis.



The Think Tank Fund provided 28% of the total income in 2010, comprising two grants:

- *Strengthening the Online Communications/New Media Skills of Think-Tanks*
- *Core and Institutional Support* for the PASOS Secretariat.



The United Nations Democracy Fund (UNDEF) provided **13%** of the total income in 2010, representing the first tranche of funding for the two-year project, *Opening the Doors of Policy Making: Central Asia and Caucasus*.



PASOS membership fees (€ 500 per member), combined with registration fees for PASOS training and the annual conference, amounted to **4%** of total income in 2010.

The PASOS 2009-2010 project, *Return to Europe – Reflection 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)¹ and from the International Visegrad Fund (IVF) together amounting to **2%** of the total income in 2010.



PASOS participation in the three-year project (2009-2011), Development of Public Administration and Management Studies in Serbia, under the EU TEMPUS Programme, generated **1%** of the total income in 2010.

The results for 2010 indicate that PASOS annual budget almost doubled compared with 2009. Total expenditure amounted to € 497 029 (2009: € 296 552) against total income of € 494 355 (2009: € 293 869). Cumulative reserves on 31 December 2010, after adjustment in line with the Czech National Bank exchange rates on 31 December 2010, totalled € 30 567 (2009: € 31 476).

The 2010 results were audited by Interexpert Bohemia NGO Sector Ltd., Prague.

Independent Auditors' Report

Company:	Sdružení pro podporu otevřené společnosti – PASOS
Legal form:	Civic Association
Residence:	Prokopova 197/9, 130 00 Praha 3 – Žižkov
Identification No:	26675404
Accounting year:	1.01. – 31.12.2010
Balance sheet date:	31.12.2010
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, 2010 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.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with 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, 2010, and of its expenses, revenues and profit & loss for the year then ended in accordance with Czech accounting principles.

INTEREXPERT neziskový sektor, spol. s r.o.
Mikulandská 2, 110 00 Praha 1
Licence KA 511

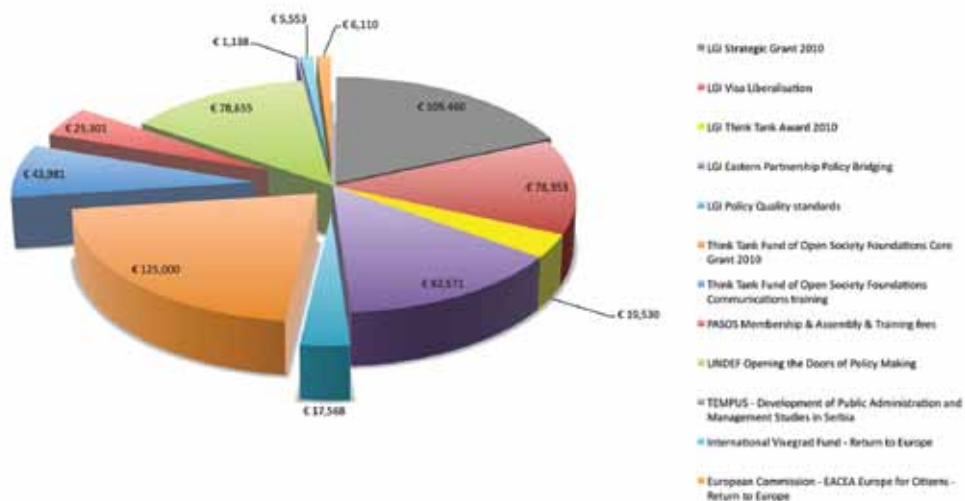
Ing. Karolína Neuvírtová, jednatel a auditor
Osvědčení KA 2176

Date: 29-07-2011

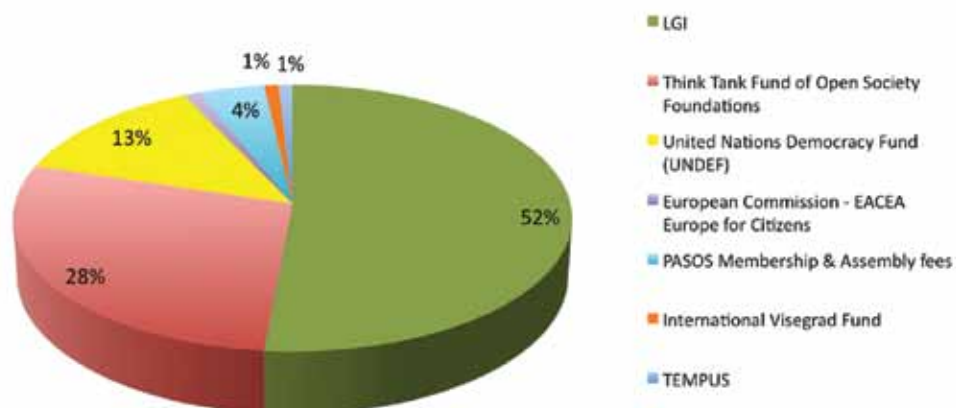
Auditor's
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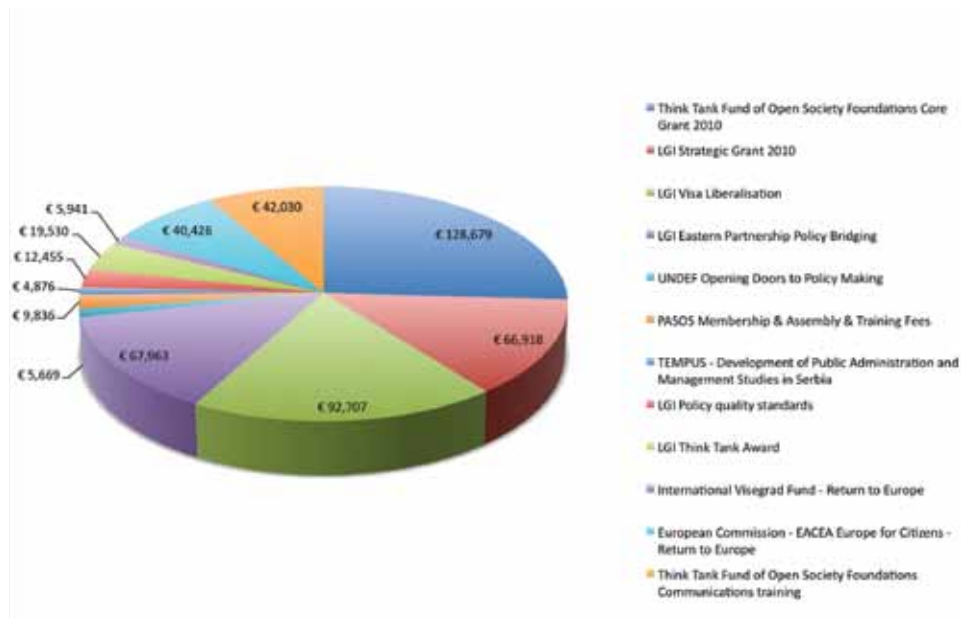
Income, 2010 Total: € 494 355
(€593 220 including the rollovers from 2009 and into 2011)



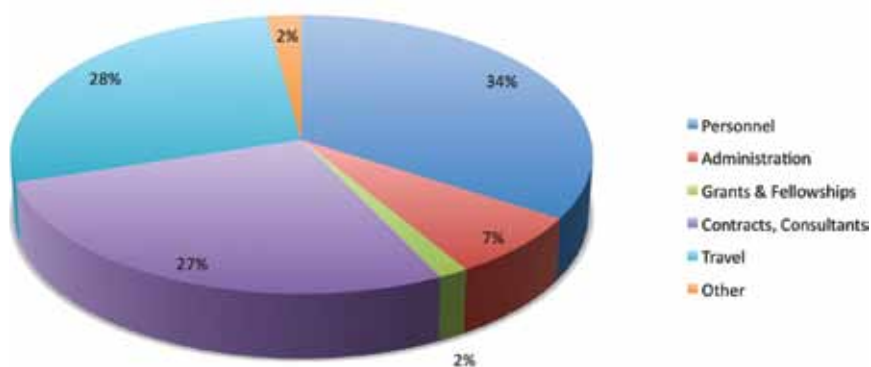
Income, 2010, by source



Expenditure, 2010, Total: € 497 029



Expenditure, 2010, by category



2010 income rolled over into 2011	€ 98,865
LGI policy standards	€ 7,901
LGI Eastern Partnership Policy Bridging Grant	€ 19,057
United Nations Democracy Fund (UNDEF) Opening the Doors to Policy Making	€ 71,278
LGI Strategic Grant 2010	€ 47,966
Confirmed 2011 income spent in 2009/2010	
EC - EACEA Europe for Citizens Programme (funds to arrive in 2011)	(€ 27,500)
LGI Visa Liberalisation (funds to arrive in 2011)	(€ 15,810)
TEMPUS (funds to arrive in 2011)	(€ 4,027)

BALANCE SHEET*			
ASSETS	2008	2009	2010
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	(€ 37)	€ 605	€ 479
Short-term financial assets	€ 66,283	€ 59,437	€ 141,500
Temporary assets	€ 1,114	€ 1,587	€ 1,397
CURRENT ASSETS	€ 67,360	€ 61,629	€ 143,376
TOTAL ASSETS	€ 67,360	€ 61,629	€ 143,376
LIABILITIES			
<i>Cumulative surplus reserves</i>	€ 33,568	€ 31,476	€ 30,567
Long-term liabilities	€ 0	€ 0	€ 0
Short-term liabilities	€ 16,896	€ 11,260	€ 14,046
Temporary liabilities	€ 16,896	€ 18,893	€ 98,763
TOTAL LIABILITIES	€ 67,360	€ 61,629	€ 143,376

* 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.

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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.



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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.



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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.

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