



Policy Association for an Open Society



**2004-2014:  
A network of  
independent  
policy centres**

**10** years  
of working  
to strengthen  
independent  
think-tanks  
and to open  
the doors of  
policymaking

[www.pasos.org](http://www.pasos.org)

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PASOS Annual Report 2012-13  
Editors: Alfredo Azula, Jeff Lovitt  
Printed in Prague, Czech Republic, November 2014

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Sdružení pro podporu otevřené společnosti - PASOS  
ISBN 978-80-87804-10-0



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# Ten years of PASOS: The network is as relevant as ever



Ten years on, PASOS is as relevant as ever.

The ability to offer new ideas and new ways forward, and to hold authorities to account, remain vital attributes, especially in environments where opposition is harassed or denounced as unpatriotic. By maintaining strong, supportive ties across so many countries in the former Soviet sphere, PASOS provides a forum and means for sustaining professional and practical solidarity.

More and more of our members are involved in peer-to-peer projects. In some cases, members develop strong ties with newer organisations, helping them to set up, recruit staff, and find sources of funding in a competitive and sometimes hostile environment.

Indeed, the environment for policy centres can be volatile, as independent voices come under intense scrutiny, and their intentions and loyalties are questioned. In some countries, support from international donors, European foundations and EU-funded consortia is viewed as an attempt by external actors to buy local influence and to promote foreign and oppositional interests.

As an organisation committed to open societies, PASOS regularly draws attention to efforts to stifle civic participation in public policy. PASOS also stands by its members in the quality of their work, supporting professional development and capacity building. PASOS encourages exchanges of staff between members, joint projects, comparative analysis, peer reviews, and the practice of simply inviting other members to events. By producing original policy-relevant research of the highest standard, the members highlight to the outside world the importance of local knowledge and analysis.

In the Western Balkans, PASOS and seven members of the network have been working on "Advocacy for Open Government", an EU-funded project to encourage governments to be more accountable via the Open Government Partnership initiative.

PASOS continues to be one of the leading NGO networks in the Eastern Partnership countries. In 2013, PASOS Executive Director Jeff Lovitt and Vugar Bayramov, Chair of the Center for Economic and Social Development, a PASOS member in Azerbaijan, were elected co-chairs of the Eastern Partnership Civil Society Forum. PASOS is also the lead partner in "Partners in Empowerment", a € 1 million EU-funded project to increase public accountability and effective policymaking in Armenia, Azerbaijan, Belarus, Moldova, and Ukraine. The project will be launched in 2015.

Additional dynamic and transformative projects are in the works. The association is leading a five-member consortium contracted by the European Parliament to produce foreign policy expertise for the Parliament's foreign affairs committee and its subcommittees.

Undoubtedly, there are challenges for independent policy centres, whether they are developing new audiences, cultivating local demand, or simply demonstrating their independence in the face of accusations of bias. PASOS is more than the sum of its parts; it represents a commitment to mutual support and working to promote and protect democracy, human rights and open society values.

**Andrew Cartwright, 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.

# Ten years of PASOS: How the members have made a difference



Ten years ago, PASOS was born in a wine-cellar in Chisinau - in the words of its founding donor as "an outgrowth of LGI's Public Policy Initiative". PASOS has since grown up in scope and in membership and, following the seed funding generously donated by the Open Society Institute (now Open Society Foundations), PASOS is able to look forward to the next ten years with strong project funding already in place for the years 2015-2017 from a variety of new sources, not least the European Union.

As I look back at everything the network's members have achieved over the years, three PASOS campaigns come to mind as particularly noteworthy:

- PASOS's ground-breaking projects working for visa-free relations with the EU. Five members of the network worked together under the PASOS project, "Monitoring Western Balkans Progress in Fulfilling EU Roadmaps for Visa-free Travel". Six PASOS members in the Eastern Partner countries then worked together – along with partners from the Western Balkans sharing their recent know-how – on the PASOS 2010-2012 project, "Paving the Road towards Visa-free Travel between the Eastern Partnership Countries and the EU". In April 2014, Moldova became the first of the eastern neighbours to achieve visa-free relations with the EU after the PASOS member, IDIS Viitorul, made the issue a priority for the Moldovan government. This builds on PASOS members' efforts to ensure that a roadmap for Moldova's European integration was formulated and realised after the re-run parliamentary elections of 2009.
- The efforts of PASOS in becoming a voice for democratisation and in preparing ground-breaking analysis on democracy assistance efforts – not least the PASOS study into the democracy assistance policies of new EU member-states, resulting in a range of policy briefs and publications that contributed to changes in the policies of the new donors. This included *Democracy's New Champions: European Democracy Assistance After EU Enlargement*.
- The emergence of PASOS as one of the most influential civil society networks in the Eastern Partnership countries, taking a leadership role on the strategy and direction of the Eastern Partnership Civil Society Forum.

The individual achievements of the members have shaped national and international policy agendas. They have pushed governments to become more open, to deliver effective policies that foster sustainable economic and social development, and to further the democratisation of their societies. Much remains to be done in the region, and the network needs to reinforce its efforts to ensure that PASOS members produce high-quality policy analysis and advice.

The destabilising role of Russia in Ukraine and the EU neighbourhood in 2014 has highlighted the tough policy decisions that lie ahead - in terms of geopolitical orientation and its fulfilment, as well as the need to address critical economic and security challenges. PASOS members are well placed to engage in critical policy decisions facing Europe and Central Asia. The importance of effective, independent policy centres is as urgent as ever.

Looking forward, I can say with confidence that PASOS will continue to strengthen independent think-tanks to ensure the lessons of transition are understood. Here's to the next ten years!

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

**Jeff Lovitt, Executive Director**

# Advocacy for Open Government

## Civil society agenda-setting and monitoring of country action plans

In January 2013, seven members of the network launched a PASOS project to encourage governments in the Western Balkans to become more transparent.



"Advocacy for Open Government: Civil Society Agenda-setting and Monitoring of Country Action Plans" focuses on Albania, Bosnia and Herzegovina, Kosovo, Macedonia, Montenegro, and Serbia, strengthening civil society engagement in policymaking, and fostering more open government to the benefit of society at large. The project has included the development of a methodology for mapping government policies in the framework of the Open Government Partnership (OGP) commitments, and the building of civil society coalitions working to promote open government and participatory policymaking. OGP is a multilateral initiative that aims to secure concrete commitments from governments to promote open government.

The mapping of government policy and capacity was carried out for all six countries, with a view to developing policy-relevant country action plans advocating open government and integrity to address the five "grand challenges" around which the OGP commitments are structured. These comprise: improved public services, enhanced public integrity, effective public resource management, safe communities, and increased corporate accountability. The partners conducted public opinion polls to gauge the level of citizens' trust in public institutions.

At the start of the project, the governments of Albania, Macedonia, and Montenegro had signed up to OGP. In April 2013, Serbia also joined. In all four signatory countries, inputs into OGP Action Plans were subsequently made by civil society – in some cases, such as Macedonia and Albania, with active CSO-government co-operation. By September 2014, Bosnia and Herzegovina became the newest OGP signatory, and the government of Kosovo had made a commitment to join OGP.

A panel discussion was held at *Wider and Closer*, the PASOS international policymakers' and think-tank experts' conference held in Brussels in October 2013, and an additional panel focusing on bringing Bosnia and Herzegovina and Kosovo into the OGP was held at the London OGP summit on 1 November 2013.



The PASOS members and associate members partnering on the project are: Institute for Democracy and Mediation (Albania), Analitika - Center for Social Research (Bosnia and Herzegovina), Riinvest Institute for Development Research (Kosovo), Center for Research and Policy Making (Macedonia), Centre for Democracy and Human Rights - CEDEM (Montenegro), The Monitoring Center CEMI (Montenegro), and the Center for Euro-Atlantic Studies (Serbia).

The project, funded by the European Union, will be extended until the end of 2016.

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

## Programme empowers civil society organisations in Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan

"Opening the Doors of Policy-Making in the South Caucasus and Central Asia", a PASOS project, strengthened CSOs, fostered regional networking, and promoted sustained dialogue with policymakers, drawing on PASOS's experience of training think-tank personnel in transition countries.

The initiative was supported by a grant from The United Nations Democracy Fund (UNDEF). It targeted civil society actors in Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan.



In 2012, activities connected to the project included a three-day training seminar on effective policy-making, including writing policy papers, and use of evidence-based policy analysis to advocate for more effective decision-making.

The workshop for civil society trainers and public administration officials, *Strengthening Policymaking Skills in Central Asia and the South Caucasus*, was held in Issyk-Kul, Kyrgyzstan.

The training was followed by a major networking conference in Bishkek that provided opportunities for broadening networking between think-tanks and establishing closer contacts with public officials.

The conference featured experts speaking on four panels: New Strategies to Identify and Meet the Policy Challenges facing Central Asia; New Strategies to Identify and Meet the Policy Challenges facing South Caucasus; Forging new Policy Directions – Policy Initiatives from Civil Society; and Shaping and supporting Country Strategies for Sustainable Development – How Civil Society Actors can Contribute to Effective Policy Solutions.

At the Bishkek conference, several fellows who took part in the programme's fellowship component presented their studies. Afterwards, the "Opening the Doors of Policymaking Award for Best Policy Paper" was awarded to Shukhrat Ganiev from Uzbekistan for *Slovakia-Uzbekistan: How to Approach Trans-Boundary Watercourses Issues, Similarities and Differences*, and Yevgeniy Golendukhin from Kazakhstan for *Some Optimisation Questions of the National Preventive Mechanism in the Republic of Kazakhstan*. Nino Khelaia of Georgia (*Assessment of Women's Role in the Security Sector of Georgia*) and Astghik Injeyan from Armenia (*The Role of Private Employment Agencies in the Process of Regulation of Labour Migration from Armenia*) were also singled out for mention by the award jury.





## Linking change-makers in the Middle East with democratic reformers of post-communist Europe

### PASOS and Belgrade Centre for Security Policy hold training for Egyptian civil society activists

PASOS and its member from Serbia, the Belgrade Centre for Security Policy (BCSP), travelled to Egypt in March 2012 for a four-day training seminar for Egyptian NGOs, sharing with them the democratic transition experience of security-sector reform.

The training was organised as part of the PASOS project, "Linking Change-Makers in the Middle East & North Africa with Democratic Reformers of Post-Communist Europe". The project aimed to facilitate the establishment of joint projects between PASOS members and Egyptian civil society.

The training sessions were led by a three-member team from BCSP: Sonja Stojanović Gajić, Filip Ejduš, and Marija Marović. They drew on Serbia's transformation experience, encouraged the 15 participants to debate issues facing post-revolutionary Egypt, and led interactive workshops. The training focused on security-sector reform and capacity-building for think-tanks.

"The Serbian experience of security-sector reform is relevant for post-revolutionary Egypt because in both countries it was the security sector, meaning military, police, intelligence services and other related agencies, that was the main pillar of the undemocratic regime," said Stojanović Gajić.

The Egyptian activists credited the event with helping them get a better and more realistic understanding of how a reform process works. "Before, we thought that all of the reforms were going to happen at once," said one participant. "Now we see that there needs to be one step, followed by another step."



# Open Government, Deeper Democracy

## Strengthening civil society in the Western Balkans, Eastern Europe, Central Asia and the South Caucasus

**A PASOS/Center for Research and Policy Making international think-tanks' and policymakers' conference**

**Skopje, 9 November 2012**

The annual PASOS gathering of international policymakers and think-tank experts for 2012 was held in Skopje, Macedonia, in partnership with the **Center for Research and Policy Making**, a member of the PASOS network.

Principal conference themes included:

- Forging a New Impetus towards Open Government – An assessment of the goals and potential impact of the Open Government Partnership, and scope for monitoring implementation of OGP plans at the national level
- Mobility and Integration of Migrants through Participatory Policymaking – national and regional (including EU) strategies to foster social inclusion and mobility, and policies towards minorities, migration, asylum-seekers
- Reform of Regional Co-operation Structures with an Enhanced Role for Non-State Actors
- Prospects for European Integration and Regional Integration – Building on new member-states' transition know-how to address shortfalls in progress reports on Western Balkans countries, and assessing regional co-operation structures and the role of the EU, international institutions, and non-state actors in the Western Balkans, the Black sea region, and Central Asia.

Macedonian Foreign Minister Nikola Poposki delivered the keynote speech.

Two PASOS policy briefs were released in association with the conference: *Time to De-link Visas and Migration: What can we Learn from the EU's Success in the Past?* and *Has An Impasse Been Reached? Regional Co-operation and EU Enlargement in the Western Balkans*.

The event was made possible with support from the Friedrich Ebert Foundation, the Robert Bosch Foundation, the Balkan Trust for Democracy, Open Society Foundation, and the Embassy of the Slovak Republic in Macedonia.



**OPEN GOVERNMENT,  
DEEPER DEMOCRACY**

STRENGTHENING CIVIL SOCIETY IN THE WESTERN BALKANS,  
EASTERN EUROPE, CENTRAL ASIA AND THE SOUTH CAUCASUS



## Wider and Closer

### Influencing EU Policy-Making to Foster Economic Integration and Democratic Development

#### A PASOS international think-tanks' and policymakers' conference

**Brussels, 17 October 2013**

The annual PASOS gathering of international policymakers and think-tank experts was held in Brussels, Belgium, on 17 October 2013.

Conference themes included:

- European Integration with South East Europe, Eastern Neighbours, and Central Asia: Time to Press the Re-Set Button?
- Wider European Democratic Development: Monitoring Effectiveness of Development Co-operation and Democracy Assistance
- Open Government in South-East Europe and Implications for EU Enlargement Prospects
- Closer post-Crisis Economic Integration: New Policy Research as a Lever to Shaping More Effective Integration within and outside the EU.

Speakers at the conference included Nicola Bertolini, Head of Section, Regional Co-operation and Programmes, Western Balkans and Turkey, Directorate-General for Enlargement, European Commission; Patricia Flor, EU Special Representative for Central Asia; Jerzy Pomianowski, Executive Director, European Endowment for Democracy; and Paul Maassen, Civil Society Co-ordinator, Open Government Partnership.

Monica Macovei, a former Romanian Justice Minister who represented Romania in the European Parliament, was a panellist at the conference's session on "Open Government in South-East Europe and Implications for EU Enlargement Prospects".

Macovei, who is widely credited with helping Romania join the EU by successfully leading efforts to reform its justice system, was joined on the panel by representatives of PASOS members working on "Advocacy for Open Government", an EU-funded PASOS project to encourage governments in the Western Balkans to become more transparent.



# Ten years of PASOS: Celebrating a decennial anniversary in 2014

In June 2004, a group of think-tank experts gathered in Moldova to start a new network for their organisations — the Policy Association for an Open Society (PASOS). Over the years, PASOS has organised international conferences and training seminars, published books and policy briefs, run international advocacy initiatives, founded a think-tank awards programme, and organised numerous projects, all with the aim of helping its members' efforts at influencing policymakers in transition countries to support democratic values.



**16 December 2004:** First General Assembly of PASOS held in Prague. Jeff Lovitt announced as first Executive Director, first PASOS Board elected, and Vita Terauda elected first Board Chair.



**December 2005:** On the anniversary of Ukraine's Orange Revolution, PASOS organises in Prague a roundtable with experts to debate the prospects for democracy in Belarus, and to assess the results of the Orange Revolution. The roundtable marks the launch in Prague of the international secretariat of PASOS.



**26 April 2007:** George Soros, chairman and founder of the Open Society Institute, speaks at *Fostering Philanthropy in Europe's New Democracies*, a PASOS conference in Prague.



**October 2008:** PASOS begins "Monitoring Western Balkans Progress in Fulfilling EU Roadmaps for Visa-free Travel", a project which influenced the policies of the Western Balkans countries and the subsequent decision of EU leaders to drop visa requirements for five Western Balkans countries in 2009-2010.

**20 October 2008:** PASOS and EUROPEUM Institute for European Policy hold an international policymakers' conference, "From 'Fortress Europe' to 'Europe Without Barriers' ? – Priorities of the Czech Presidency in EU External Relations: Transatlantic Perspectives", in Prague, a key event setting the agenda for the subsequent Czech EU Council Presidency.



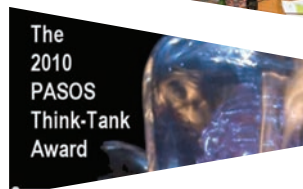
**4 November 2008:** PASOS publishes *Democracy's New Champions: European Democracy Assistance After EU Enlargement*, a ground-breaking study by four leading Central European think-tanks into the democracy assistance policies, spending, and geographical priorities of the Visegrad Four countries.



**10 December 2009:** Two decades after the fall of the Berlin Wall, PASOS stages a conference at the Czech Ministry of Foreign Affairs to present the results of the project, "Return to Europe: Reflections After 20 Years of Democratic Renewal".



**November 2010:** The first PASOS Think-Tank Award is presented to the International Centre for Policy Studies for *Missing Out: Civil Society and ENPI*.



**5 November 2011:** PASOS and the Institute of Public Affairs hold an international policymakers' conference, "Democracy, Partnership, Enlargement – Challenges for Europe, Challenges for the Polish EU Presidency", in Warsaw.



**January 2012:** PASOS publishes *The Right Approach to Europe. An Advocacy Handbook for Civil Society: Understanding and Influencing EU Policymaking*.



**September 2014:** PASOS begins implementation of "Research Networks to Provide Foreign Policy Expertise," a four-year project for the European Parliament.



## High Impact

### A PASOS Communications Seminar

London, 11-12 October 2012



Directors and senior communications officers from PASOS members gathered in London in October 2012 for a two-day seminar on dynamic and cutting-edge strategic communications.

Building on the success of *Communications Strategy for Think-Tanks*, a highly regarded 2010 PASOS seminar, *High Impact* offered attendees an opportunity to visit leading London-based think-tanks, including the European Council on Foreign Relations (ECFR) and the Royal Institute of International Affairs (better known as Chatham House).

The seminar placed emphasis on interactive learning techniques, and illustrated practical examples that not only imparted theoretical knowledge, but also provided attendees with useable planning materials.

## The Ilko Kucheriv Democracy Fellowship Programme



Now in its fourth year, the Ilko Kucheriv Democracy Fellowship Programme continues to assist the advancement of democratic practices in transitional democracies, with a particular focus on Ukraine.

PASOS partnered with network members and with the core partners, the Ilko Kucheriv Democratic Initiatives Foundation, Ukraine, the Institute of Public Affairs, Poland, and the Institute for Public Affairs, Slovakia.

Fellows worked with a hosting institute for a six-month period of project co-operation and mentoring, and spent up to five weeks in the office of the hosting think-tank.

The fellowships also provided one-on-one, hands-on training with the host institute's expert as mentor. The goal is to provide a mentoring opportunity for an in-depth, on-site, and interactive experience in democratic transformation and the protection of human rights.

The programme is named after Ilko Kucheriv, a prominent activist in the Ukrainian civil society movement who succumbed to cancer in 2010. The programme is made possible by support from the National Endowment for Democracy (NED).

## PASOS Think-Tank Awards

### Peace Institute and Forum 2015 winners in 2012

The Peace Institute, Slovenia, was honoured with the PASOS Think-Tank Achievement Award 2012 for its work on behalf of thousands of people stripped of their legal status after the breakup of Yugoslavia.

On 26 June 2012, the European Court of Human Rights ruled that the Slovenian government had violated the rights of "The Erased", a group of 25,671 residents of Slovenia, most of whom had been born in other Yugoslav republics and who were deleted from the legal register. Over a 10-year period, the Peace Institute advocated for the restoration of their rights, and worked closely with the legal team that pursued the court case.

***Morning After: Life without Supervision***, an in-depth study of Kosovo's compliance with the terms of the Ahtisaari plan for the Kosovo status settlement, was awarded the PASOS Think-Tank Publication of the Year Award 2012.

The Forum 2015 report analysed the benchmarks set by the International Civilian Office (ICO) and the progress made towards them since Kosovo declared supervised independence in February 2008. The report identified a number of incomplete benchmarks and pointed to continuing challenges still to be resolved by Kosovo institutions, including responsibilities that had formed part of the ICO mandate.

The awards were announced on 9 November 2012 at ***Open Government, Deeper Democracy***, an international think-tanks' and policymakers' conference in Skopje organised by the Center for Research and Policy Making and PASOS.



### PROVIDUS and CRPM honoured in 2013 awards

The Centre for Public Policy PROVIDUS was awarded the PASOS Think-Tank Achievement Award 2013 for its work on improving the treatment of crime victims in Latvia. PROVIDUS received the award for its project, "Developing a Support System for Victims of Crime in Latvia". The multipronged project used research, trainings, public information campaigns, and networking to tackle the problems faced by crime victims.

***Perspectives of Women in Rural Areas***, a report by the Center for Research and Policy Making in Macedonia, was named the winner of the PASOS Think-Tank Publication of the Year Award 2013. CRPM's innovative and in-depth publication is having an impact: The government of Macedonia is using the study as it plans a new strategy for rural development, and it has inspired the UN and the World Bank to fund related projects in the country.

The awards were announced at ***Wider and Closer***, an international think-tanks' and policymakers' conference held by PASOS in Brussels on 17 October 2013.

# 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.**

## **Czech officials working on European strategy to use AMO study**

The Czech government pledged to take into the account the findings of an **Association for International Affairs** study when it drafts a new European policy strategy in late 2014. AMO compared the attitudes of policy elites toward European integration with the views of the public, and the results were presented in Prague, Bratislava, Warsaw, and Brussels. The study was part of the association's "Trends of European Policy" project.

## **Albanian government to implement OGP coalition recommendation**

Albanian officials have included in the country's latest Open Government Partnership (OGP) action plan a commitment to follow a recommendation made by a coalition of NGOs brought together by the **Institute for Democracy and Mediation**. The coalition called on the government to include local institutions in the writing of the action plan, and said that "local institutions should undertake commitments to promote transparent and all-inclusive governance". In response, officials included in the new action plan for 2014-16 a section on local open government initiatives. IDM's work on the coalition was part of "Advocacy for Open Government", an EU-funded PASOS project to encourage governments in Albania, Bosnia and Herzegovina, Kosovo, Macedonia, Montenegro, and Serbia to become more transparent.

## **European Court awards damages to 'The Erased'**

The **Peace Institute** continued its work on behalf of "The Erased", a group of Slovenian residents who were stripped of their citizenship after the breakup of Yugoslavia. In 2012, the European Court of Human Rights awarded six of 11 applicants € 20,000 per person as compensation for non-pecuniary damages plus further compensation for pecuniary damages ranging from € 30,000 to € 72,000 each. Since the judgment is a pilot judgment in nature, it also had an effect on all 25,000 erased people, as the Court ordered the Republic of Slovenia to set up an ad-hoc compensation scheme for erased people within one year of the delivery of the judgment. The ad-hoc compensation scheme entered into force in 2014.

## **Kosovo body approves European integration strategy**

During 2012-2013, within the framework of its European Integration programme, the **Kosovar Civil Society Foundation** continued to provide recommendations to all political parties with regards to key developments in Kosovo-EU relations, including a trade agreement between Kosovo and the EU and the visa liberalisation process. KCSF directly contributed within the Task Force for European Integration, where its Executive Director chaired the working group on Public Administration, and other staff members took part in several working groups. This work resulted in the National Strategy for European Integration. The strategy was approved by the National Council for European Integration in October 2013. The council was established in 2012 and, during this period of time, KCSF was actively involved in writing the Terms of Reference on the functioning of the National Council for European Integration.



### **Macedonian education leaders using CRPM studies in reform plans**

Representatives of Macedonia national-level educational institutes agreed to use the findings of studies conducted by the **Center for Research and Policy Making** as a starting point for a re-assessment of the education system's Quality Assurance System (QAS). The representatives said that part of the problem lies in the lack of co-operation between themselves and the lack of co-ordination between different initiatives. They agreed that these issues should be raised more frequently and on a higher level in order to be given serious consideration by policymakers.

### **IPP influences design of Romanian operational programmes for EU funds**

In 2012 and 2013, the **Institute for Public Policy** worked closely with Romania's Ministry of Labour, Family, Social Protection and the Elderly, the Ministry of European Funds, and the Ministry of Regional Development and Public Administration, as the government made preparations for new funding priorities within the European Union for the financial years 2014-2020. IPP significantly influenced the design of new operational programmes, especially in the social protection system and public administration performance.

### **Azerbaijan government publishes 'Citizens Budget' inspired by ERC**

The **Economic Research Center** mobilised to advance budget transparency and budget analysis, publishing a "Citizen's Budget" as an alternative to the one released by the Azerbaijan government. The idea of a "Citizen's Budget" turned into a topic of hot public debate and, after many discussions, the Ministry of Finance began examining why Azerbaijan rates low in the Open Budget Index. They consequently decided to publish a "Citizen's Budget for 2014", which is based on ERC's example and recommendations from the International Budget Partnership.

### **KCSF lawsuit scores victory for NGO, civil society values in Kosovo**

Ruling on a lawsuit filed by the **Kosovar Civil Society Foundation**, the Constitutional Court of Kosovo said that a law that enabled the transformation of microfinance NGOs into joint-stock companies was unconstitutional. KCSF led a coalition of 56 NGOs opposing the law. The provision in the Law on Banks, Microfinance Institutions and Non-Bank Financial Institutions was seen as a violation of one of the most important principles of the non-for-profit sector. The ruling supports the cause of civil society in Kosovo by preventing the transfer of NGO assets to the private sector.

### **Polish prime minister promises more inclusion of women in politics**

Reacting to a national debate on the role of women in politics sparked by an **Institute of Public Affairs** project, Polish Prime Minister Donald Tusk pledged to push for reforms to Poland's Electoral Code. Tusk made the announcement at the Women's Congress of 2012. By focusing on five areas of Polish social life - family, politics, labour market, media, and non-governmental organisations - IPA initiated a public debate on how the division of household duties between men and women affects professional life and the participation of both sexes in the public sphere. IPA's "Gender Equality Campaign" was honoured with second place in the Think-Tank Achievement of the Year category of the 2013 PASOS Think-Tank Awards.

### **CEDEM proposals on social housing adopted by Montenegrin government**

Due to the efforts of the **Centre for Democracy and Human Rights (CEDEM)**, Montenegrin leaders adopted amendments to the country's Law on Social Housing in 2012 that identified the Roma population and persons with disabilities as priority target groups. CEDEM prepared the amendments in close co-operation with Roma organisations and organisations representing persons with disabilities.

### **CEAS report cited as a 'guide' during Serbian parliamentary debate**

Serbian lawmakers cited a report by the **Center for Euro-Atlantic Studies (CEAS)** during a parliamentary debate on a proposed law to regulate private security. They referred to the final report of the CEAS project, *Regulated Private Security Sector – Safer Life of Citizens*, as a "guide", and subsequently approved the law. CEAS conducted comprehensive mapping of the state of affairs within the private security sector in Serbia, analysing the legal framework and the situation in practice, and the Draft Law on Private Security. The CEAS report cited good practice in Western countries, conducted numerous interviews with relevant experts and representatives of state institutions, provided clear recommendations for stakeholders, and advocated for the adoption of the law.

### **KCSF successfully lobbies for citizen referendum legislation**

The **Kosovar Civil Society Foundation** was one of the main advocates pushing for the government of Kosovo to draft a law creating concrete procedures for citizens who want to enact legislation via referendum. Although the Kosovo Constitution guarantees this right, there were no provisions for how to exercise the right. A number of governmental working group meetings on this law were held at KCSF premises, and the Foundation made several key contributions to the draft. In 2012, lawmakers approved the legislation, enabling Kosovar citizens to exercise their constitutional right of direct participation in decision-making.

### **CIPDD report used in drafting of Georgian migration action plan**

The Georgian Secretariat of the State Commission on Migration Issues used a report written by the **Caucasus Institute for Peace, Democracy and Development** when it created a migration strategy action plan that was later adopted by the government in 2013.

### **Montenegrin leader praises RC SFPA project on EU integration**

At a December 2012 conference, Montenegrin Deputy Prime Minister Duško Marković commended the work done by the **Research Centre of the Slovak Foreign Policy Association** on the National Convention on European Integration of Montenegro. The leader said the think-tank's project has helped the government work more closely with civil society on issues connected to the country's efforts to join the European Union.

## Cross-border policy initiatives

### A sample of joint projects of PASOS members in 2012-13

#### Update of the current status of implementation of international/bilateral trade regimes with ODA recipients and the current role of civil society and private sectors as development actors in the new EU Member states

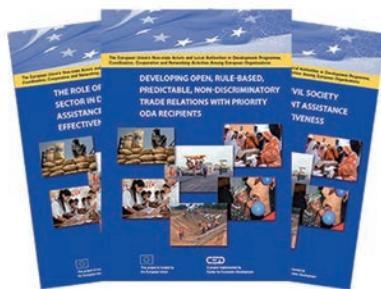
**Lead partner:** Center for Economic Development, Bulgaria

**PASOS partners:** Center for Policy Studies at the Central European University, Hungary;

Centre for Public Policy PROVIDUS, Latvia; Institute of Public Affairs, Poland; Institute for Public Policy, Romania; PRAXIS Center for Policy Studies, Estonia; PASOS Secretariat

**Other partners:** SLOGA NGO platform, Slovenia

The aim of the project was to analyse the development of bilateral trade of the new EU member states with priority ODA (official development assistance) recipient countries under the applied trade regimes and trade agreements as a powerful engine for economic growth, poverty reduction, and sustainable development. Three reports were released at a conference in Sofia on 20-21 June 2013, where experts gathered to discuss the results of research undertaken for the project.



#### Exchange of EU Best Practices in the Area of Anti-Discrimination Legislation Enforcement

**Lead partner:** Center for Economic Development, Bulgaria

**PASOS partners:** Center for Research and Policy Making, Macedonia

The project aimed at increasing civil society involvement in the enforcement and improvement of national anti-discrimination legislation. It reviewed the national law and its compliance with the *acquis communautaire*; and included information and analysis of case studies of discrimination on various grounds. It also provided an opportunity to share the EU experience of anti-discrimination practices. It worked to improve citizens' awareness and that of central and local administration in eight regions and 17 cities on matters related to anti-discrimination, aiming at perfecting the national framework on anti-discrimination legislation, and protection and monitoring mechanisms, especially with regard to sexual orientation as a ground for discrimination.

## **Future EU Leaders' Academy - What Europe in 2020?**

*Lead partner:* EUROPEUM Institute for European Policy, Czech Republic

*PASOS partners:* Institute of Public Affairs, Poland; Center for Research and Policy Making, Macedonia; Centre for Public Policy PROVIDUS, Latvia

The aim of this project was to bring together prospective future leaders from six different European countries - the Czech Republic, France, Spain, Poland, Latvia, and Macedonia - and from different segments of society (political parties, academia, NGOs, and media) to discuss some of the crucial issues and challenges facing the EU in the current decade. The group engaged in an intensive week of seminars, debates and simulations under the leadership of the project partners in Prague at the end of July and the beginning of August 2012.

## **European Integration School**

*Lead partner:* Kosovar Civil Society Foundation, Kosovo

*PASOS partners:* Forum 2015, Kosovo

The goal of the "School for European Integration" (SEI) is to prepare the society of Kosovo to meet the challenges of European integration. The SEI brings together established and emerging leaders of Kosovo to learn about the European integration process and accordingly transfer the acquired knowledge into their working environment. During 2013, the SEI organised basic and advanced courses on EU integration for a variety of groups. The School underwent an upgrade in 2013 when two groups of basic workshops and two groups of advanced workshops took place, totalling about 140 participants during 2013.

## **How Effective Are Independent State Institutions in Security Sector Oversight In the Western Balkans?**

*Lead partner:* Belgrade Centre for Security Policy, Serbia

*PASOS partners:* Institute for Democracy and Mediation, Albania;  
Centre for Democracy and Human Rights (CEDEM), Montenegro

*Other partners:* Institute for International Relations, Croatia; Centre for Security Studies, Bosnia and Herzegovina; Kosovar Centre for Security Studies, Kosovo; Analytica, Macedonia

The project aimed to assess the performance of independent state institutions with regard to oversight of the security sector in each of the countries in the Western Balkans, to address obstacles these institutions face in relation to the security sector, and to offer recommendations on how to improve their work.

## **Building Gender and Security Network in the Western Balkans**

*Lead partner:* Belgrade Centre for Security Policy, Serbia

*PASOS partners:* Institute for Democracy and Mediation, Albania; Center for Research and Policy Making, Macedonia

*Other partners:* Women to Women, Bosnia; Kosovar Centre for Security Studies, Kosovo

This project's objective is to allow for security and gender professionals from Serbia, Bosnia and Herzegovina, Kosovo, Albania, and Macedonia to establish co-operation and exchange experiences on best ways to introduce gender mainstreaming in security sector governance, through development and advancement of national action plans (NAPs) for the implementation of UN Security Council Resolution 1325 in their respective countries.

## **Security Transitions in the Western Balkans – From Conflict Zone to Security Community?**

**Lead partner:** Belgrade Centre for Security Policy, Serbia

**PASOS partners:** Institute for Democracy and Mediation, Albania; Centre for Democracy and Human Rights (CEDEM), Montenegro

**Other partners:** Institute for International Relations, Croatia; Centre for Security Studies, Bosnia and Herzegovina; Kosovar Centre for Security Studies, Kosovo; Analytica, Macedonia

This research project was implemented by a consortium of seven think-tanks from the Western Balkans in co-operation with NUPI (Norwegian Institute of International Affairs). The project was supported by the Research Council of Norway. The purpose was to explore if and how security in the Western Balkans is transforming from conflict formation towards a security community. The research methodology was guided by “practice theories” and professionals’ theories. Articles and papers were published in e-journals, and a book was released in 2013, including a chapter on each country. A website showcasing the main findings, literature reviews and contributions from the researchers was also part of the project.

## **Developing Partnership for Local Actions**

**Lead partner:** Kosovar Civil Society Foundation, Kosovo

**PASOS partners:** EUROPEUM Institute for European Policy, Czech Republic

**Other partners:** EC Ma Ndryshe, Kosovo, Syri i Vizionit, Kosovo, CMB, Kosovo

The goal of this project was to strengthen partnership and co-operation between NGOS active in local administration issues in the Kosovar municipalities of Prizren, Peja and Mitrovica. The main aim of the project was to generate better performance and joint projects in the areas of cultural heritage, ecotourism and local economic development in these three municipalities. The project identified pressing issues of concern in cultural heritage, ecotourism and agriculture, and local economic development in the three municipalities. It also familiarised local stakeholders with best practices of co-operation and initiatives at the local level in the Czech Republic, and resulted in the development of three local projects/strategies under the leadership of a Czech tutor in the three municipalities.

## **National Convention on EU in Moldova**

**Lead partner:** Research Centre of the Slovak Foreign Policy Association, Slovakia

**PASOS partners:** Expert-Grup, Moldova; Institute for Development and Social Initiatives (IDIS) “Viitorul”, Moldova

**Other partners:** Foreign Policy Association, Moldova

The project facilitated public debate on EU-related issues based on the partnership of governmental and non-governmental organisations in Moldova. Three permanent working groups were established. They held regular meetings and covered all key issues in the fulfilment of Moldova’s EU commitments, including the Eastern Partnership. At the same time, they worked to prepare Moldova for negotiations on the Association Agreement with the EU, and focused on visa dialogue with the EU, as well as on agriculture and regional development, trade – free movement of capital and services - and trade competition rules.

## **Eastern Partnership European Integration Index**

*Lead partner:* International Renaissance Foundation, Ukraine; Open Society Institute - Brussels

*PASOS partners:* Belarusian Institute for Strategic Studies, Belarus; Caucasus Institute for Peace, Democracy and Development, Georgia; Institute for Development and Social Initiatives IDIS "Viitorul", Moldova

*Other partners:* Institute for Economic Research and Political Consulting, Ukraine; Yerevan Press Club, Armenia; Center for National and International Studies, Azerbaijan

The Index interprets "progress in European integration" as the combination of two separate yet interdependent processes: increased linkages between each of the EaP countries and the European Union; and greater approximation between those countries' institutions, legislation and practices and those of the EU. The six countries are assessed along the same list of questions and indicators. The Index shows where each EaP country stands in terms of reforms and its relationship with the EU. As such, the Index points to those reform areas where more progress is needed and serves as a reference point for civil society organisations in the EaP region that want to advocate policy change.

## **"Alternative politics"? The Rise of New Political Formations in Central Europe: Reasons, Factors, Consequences**

*Lead partner:* Institute for Public Affairs, Slovakia

*PASOS partners:* Institute of Public Affairs, Poland

*Other partners:* Center for Social Sciences - Institute for Political Science, Hungarian Academy of Sciences, Hungary; Masaryk University, Czech Republic

The project objective was to analyse the underlying reasons, factors and consequences of the emergence of "alternative politics" in Central Europe – the rise of new political formations in the Visegrad Four states. The project concentrated on analytical responses to the following questions: What are the reasons behind the emergence of new political formations? How do they communicate with voters? What are the consequences for the voting behaviour of the population as a whole of new types of mobilisation used by new parties? What are the consequences of "alternative politics" for the existing party systems? What is the impact of "alternative politics" on the governance and policy-making process?

## **Assessing Needs of Care in European Nations - ANCIEN**

*Lead partner:* Center for European Policy Studies, Belgium

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

The project examined all facets of the long-term care (LTC) provisions in the EU member states, including such factors as the effect of demography and lifestyle on the need for care; developments in the supply of informal and formal care, and the choice between the two; and the potential role of technology in solving LTC problems.



# A preview of members' joint initiatives in 2014

## Enlargement and Citizenship: Looking to the Future

*Lead partner:* PASOS Secretariat, Czech Republic

*PASOS partners:* Institute of Public Affairs, Poland; Centre for Public Policy PROVIDUS, Latvia; European Institute, Bulgaria; Centre for Democracy and Human Rights (CEDEM), Montenegro; Center for Euro-Atlantic Studies, Serbia

The project will conduct an assessment of the achievements of enlargement, the level of engagement of new member states, and of new EU citizens, organise citizens' task forces and public seminars, and publish policy briefs targeted at the public and policymakers in new member states and prospective accession countries. The project has three objectives. First, it aims to educate European citizens and civil society on how the policies of the EU take shape, on communications strategies for advocating for EU policies, and spreading ownership of EU policymaking among EU citizens. Secondly, it sets out to raise awareness in EU member and prospective member countries of the need for citizens' engagement to ensure their elected representatives and governments engage at the EU level in achieving policy decisions that meet the needs of their citizens. Finally, the project seeks to strengthen citizens' engagement in the policy process ahead of the European Parliament elections in 2014.

## Lessons Learned for Belarus and Ukraine

*Lead partner:* Association for International Affairs, Czech Republic

*PASOS partners:* Polish-Ukrainian Cooperation Foundation, Poland

*Other partners:* School of Young Managers in Public Administration, Belarus; Centre for Political and Legal Reforms, Ukraine; Pontis Foundation, Slovakia; Hungarian European Society, Hungary

This project aims to empower civil society and to contribute to building a modern and efficient public administration system based on transparent democratic values in Belarus and Ukraine. Partners intend to put an emphasis on issues such as the lowering of bureaucracy and corruption, recruitment and further education of civil servants, e-government, and reforms of local government.

## Security Research Forum: "Belgrade-Prishtina-Tirana"

*Lead partner:* Belgrade Centre for Security Policy, Serbia

*PASOS partners:* Institute for Democracy and Mediation, Albania

*Other partners:* Kosovar Center for Security Studies, Kosovo

The Security Research Forum is meant to foster balanced debate among the think-tank community, academia, public policy practitioners, and media in order to provide research-based alternative solutions to ongoing challenges of co-operation among Serbia, Kosovo and Albania. For that purpose, three participating think-tanks will have a peer-to-peer exchange of practices, positive and negative lessons learned, and work with national security communities in Belgrade-Prishtina-Tirana.

## **MPs' Rules of Conduct – A Step Ahead for Improving the Credibility and Legitimacy of the Romanian Parliament, Parliament of Moldova, and the Georgian Parliament**

*Lead partner:* Institute for Public Policy, Romania

*PASOS partners:* Caucasus Institute for Peace, Democracy and Development, Georgia; Institute for Development and Social Initiatives IDIS “Viitorul”, Moldova

The specific objectives of the project are to identify misconduct in parliamentary activity that can be deemed to affect the credibility/legitimacy and legality of the work of the national parliaments in the three countries, and to advance an open space for debate and reflection together with other civil society organisations on the necessary institutional/legal steps for institutionalising effective rules of ethics in the three countries.

## **Online Platform on the EU Accession Experiences of the V4 countries**

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

*PASOS partners:* Association for International Affairs, Czech Republic; Research Centre of the Slovak Foreign Policy Association, Slovakia; Institute of Public Affairs, Poland; Kosovar Civil Society Foundation, Kosovo

*Other partners:* Belgrade Fund for Political Excellence, Serbia; Institute for Development and International Relations, Croatia; Albanian Institute for International Studies, Albania; Foreign Policy Initiative BH, Bosnia and Herzegovina; Civic Alliance, Montenegro

The project goal is to use the experiences of the Visegrad Four countries to assist Western Balkans countries with their aspirations of European integration. The project aims to learn from and identify V4 best practices and to share these lessons with current and prospective EU candidates in the Western Balkans. To ensure that the lessons reach the widest audience, the consortium plans to create an online platform.

## **Piloting Civic Rural and Urban Involvement in School Budgeting and Spending for Efficient Preschool and Primary School Services**

*Lead partner:* Center for Economic and Social Development, Azerbaijan

*PASOS partners:* Center for Economic Development, Bulgaria; Local Governance Innovation & Development, Ltd (LGID), Hungary

*Other partners:* Uluchay, Azerbaijan

This project aims to enhance the scope of, and promote sustainability of, the involvement of Azerbaijani CSOs and local communities in the processes of public budgeting and spending for, and provision of, services at rural and urban preschool and primary schools in the regions, in order to increase services' efficiency at these levels throughout the country through improving transparency and accountability in the allocation and use of public funds.

## **Courts as Policy-Makers? Examining the Role of Constitutional Courts as Agents of Change in the Western Balkans**

*Lead partner:* Analitika - Center for Social Research, Bosnia and Herzegovina

*PASOS partners:* Center for Research and Policy Making, Macedonia

*Other partners:* Belgrade Centre for Human Rights, Serbia; Group for Legal and Political Studies, Kosovo

The study focuses on constitutional courts in Macedonia, Kosovo, Albania, and Bosnia and Herzegovina. The underlying hypothesis that constitutional courts have made a positive contribution to political and social change and to the overall transition to democracy will be tested on cases that are “the most challenging and least favourable to it”. Up to six cases (constitutional court decisions) that have marked the four states’ respective transitions to democracy (dealing broadly with power-sharing, ethnic/minority rights, federalism/organisation of government, or issues pertaining to division of powers) will be thoroughly examined.

## **Shaping European Integration by Being Active Home: Opportunities for Organised Civil Society to Influence EU Decision-making via National Positions**

*Lead partner:* Centre for Public Policy PROVIDUS, Latvia

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

The project poses the following research question: How actively do civil society organisations (CSOs) participate in shaping European integration in their own capitals via work on national positions on EU legislative proposals and policy documents? The project has three objectives: 1) to compare the different opportunities and practices of CSO input in national positions in Latvia, Poland, the Czech Republic, and other member states; 2) to contribute to increased understanding among CSOs about opportunities to shape European integration; 3) to demonstrate the value added of CSO involvement in European integration, especially advocating for evidence and research-based input.

## **Effective Activism in Slovenia – A Bilateral Exchange of Croatian and Slovenian Activists**

*Lead partner:* Peace Institute, Slovenia

*PASOS partners:* iDemo Institute for Democracy, Croatia

Within this project, the partners organised an exchange of Slovenian and Croatian activists engaged in new social movements that have developed in the past few years. The two-day event, which took place in Maribor, Slovenia, on 7-9 November 2014, provided a forum for the mutual exchange of knowledge, experiences and ideas among the activists from Slovenia and Croatia, who were joined by guests from Bosnia and Herzegovina, Serbia, Spain, and Iceland. The activists shared their experience on the topics of the transformative power of protests, labour rights, conservative threats towards open society, and citizens’ co-management of public affairs.

# Financial Report 2012-13

**In 2012, the funding of PASOS diversified as funding from Open Society Foundations came to an end, most notably with funding from the European Commission, the United Nations Democracy Fund (UNDEF) and the National Endowment for Democracy (NED).**

Funding from the European Commission amounted to **32%** of total income in 2012, mostly for the *Advocacy for Open Government* project.

The Think Tank Fund of Open Society Foundations provided **26%** of the total income in 2012.

The United Nations Democracy Fund (UNDEF) provided **17%** of the total income in 2012 for the project, *Opening the Doors of Policy Making: Central Asia and South Caucasus*.

The National Endowment for Democracy provided **13%** of the total income in 2012 through two grant programmes: *Ilko Kucheriv Democracy Fellowship* programme, and *Linking Change-Makers in the Middle East & North Africa with Democratic Reformers of post-Communist (Central and Eastern) Europe*.

The results for 2012 showed a comparable level of income compared with 2011, and a positive year-end result of € 20 366. Total expenditure amounted to € 452 702 (2011: € 468 682) against total income of € 473 068 (2011: € 475 620). Cumulative reserves on 31 December 2012, after exchange-rate adjustments, had risen to € 61 337 (2011: € 36 667). These strong reserves would serve as a vital source of cashflow as PASOS moved forward without the core funding of the early years of existence.

**In 2013, the largest source of funding continued to be the European Commission, supplemented by a range of smaller grants from the National Endowment for Democracy, International Visegrad Fund, and other sources.**

Funding from the European Commission amounted to **77%** of total income in 2013, notably two grants: the *Advocacy for Open Government* project and *Enlargement and Citizenship: Looking to the Future*.

The National Endowment for Democracy provided **8%** of the total income in 2013 through the *Ilko Kucheriv Democracy Fellowship* programme.

The results for 2013 showed a lower level of income compared with previous years, and a negative year-end result: a loss of € 2 881. Total expenditure amounted to € 372 179 (2012: € 452 702) against total income of € 369 298 (2012: € 473 068). Cumulative reserves on 31 December 2013, after exchange-rate adjustments, had fallen to € 53 345 (2012: € 61 337). The weak result was balanced by grant commitments already secured for projects continuing into 2014, including funding from non-EU sources.

The 2012 and 2013 results were audited by Interexpert Bohemia, spol. s.r.o., Prague, Czech Republic.

### Independent Auditors' Report

<b>Company:</b>	<b>Sdražení pro podporu otevřené společnosti – PASOS</b>
<b>Legal form:</b>	Civic Association
<b>Residence:</b>	Tršnov 1699/3, 110 00 Praha 1
<b>Identification No:</b>	26675404
<b>Accounting year:</b>	1.01 – 31.12.2012
<b>Balance sheet date:</b>	31.12.2012
<b>Scope of business / activity:</b>	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, 2012 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, 2012, and of its expenses, revenues and profit & loss for the year then ended in accordance with Czech accounting principles.

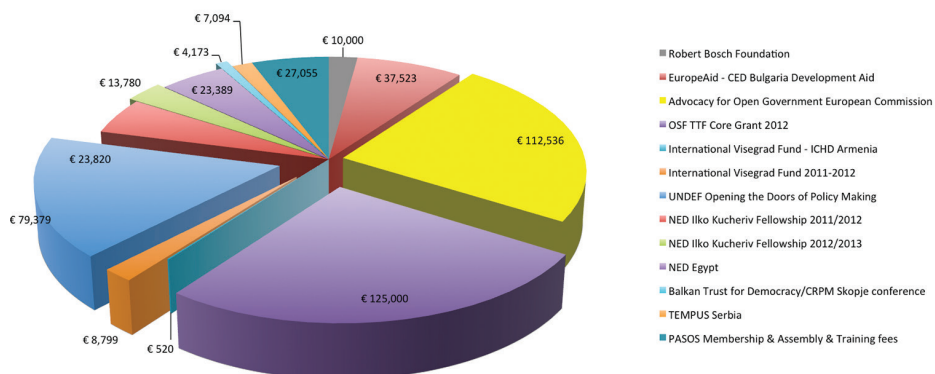
INTEREXPERT BOHEMIA, spol. s r.o.  
Certificate Number in Chamber of Auditors No. 267  
Mikulandská 2, 110 00 Praha 1

Emil Bůšek - Audit Partner  
Certificate Number in Chamber of Auditors No. 1325

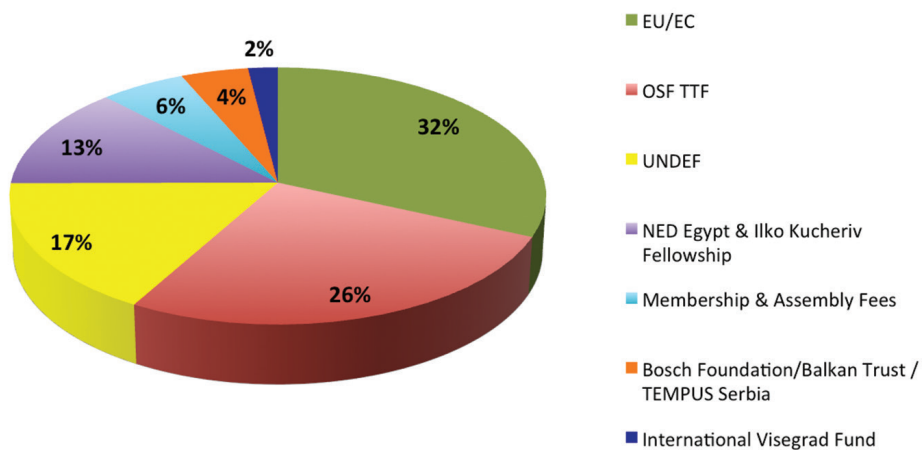


Date: 29.07.2013  
Auditor's signature:

## Income, 2012, Total: € 473 068

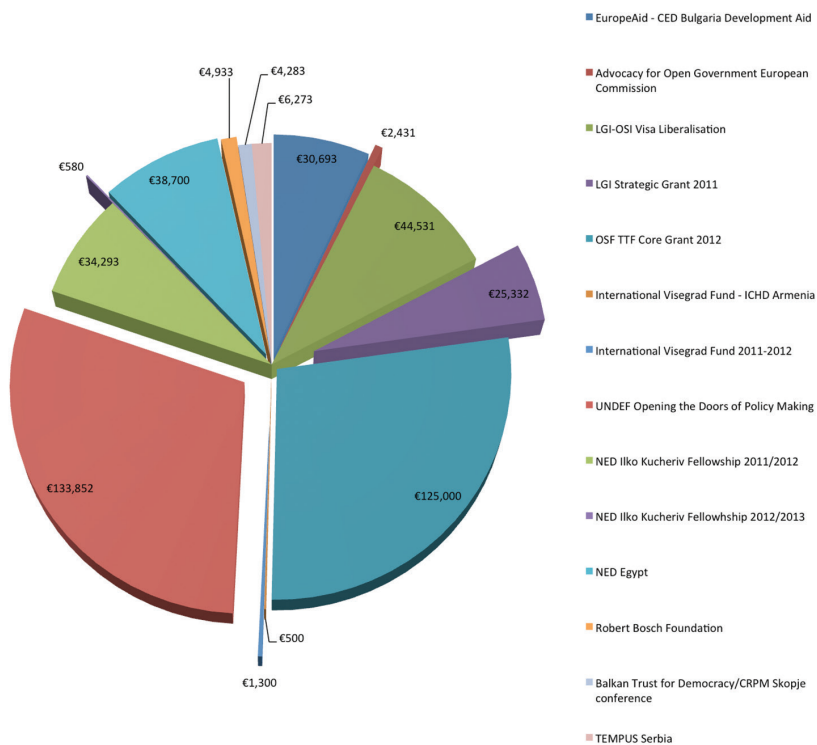


## Income, 2012, by source

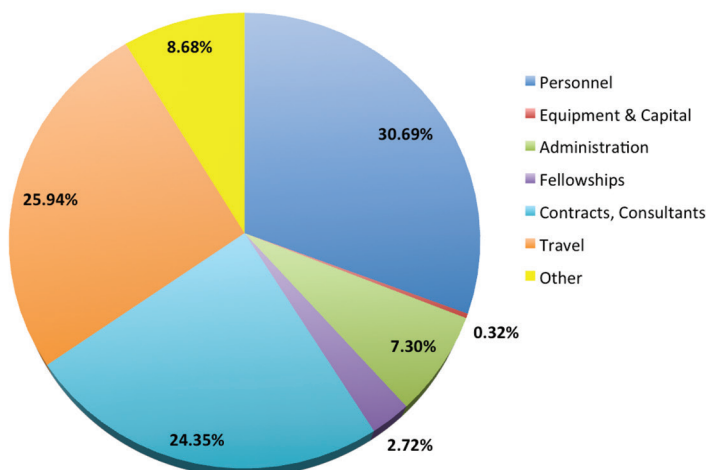




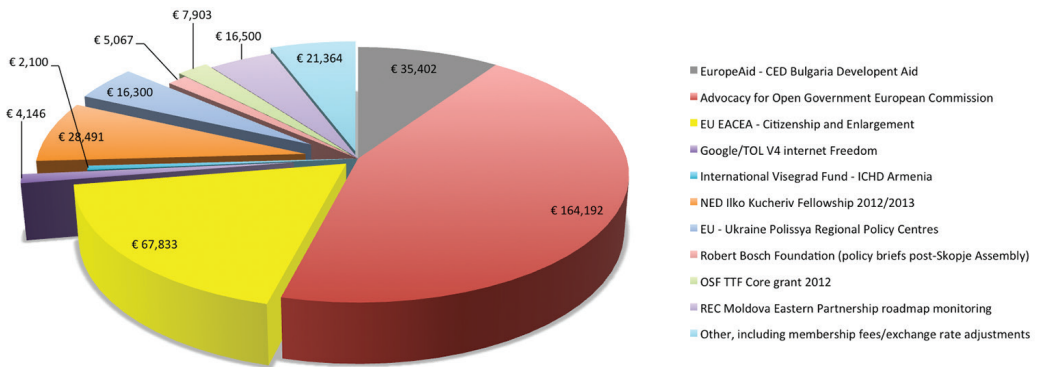
## Expenditure, 2012, Total: € 452 702



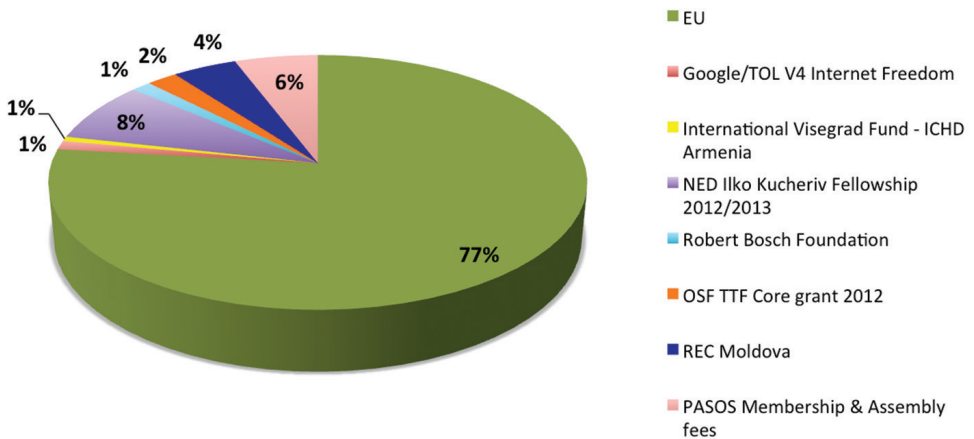
## Expenditure, 2012, by category



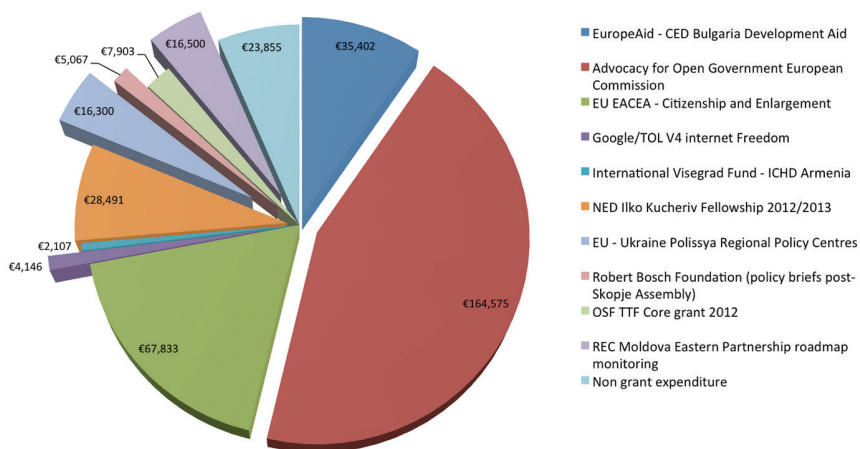
## Income, 2013, Total: € 369 298



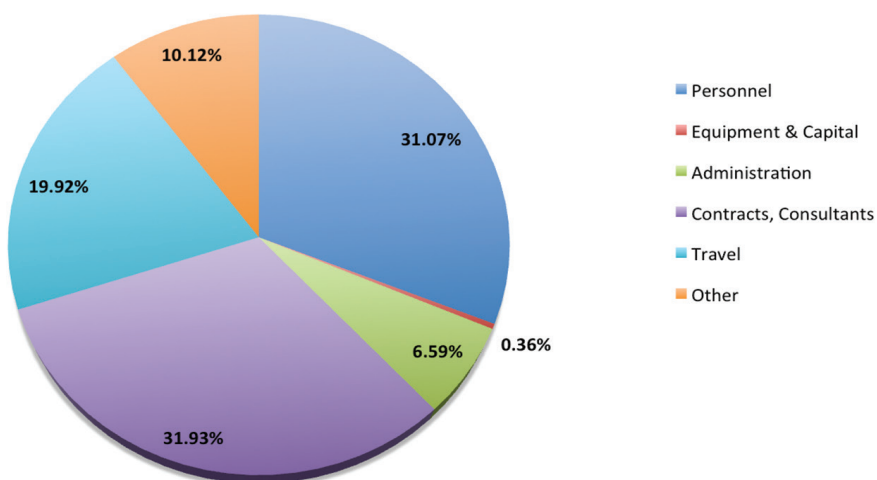
## Income, 2013, by source



## Expenditure, 2013, Total: € 372 179



## Expenditure, 2013, by category



### Independent Auditors' Report

<b>Company:</b>	<b>Sdružení pro podporu otevřených společností – PASOS</b>
<b>Legal form:</b>	Civic Association
<b>Residence:</b>	Třstov 1699/3, 110 00 Praha 1
<b>Identification No:</b>	26675404
<b>Accounting year:</b>	1.01 – 31.12.2013
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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.

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INTEREXPERT BOHEMIA, spol. s r.o.

Nikulandská 2, 110 00 Praha 1

Certificate Number in Chamber of Auditors No. 267

Emil Bůšek - Audit Partner

Certificate Number in Chamber of Auditors No. 1325



Date:	28-08-2014
Auditor's signature:	

<b>2013 income rolled over into 2014</b>	<b>€ 0</b>
<b>Confirmed 2014 income spent in 2013</b>	(€ 49,460)
European Commission, DG Enlargement - Advocacy for Open Government	(€ 40,500)
European Commission EACEA - Enlargement and Citizenship	(€ 8,960)

<b>BALANCE SHEET*</b>			
<b>ASSETS</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
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
<b>FIXED ASSETS</b>	<b>€ 0</b>	<b>€ 0</b>	<b>€ 0</b>
Inventory	€ 0	€ 0	€ 0
Receivables	€ 12,364	€ 5,131	€ 68,368
Short-term financial assets	€ 194,264	€ 213,922	€ 38,359
Temporary assets	€ 12,054	€ 20,008	€ 124,376
<b>CURRENT ASSETS</b>	<b>€ 218,682</b>	<b>€ 239,061</b>	<b>€ 231,103</b>
<b>TOTAL ASSETS</b>	<b>€ 218,682</b>	<b>€ 239,061</b>	<b>€ 231,103</b>
<b>LIABILITIES</b>			
<i>Cumulative surplus reserves</i>	€ 36,667	€ 61,337	€ 53,345
Long-term liabilities	€ 1,240	€ 1,114	€ 2,334
Short-term liabilities	€ 28,256	€ 32,140	€ 175,424
Temporary liabilities	€ 152,519	€ 144,471	€ 0
<b>TOTAL LIABILITIES</b>	<b>€ 218,682</b>	<b>€ 239,061</b>	<b>€ 231,103</b>

\* 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.

## Board of Directors



### **Andrew Cartwright, Chair** **Center for Policy Studies, Budapest, Hungary**

Andrew Cartwright, is a Research Fellow at the Central European University's Center for Policy Studies, a PASOS member in Hungary. At CEU, Cartwright has been involved in research on the rural transition in several post-socialist countries, including the development of private land ownership in Mongolia, emerging land markets in Ukraine and Kazakhstan, rural civil society in Romania, the implementation of the EU's cohesion policy in rural Hungary and, most recently, the implications of demographic changes for rural land use in central and eastern Europe. He has been involved in promoting public policy teaching and research at CEU, mentoring on the Open Society Institute's International Policy Fellowship programme, teaching Rural Development Policy since 2005, and mentoring MA and PhD students. He is the editor of the Policy Documentation Center, which is one of the largest online collections of policy papers from the former socialist countries.



### **Olga Stuzhinskaya, Deputy Chair** **Office for a Democratic Belarus, Brussels, Belgium**

Olga Stuzhinskaya is director of the Office for a Democratic Belarus (ODB) in Brussels. The ODB's mission is to deepen ties between the EU and Belarus in numerous areas of their interaction, as well as to fine-tune EU policy towards Belarus to increase its desired impact. She was a board member of the Eastern Partnership Civil Society Forum from November 2011-July 2013.



### **Neža Kogovšek Šalamon, Treasurer** **Peace Institute, Ljubljana, Slovenia**

Neža Kogovšek Šalamon is the director of the Peace Institute, a PASOS member in Slovenia. She graduated in 2002 from the University of Ljubljana, Faculty of Law. As a Ron Brown Fellow she obtained her master's degree in international human rights law at the University of Notre Dame (USA) in 2004. In 2011, she defended her PhD dissertation at the University of Ljubljana Faculty of Law, on constitutional, international and comparative legal aspects of the erasure from the registry of permanent residents. Šalamon worked for the Legal Information Centre of Non-governmental Organisations – PIC in Ljubljana, and for the international non-governmental organisation Human Rights Watch in New York. She is a member of the European network of legal experts in the anti-discrimination field, European network of immigration law practitioners (MigNet), European Commission on Sexual Orientation Law (ECSOL), and Odysseus academic network of experts in the field of asylum and migration. She is also a member of the Ethics Committee of the Association of Journalists of Slovenia.



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# 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 V4 countries. In 2012, he edited and co-authored *The Right Approach to Europe - An Advocacy Handbook for Civil Society: Understanding and Influencing EU Policymaking*. In 2012 and again in 2014, he was co-Chair of the Eastern Partnership Civil Society Forum.



## **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*, and *The Arizona Republic*. 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.



## **Tereza Blažejová** **Finance & Administration Manager**

Tereza Blažejová joined the PASOS Secretariat in November 2013. Before joining PASOS, Tereza worked as an accountant with Accenture in Prague. She has a degree in Economics with a specialisation in European Administration from VŠB Technical University.

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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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