

Ref No. 1	Project title		Research Networks to Provide Foreign Policy Expertise					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
PASOS – Policy Association for an Open Society	EU Enlargement, Eastern Neighbourhood, Russia and Central Asia	380 000	40	3	Directorate-General for External Policies of the European Parliament	Directorate-General for External Policies of the European Parliament contract notice 2013/S 066-109690, EP/EXPO/B/FWC/2013-08	September 2014 – August 2018	Lead: PASOS, Partners: Fundación para las Relaciones Internacionales y el Diálogo Exterior (FRIDE), Spain Stockholm International Peace Research Institute (SIPRI), European Council on Foreign Relations (ECFR) Center for Social and Economic Research (CASE), Poland
Detailed description of project						Type of services provided		
<p>The Directorate-General for External Policies of the European Parliament (DG ExPo) has drawn up a framework service contract with PASOS and its consortium partners for ad hoc, short-term services providing expertise on a range of foreign policy subjects. The subjects of the policy briefs and papers will concern current and emerging issues falling within the areas of responsibility of Parliament's Committee on Foreign Affairs (AFET), its Subcommittees on Security and Defence (SEDE) and Human Rights (DROI), and the Committees for Development (DEVE) and International Trade (INTA).</p> <p>The required expertise is to be focused on policy options and/or analysis of situations, based on factual evidence and sound advice relevant to the committees' work. The expertise sought will be used inter alia for the compilation of data and knowledge, cost-benefit analysis and impact assessments and for outlining and evaluating policies and legislation. It is designed both to strengthen the committees' knowledge and ability to respond to Commission proposals or Council activities and to provide a solid basis for some of the committees' own initiatives.</p> <p>The PASOS consortium comprises a core programme committee representing all partners, and each briefing goes through an author selection process, peer reviewer selection process, peer review, editorial process, and quality control management process.</p>						<ul style="list-style-type: none"> - maintenance of experts database - processing of all commissions received from European Parliament, and referral to project core programme committee to propose authors - liaison with European Parliament AFET on final selection of author - support of core programme committee on selection of authors and peer reviewers - commissioning of papers from authors and of peer reviews, and contractual relations with partners and individual authors and peer reviewers - editorial process and quality control management - arrangement of experts for Parliament hearings 		

Ref No. 2	Project title		European Integration Index for Eastern Partnership Countries 2014					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
PASOS – Policy Association for an Open Society	Armenia, Azerbaijan, Belarus, Georgia, Republic of Moldova, Ukraine	81 000	35	3	SIDA (Swedish International Development Cooperation Agency)	SIDA (Swedish International Development Cooperation Agency)	May 2014 – April 2015	Lead: Eastern Partnership Civil Society Forum Partners: PASOS, International Renaissance Foundation (Ukraine), Open Society European Policy Institute (Brussels)
Detailed description of project						Type of services provided		
<p>The Index is a tool of civil society monitoring and serves as a speedometer of European Integration for EaP countries. Three aspects of the Index stand out. First, it sets out a detailed standard for the assessment of “deep and sustainable democracy”. Second, the Index provides a nuanced and transparent cross-country and cross-sector picture and a comparative view. The six countries are assessed along the same list of questions and indicators (823 items). Third, the Index attempts to bolster existing EU efforts, such as the annual progress report, by offering independent analysis. The Index appears annually and reinforces the impact of EU assessments of reforms in EaP countries. Moreover, the Index results provide the EU with another source of information, based on which the “more for more” approach can be practised. It 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 in each country 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.</p> <p>The index is compiled by teams of local experts based on publicly available data and their own assessments. The methodology for producing the Index ensures that the bias is mitigated.</p> <p>The Index has been developed in 2011 by a group of over 50 civil society experts from EaP countries and the EU.</p>						<ul style="list-style-type: none"> - Coordination of research with national coordinators, country teams, methodology experts, peer reviewers; - Updating data (incorporating inputs from various experts into one document, basic checking of the data’s quality, adding comments/data from external peer-review, running the final version by national coordinators); - Updating the documents needed for the quality expert input - Coordination of the peer-review process; arranging a conference call under the leadership of the core team for each group of experts (thematic groups) to make the final review of scores; - Coediting the whole narrative report; - Transformation of the statistical data into scores for Index sections - Representing the project at public events on relevant topics in EU and EaP countries. 		

Ref No. 3	Project title		Advocacy for Open Government: Right to Know in South East Europe					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
PASOS – Policy Association for an Open Society	Albania, Bosnia and Herzegovina, Kosovo, Macedonia (FYROM), Montenegro, Serbia	537 695	60	3	European Commission –IPA Civil Society Facility 2011-2012 Multi-beneficiary Programme - Partnership Programmes for CSOs"	European Commission (€ 397 894), (EuropeAid/132438/C/A CT/Multi), grant no. 2012 – 306 656	December 2012 – November 2014 (pending extension until November 2016)	Lead: PASOS, partners: INSTITUTI RIINVEST, Kosovo, Monitoring Center CEMI, Montenegro ANALITIKA, Bosnia and Herzegovina, CEDEM, Montenegro, Center for Euro-Atlantic Studies, Serbia, Center for Research and Policy Making, Macedonia, Institute for Democracy and Mediation, Albania
Detailed description of project						Type of services provided		
<p>The project is monitoring the impact of government polices, and developing commitments for governments to make under the OGP Initiative.</p> <p>A mapping of government policy and capacity was carried out for all six countries (Albania, Bosnia and Herzegovina, Kosovo, Macedonia, Montenegro, and Serbia), with a view to developing policy-relevant country action plans advocating open government and integrity to address the five challenges around which the OGP commitments are structured.</p> <p>The project draws on experience from new EU members, critique commitments, and draw up advocacy plans for monitoring achievements in open government.</p> <p>The project comprises targeted activities in each country, including seminars, policy papers, opinion polls, and formation of OGP coalitions in the respective countries.</p>						<ul style="list-style-type: none"> - project leadership, recruiting experts, peer reviewers, trainers - design of project methodology, recruitment and oversight of mapping and monitoring methodology experts - overseeing research and activities of partners - overall financial management and financial and narrative reporting - managing communications plans and project website - conference conception, agenda, identification of speakers and moderators - EU level advocacy and outreach - publishing and editorial oversight - flight booking, assistance for visas, hotel booking, airport and hotel transfers, booking of conference facilities and of technical equipment, secretariat support, conference kits, badges, banner design and purchase, producing and sending out invitations 		

Ref No. 4	Project title		Enlargement and Citizenship: Looking to the Future					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
PASOS – Policy Association for an Open Society	Czech Republic, Poland, Latvia, Bulgaria, Serbia, Montenegro	162 520	40	3	European Commission –IPA Civil Society Facility 2011-2012 Multi-beneficiary Programme - Partnership Programmes for CSOs"	European Commission EACEA	August 2013 – November 2014	Lead: PASOS, partners: Institute of Public Affairs, Poland, Centre for Public Policy PROVIDUS, Latvia, European Institute, Bulgaria, Center for Euro-Atlantic Studies, Serbia, CEDEM, Montenegro
Detailed description of project						Type of services provided		
<p>Objectives:</p> <ol style="list-style-type: none"> 1. To educate European citizens and civil society actors in the processes through which the policies of the EU take form, and in communications strategies for advocating for EU policies, and spreading ownership of EU policymaking among EU citizens. 2. To raise awareness among the publics in EU members and prospective member countries around the need for citizens' engagement to ensure their elected representatives and governments fully engage at the EU level in achieving policy decisions that meet the needs of their citizens. 3. To strengthen citizens' engagement in the policy process ahead of the European Parliament elections in 2014. <p>Activities</p> <ol style="list-style-type: none"> 1. Conduct baseline study on 11 new EU member states' level of integration and engagement in EU decision-making 2. Opinion polls on citizens' knowledge of EU policymaking and level of engagement in four new member states, analysis of other existing survey research, and conduct research interviews with EU policymakers 3. Launch of project website 4. Launch of comparative study, focusing on four EU member-states, and also level of EU engagement of two prospective members - international conference and international media coverage 5. Establish in four new members states a citizens' taskforce to debate the findings of the studies, and to identify the strengths and weakness of their governments in engaging in EU policymaking, and ways of strengthening citizens' engagement 6. Organise national roundtables and media outreach around greater governmental and citizens' engagement in European integration. 						<ol style="list-style-type: none"> 1. Opinion polls – drafting, commissioning, and dissemination 2. Roundtables and seminars, including citizens' taskforce and engagement 3. Country and comparative research, including policy papers and policy recommendations 4. Country and international awareness-raising and advocacy activities and dissemination 		

Ref No. 5	Project title		Winter Academy 2014. NATO for the Future: Ready, Robust and Rebalanced					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
PASOS – Policy Association for an Open Society	Czech Republic (participants and speakers from Czech Republic, Russia, Georgia, Ukraine, Republic of Moldova, Uzbekistan, Montenegro, Armenia, Belarus)	48 995	100	4	NATO Public Diplomacy Division	NATO Public Diplomacy Division EUR 40 000, Ministry of Foreign Affairs, Czech Republic EUR 8 995	December 2013 – March 2014	Lead: PASOS, Partner: Center for European Security, Russian Academy of Sciences
Detailed description of project						Type of services provided		
<p>The Winter Academy was a special week-long course on Euro-Atlantic Security Studies for young Russians as well as representatives of Eastern Partner countries/Central Asia and Central/Eastern Europeans on different subjects connected with NATO, its transformation, its relationships with Russia and other partners.</p> <p>The main goals of the project were:</p> <ol style="list-style-type: none"> 1) To explain NATO's role in the formation of European security system, the character of its relations with other international and Euro-Atlantic institutions, the significance of the cooperation between the RF and NATO; 2) To provide Russian public with adequate information on NATO-Russia Council, on the participation of Russia and other partners in the PFP programme; 3) To explain the changes in the framework of the North Atlantic Alliance, how those changes influence the situation in Europe in the security context, to provide information on different NATO's structures; 4) To promote better understanding in Russia of the changes which already have happened and will continue to occur in NATO-Russia relations. <p>The Winter Academy 2014 demonstrated the concerns provoked by the situation in and around Ukraine as well as in Russia's relations with the West, connected with Crimea crisis and Russian domestic political situation aimed at reducing the space for civil society activities, and the shaping of anti-Western perspectives. The event featured strong participation of analysts from Russia (due to the Ukraine crisis, no Russian government participation was possible). Selected parts of the event were also recorded on video, and posted on YouTube.</p>						<ol style="list-style-type: none"> 1. Event conception, including drafting of agenda, sessions, and recruitment of speakers/trainers 2. Briefing of trainers/speakers, liaising closely with Russian partner and NATO Public Diplomacy Division. 3. Liaison with Ministry of Foreign Affairs, Czech Republic, on event logistics 4. Management of logistics (travel, accommodation, transportation, interpreting, catering) 5. Evaluation by participants. 		

Ref No. 6	Project title		Opening the Doors of Policy-Making in Central Asia and South Caucasus					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
PASOS – Policy Association for an Open Society	Armenia, Azerbaijan, Georgia, Kyrgyz Republic, Kazakhstan, Tajikistan, Turkmenistan, Uzbekistan	254 000	100	4	United Nations Democracy Fund (UNDEF)	UNDEF, grant no. ENPI/2012/3 10-155	August 2010 - November 2012	
Detailed description of project						Type of services provided		
<p>The project sought to empower civil society organisations and to enhance public participation in public policy development. It aimed to strengthen CSOs, foster regional networking, and promote sustained dialogue with policymakers. The project drew on PASOS' experience of training think-tank personnel in transitional countries. Key activities included:</p> <p>Policy training of civil society actors (Istanbul, June 2-3, 2011) with more than 50 participants</p> <p>Design and organisation of two-day training on strengthening skills in policy analysis, research, writing, and advocacy, including networking conference, followed by three months of distance mentoring. Travel/accommodation arranged for participants.</p> <p>Fellowships at EU Think Tanks (June-December 2011)</p> <p>Eight young researchers and/or scholars from the region (up to 1 per country) participating in the policy training were given the opportunity of a one-month visit to an EU think tank, followed by three months of online mentoring as they pursue completion of a policy study.</p> <p>- Training of Future Local Policy Trainers (Central Asia, May 2012)</p> <p>A three-day certified training in writing policy papers, conducting research and policy analysis, and engaging in advocacy, open to 8 future trainers (1 per country).</p> <p>- Public Policy Workshop for NGOs and Government Officials (Kyrgyz Republic, June 2012), followed by public conference and networking events. Training and public conference designed (and trainers/speakers commissioned and overseen, including event moderation)</p> <p>A two-day training on effective policy-making, including writing policy papers, and use of evidence-based policy analysis to advocate for more effective decision-making. Open to a maximum of 2 officials per country.</p>						<ul style="list-style-type: none"> - conducted needs assessments for civil society in all target countries - assembled training teams for, and organised, training in CSO management, policy research and writing, and advocacy, conducted in Istanbul in June 2011 - selected fellows and linked them up with EU think-tanks/NGOs - selected and assembled training teams for training of local trainers, for Central Asia seminars and networking event - training of CSOs and local government officials on launching and sustaining mutual policy dialogue -flight booking, assistance for visas, hotel booking, airport and hotel transfers, booking of conference facilities and of technical equipment, secretariat support, conference kits, badges, producing and sending out invitations 		

Ref No. 7	Project title		Paving the road towards visa-free travel between the Eastern Partnership countries and the EU					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
PASOS – Policy Association for an Open Society	Armenia, Azerbaijan, Belarus, Georgia, Republic of Moldova, Ukraine	233 000	85	5	Local Government and Public Service Reform Initiative of Open Society Foundations	Open Society Foundations, grant no. L0094	November 2010 - March 2012	European Institute, Bulgaria Center for Research and Policy Making, Republic of Macedonia, Partners in all six EaP countries
Detailed description of project						Type of services provided		
<p>The project comprised indepth analysis of the technical and political requirements for moving towards visa-free travel between the EU and the Eastern Partnership, including the following:</p> <ul style="list-style-type: none"> - Baseline studies on each partner country working to a common methodology - Indepth studies on each partner country - Seminars in Brussels, Lviv, Prague, Warsaw (during Polish EU Presidency) upon publication of country policy briefs and EU-focused policy briefs, and seminars on advocacy in Belarus, Georgia, Armenia, Moldova, Berlin and Istanbul - PASOS managed the event design, associated printing and publication, invitation management, commissioning and oversight of speakers, authors, and trainers, and travel/logistics (hotel and venue identification and booking, and flight booking, and visa support), as well as conference badges, conference kits and banners, and invitation management, and for Brussels liaison with EC officials - six novisa websites and a common project website : novisa.eu - intensive training and mentoring of civil society actors in all six countries - advocacy roundtables launching dialogue between civil society and public officials in EaP countries 						<ul style="list-style-type: none"> - needs assessment of civil society in all six Eastern Partner countries concerning visa policies - indepth training for EaP civil society organisations in the visa facilitation, then visa liberalisation process (carried out by expert negotiators for visa-free travel for Bulgaria during EU accession, and from experts who had worked on visa-accession in the western Balkans in a prior PASOS project) - follow-up training seminars for civil society in development of in-country advocacy strategies - design of research methodology, and mentoring of analysts, by Bulgarian and Macedonian experts - production of a handbook for civil society on understanding and influencing EU policymaking in the field of migration and visa policies - flight booking, assistance for visas, hotel booking, airport and hotel transfers, booking of conference facilities and of technical equipment, secretariat support, conference kits, badges, banner design and purchase, producing and sending out invitations 		

Ref No. 8	Project title		Eastern Partnership Policy Bridging					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
PASOS – Policy Association for an Open Society	Armenia, Azerbaijan, Belarus, Georgia, Republic of Moldova, Russia, Ukraine	215 000	54	3	Local Government and Public Service Reform Initiative of Open Society Foundations	Open Society Foundations, grant no. L9089	October 2009 - June 2011	LGI, PASOS
Detailed description of project						Type of services provided		
<p>The project supported policy projects in the area of free trade between the Eastern Partnership countries and the EU. The policy analysis and mentoring by EU think-tanks was combined with networking at the EU level to strengthen the understanding of EU policymaking among think-tanks in the EaP countries, and to foster stronger links with their counterparts in the EU (including the Kiel Institute of World Economy, Germany, and the Centre for European Policy Studies, Belgium).</p> <p>The trade reports that emerged were:</p> <ul style="list-style-type: none"> - Three studies analysing the impact of economic policies relevant for Moldova’s EU integration; Ana Popa and Valeriu Prohnitchi, Expert-Grup, Chisinau, Moldova - Sector Policy Convergences in Trade and Customs Areas in Azerbaijan to support EU Eastern Partnership Initiative; Vugar Bayramov and Tim McNaught, Center for Economic and Social Development (CESD), Baku, Azerbaijan - An Appraisal of the EU’s Trade Policy towards its Eastern Neighbors: The Case of Georgia; Gia Jandieri, Vice-President, New Economic School, Tbilisi, Georgia. <p>The project also included fellowships, and 12 fellows – from all six EaP countries and Russia - were placed with EU think-tanks.</p> <p>PASOS organised the public seminars in Brussels, Paris, and Berlin, including event design, travel and venue/hotel selection and booking, invitation management, travel/logistics, and event moderation, as well as design, production, editorial oversight, and printing of agendas and policy briefs.</p>						<ul style="list-style-type: none"> - organisation of seminars in Brussels, Paris, Berlin, around trade policy papers, and targeting of key EU decision-makers, e.g. DG Trade, who engaged with the authors concerning their policy recommendations - identification of fellows, and matching of them with EU think-tanks - training for fellows in understanding EU policymaking, in writing policy papers, and in civil society advocacy – with networking events in Brussels, Budapest, Warsaw, and Berlin - flight booking, assistance for visas, hotel booking, airport and hotel transfers, booking of conference facilities and of technical equipment, secretariat support, conference kits, badges, banner design and purchase, producing and sending out invitations, online registration of participants - conference agenda preparation, selection and briefing of moderators and speakers 		

Ref No. 9	Project title		Role of civil society and private sectors as development actors in the new EU Member states					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
PASOS – Policy Association for an Open Society	Bulgaria, Czech Republic, Romania, Poland, Hungary, Slovakia, Slovenia, Latvia, Estonia	1 000 000	7	3	Center for Economic Development, Bulgaria	European Commission, grant no. DCI-NSA/2011/2 43-889	January 2012 - August 2013	Lead: Center for Economic Development (Bulgaria), partners: PASOS, CPS-CEU (Hungary); PROVIDUS (Latvia); Institute of Public Affairs (Poland); Institute for Public Policy (Romania); Slovak Foreign Policy Association (Slovakia); PRAXIS (Estonia); SLOGA Slovenian NGDO platform (Slovenia)
Detailed description of project						Type of services provided		
<p>The project's overall objective is to build transnational alliances between new EU member states intended to capitalise on, and disseminate their best network and advocacy practices vis-à-vis international trade systems with ODA (official development assistance) recipients and the role of private and civil society sectors as development actors.</p> <p>The project includes focus groups, taskforces and public seminars in nine EU new member states, with research papers and policy briefs in each country on the role of respectively the private sector, trade, and civil society.</p> <p>The conference concludes in June 2013 with an international conference in Sofia, and a comparative overview and policy brief.</p>						<ul style="list-style-type: none"> - recruit and co-ordinate researchers in trade policy, private sector, and civil society vis-à-vis official development assistance policies of the Czech Republic co-ordinate and edit a paper on trade policy, and policy briefs on the private sector and civil society - organise focus groups, online survey of stakeholders, and taskforce to review draft policy briefs - organise public seminar in Prague on the studies - recruit and co-ordinate comparative reviewer for all nine countries – to author comparative overview and project overall conclusions - participate in conception of Sofia international conference - overall preparation, coordination and follow-up of each event, booking of conference facilities and of technical equipment, secretariat support, conference kit and invitations, production of policy publications, promotion of events and invitation dissemination, guest management, catering, panel moderation, registration of participants, preparation of name plates, photographer 		

Ref No. 10	Project title		Association of Regional Analytical Centers: a tool to improve governance in the regions of Ukraine					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
PASOS – Policy Association for an Open Society	Ukraine	129 135	6	2	Chernihiv City Youth Organization - Polissya Foundation for International and Regional Studies	EU Delegation Ukraine/ ENPI, grant no. ENPI/2012/3 10-155	March – October 2013	Lead: Chernihiv City Youth Organization - Polissya Foundation for International and Regional Studies, partners: PASOS, IARDI
Detailed description of project						Type of services provided		
Training of regional think-tanks in Ukraine on local administration and policymaking, and on monitoring of public administration - accountability, efficiency, public service delivery						<ul style="list-style-type: none"> - design with partners of training curriculum - recruitment of trainers and implementation of training - evaluation and review of training - identification of trainers - facilitation of travel and logistics for trainers' participation - contract preparation for trainers - financial and narrative reporting 		

Ref No. 11	Project title		Open Government, Deeper Democracy					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
PASOS – Policy Association for an Open Society	Czech Republic, Macedonia (FYROM)	38 000	75	4	Robert Bosch Foundation, Balkan Trust for Democracy, Friedrich Ebert Foundation	Robert Bosch Foundation, Balkan Trust for Democracy, Friedrich Ebert Foundation	May 2012-January 2013	PASOS (lead), Center for Research and Policy Making (Macedonia)
Detailed description of project						Type of services provided		
<p>PASOS annual international think-tanks' and policymakers' conference, Open Government, Deeper Democracy, held in Skopje on 9-10 November 2013 in partnership with the Center for Research and Policy Making, Macedonia.</p> <p>The event comprised a public conference, Open Government, Deeper Democracy, the presentation of the PASOS Think-Tank Awards 2012, and a think-tanks' seminar, including panels on Quality control procedures in think-tank management and Institutional development for think-tanks.</p> <p>The principal conference themes were:</p> <ul style="list-style-type: none"> • Forging a New Impetus towards Open Government - monitoring implementation of plans under the Open Government Partnership • Mobility and Integration of Migrants through Participatory Policymaking - national and regional (including EU) strategies to foster social inclusion and mobility, and to counter xenophobia (policies towards minorities, migration, asylum-seekers) • Prospects for European Integration and EU Accession - building on new member states' transition know-how to address shortfalls in progress reports on Western Balkans countries <p>Three accompanying policy briefs on migration/visa policy, regional co-operation and European integration, and prospects for the new European Endowment for Democracy</p>						<ul style="list-style-type: none"> - event management and logistics - conference agenda conception and preparation - event fundraising - speaker and moderator briefing - recruiting of policy brief authors, recruiting of peer reviewers, editing of policy briefs, layout and electronic and print production and dissemination - flight booking, assistance for visas, hotel booking, airport and hotel transfers, booking of conference facilities and of technical equipment, secretariat support, conference kits, badges, banner design and purchase, producing and sending out invitations, online registration of participants 		

Ref No. 12	Project title							
	Development of Public Administration and Management Studies in Serbia - TEMPUS							
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
PASOS – Policy Association for an Open Society	Serbia, Italy, Spain, Bulgaria, Czech Republic	538 820	12	4	European Commission EACEA - TEMPUS	European Commission	September 2009 – September 2012	(leads: Mega trend University, Serbia, Università degli Studi di Firenze, Italy) Partner: PASOS
Detailed description of project						Type of services provided		
<p>The project specific objectives were:</p> <ul style="list-style-type: none"> • improvement and development of public administration curricula at Megatrends University, Serbia • improvement of teaching methods • modernisation of learning environment • creation of a system of lifelong learning for public administration officials • development of an interdisciplinary approach in public administration studies • development of co-operation between public and private institutions. 						<p>Role of PASOS:</p> <ul style="list-style-type: none"> - expert support on curriculum development - hosting of three groups of academic staff from Serbia in Prague, providing them with expert lectures from public administration teaching staff in Czech Republic, visits to government institutions - organisation of simulated EU negotiations for visiting academic staff from Serbia - overall preparation, coordination and follow-up of each event, hotel booking, booking of conference facilities and of technical equipment, hiring of interpreters, secretariat support, catering , local transport. 		

Ref No. 13	Project title		Ilko Kucheriv Democracy Fellowship					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
PASOS – Policy Association for an Open Society	Ukraine, EU member states	110 000	90	3	National Endowment for Democracy, USA	National Endowment for Democracy, USA	August 2011 – December 2014 (renewed annually)	PASOS (lead) Partners: Ilko Kucheriv Democratic Initiatives Foundation, Ukraine, Institute of Public Affairs, Poland
Detailed description of project						Type of services provided		
<p>The Ilko Kucheriv Fellowship Democracy Program provides mentoring and networking opportunities for fellows from the Ukraine with the aim to gain practical skills, interact with other researchers, and exchange practices with well-established think-tanks and NGOs in the EU. Fellowships focus on specific democratic transformations issues (media freedom, constitutional law, parliamentary democracy, judiciary, public opinion research, electoral processes, free and fair elections, building democratic awareness among the general public, etc.).</p> <p>Long-term Objectives:</p> <ul style="list-style-type: none"> To promote and contribute to the democratic practices in transitional democracies of the CIS region through provision of fellowships. To capitalize on Ilko Kucheriv’s original principles and vision of working for better and more democratic countries of the CIS region through educational and training programs. <p>Short-term Objectives:</p> <ul style="list-style-type: none"> To strengthen institutional capacity of democracy and human rights advocacy NGOs and think tanks in the CIS region through strengthening the skills of individual professionals. To provide individual professionals with practical work experience in well-established think tanks and NGOs in EU and USA 						<ul style="list-style-type: none"> - managing call for fellows - co-ordinating fellowship selection committee - supporting fellows in finding host organisations - managing logistics with fellows and hosts (contracts, travel arrangements) - working with hosts and mentors on policy briefs - editing of final policy briefs 		

Ref No. 8	Project title		High Impact - A PASOS COMMUNICATIONS SEMINAR for think-tank directors and senior communications staff					
Name of legal entity	Country	Overall project value (EUR) ⁱ	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
PASOS – Policy Association for an Open Society	United Kingdom (participants from Romania, Poland, Slovenia, Bosnia and Herzegovina, Serbia, Armenia, Bulgaria, Estonia)	15 000	100	3	Open Society Foundations	Open Society Foundations Think Tank Fund	July 2012 – October 2012	
Detailed description of project						Type of services provided		
<p>Held in London, 11-12 October 2012, the two-day seminar focused on three topics: Strategic Communications Planning; Communications for Advocacy; and Data Visualisation. There were 17 participants in the training. Sessions included:</p> <ul style="list-style-type: none"> • A panel discussion with London-based policy experts on the impact of think-tanks on policymaking and opinion-shaping • Think-Tank Communications Strategy and Case Studies • Advocacy Strategy and Case Studies • Interactive communications planning session • Fine-tuning communications plans and strategies • Data Visualisation • Visit to Chatham House <p>The seminar included hands-on consultations with a strategic communications consultant and the Communications Director of Chatham house to help guide the participants in shaping and refining their own communications planning. The seminar was very well-received by the participants, according to the results of a post-seminar evaluation survey.</p>						<ul style="list-style-type: none"> - organisation of training seminar on think-tank communications: recruitment of trainers and panellists, concept of agenda, registration of participants, all logistics (venues, flights, accommodation) - mentoring of participants on communications strategy - evaluation of event and skills acquired by participants. 		

Ref No. 14	Project title		Understanding and Influencing EU Policymaking					
Name of legal entity	Country	Overall project value (EUR) ⁱⁱ	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
PASOS – Policy Association for an Open Society	Belgium	30 000	100	3	Local Government and Public Service Reform Initiative (LGI) of Open Society Foundations	Open Society Foundations, Ministry of Foreign Affairs, Czech Republic	October 2011 – February 2012	
Detailed description of project						Type of services provided		
<p>This project was designed to increase 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.</p> <p>A call for participants from Western Balkans, EaP countries, New Member States was launched for attendance in a seminar held in Brussels on 12 December 2011. There were 16 participants - including three from the Western Balkans, five from the Eastern Partnership countries, eight from EU member states. The training programme was put together by the PASOS Secretariat and Pinnacle Brussels, a communications company with a strong focus on training in communications with EU institutions, and included case studies in both private sector and NGO lobbying campaigns towards the EU. The event concluded with a debate on different ways of influencing the EU.</p> <p>The project also marked the publication of an EU Advocacy Guidebook on Understanding and Influencing EU Policy-Making, including a guide to the EU institutions (updated in line with the Lisbon Treaty, and new developments such as the European Transparency Initiative and Transparency Register, and the European Citizens' Initiative. The publication is entitled, THE RIGHT APPROACH TO EUROPE. An Advocacy Handbook for Civil Society: Understanding and Influencing EU Policymaking. It includes two advocacy case studies on respectively EU Financial Instruments in Support of Democracy and Human Rights, and Migration and Visa Policies. The book is primarily targeted at think-tanks and other policy-focused civil society organisations or networks.</p>						<ul style="list-style-type: none"> - training seminar into EU policymaking, including simulations of EU Council meetings - writing, editing, design, layout, and print and electronic publication and dissemination of advocacy guidebook on EU policymaking, fully updated with the Lisbon Treaty - flight booking, assistance for visas, hotel booking, airport and hotel transfers, booking of conference facilities and of technical equipment, secretariat support, conference kits, badges, banner design and purchase, producing and sending out invitations, online registration of participants 		

Ref No. 15	Project title		Policy standards and quality controls					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
PASOS – Policy Association for an Open Society	Czech Republic	33 500	100	3	Local Government and Public Service Reform Initiative (LGI) of Open Society Foundations	Open Society Foundations	March 2010 – November 2011	
Detailed description of project						Type of services provided		
<p>This project's objective was 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.</p> <p>Two publications were finalised in September 2011: (i) <i>Thinking Ethically - A think-tank code of good governance</i>, and (ii) <i>How to win respect and influence policymakers - Principles for effective quality controls in the work of independent think-tanks</i>.</p> <p>The two publications, illustrated with cartoons, were distributed at the PASOS annual conference in Warsaw in November 2011, and sessions there covered both writing policy briefs and how to make peer review an effective and essential tool of the process of publishing policy work.</p>						<ul style="list-style-type: none"> - organisation of workshops on quality standards - organisation of training on policy-writing, peer review processes, quality standards - research, drafting of principles, organising review of principles, design and layout, editing, and print and electronic publication - further dissemination of publications through PASOS website and communications channels - financial management - event management 		

Ref No. 16	Project title		Democracy, Partnership, Enlargement - Challenges for Europe, Challenges for the Polish EU Presidency - Perspectives for EU policy-makers and democratic reformers in the Eastern Partners, the Balkans, and North Africa					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
PASOS – Policy Association for an Open Society	Poland	56 000	60	3	Various	Robert Bosch Foundation, Local Government and Public Service Reform Initiative of Open Society Foundations, Open Society Think Tank Fund, International Visegrad Fund, Heinrich Böll Foundation, NED	June – November 2011	Institute of Public Affairs, Poland, Research Centre of Slovak Foreign Policy Association, Slovakia, Center for Policy Studies at Central European University, Hungary
Detailed description of project						Type of services provided		
<p>Four policy briefs were printed ahead of the conference, where they were then disseminated (three funded by the International Visegrad Fund, the fourth funded by LGI as part of the Eastern Partnership visa project):</p> <p>What kind of EU does the Mediterranean need? (Alexander Duleba & Lucia Najšlová)</p> <p>From the network to the streets: Online tools and democratization in Egypt and Belarus (Alek Tarkowski, Basem Fathy and Dzianis Melyantsou)</p> <p>Friendly Neighbours: Increasing the Potential of European Neighbourhood Policy Cross-Border Cooperation Initiatives (Andrey Demidov & Sara Svensson)</p> <p>No shortcuts on the road to freedom of movement for the EU's Eastern neighbours (Piotr Kaźmierkiewicz and Nadya Dimitrova)</p> <p>The conference was attended by more than 150 representatives of think-tanks, media and diplomacy in the V4, EU and EU's Eastern and Southern neighbourhood. The 4 panels of the conference featured 24 speakers and moderators. The keynote speech was by Krzysztof Stanowski, Undersecretary of State for Development and Economic Cooperation, Ministry of Foreign Affairs, Poland. The conference addressed challenges facing the Polish EU presidency in particular, and EU foreign policy in general. Main topics included the Eastern Partnership, further EU enlargement to the Western Balkans, visa liberalisation, EU's policy towards the Southern neighbourhood, and new media and social networks and their role in resisting authoritarianism. The think-tanks' conference included presentations on the grant schemes of two key donors (the Think Tank Fund, and the National Endowment for Democracy); four sessions around different elements of quality standards in think-tank work (data visualisation; must-haves in a policy brief; the future of the PASOS think-tank awards; and peer review as an instrument of quality control).</p>						<ul style="list-style-type: none"> - organisation of public conference in Warsaw - organisation of think-tanks' seminars, workshops, and conference - commissioning, peer review, editing, layout of four policy briefs - financial management - event management - flight booking, assistance for visas, hotel booking, airport and hotel transfers, booking of conference facilities and of technical equipment, secretariat support, conference kits, badges, banner design and purchase, producing and sending out invitations, online registration of participants - live streaming of conference and video recordings on Youtube 		

Ref No. 17	Project title		Who's Afraid of East-West Dialogue?					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
PASOS – Policy Association for an Open Society	Germany	38 000	100	4	Local Government and Public Service Reform Initiative (LGI) of Open Society Foundations, and Open Society Foundations Think Tank Fund	Open Society Foundations	May - November 2010	
Detailed description of project						Type of services provided		
<p>The PASOS annual policymakers' conference 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 PASOS annual meeting was held in conjunction with the PASOS international think-tanks' and policymakers' conference, <i>Who's Afraid of East-West Dialogue?</i>, which took place on 5 November 2010. The conference examined the agendas of the EU, 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.</p> <p>At the conference, leading-think tank analysts from Europe and the United States joined in debate with top-level EU policymakers. These included:</p> <ul style="list-style-type: none"> • 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. <p>Four policy briefs were presented at <i>Who's Afraid of East-West Dialogue?</i> The studies were: <i>Squaring the Euro-Atlantic Security Circle</i>; <i>The Challenge of Energy for Regional Stability</i>; <i>Sowing the Seeds of a New Diplomacy</i>; and <i>Challenges to Sustainable Development and Democratic Reforms</i>.</p>						<ul style="list-style-type: none"> - organisation of public conference in Berlin - organisation of think-tanks' seminars, workshops, and conference - commissioning of four policy briefs - financial management - event management - flight booking, assistance for visas, hotel booking, airport and hotel transfers, booking of conference facilities and of technical equipment, secretariat support, conference kits, badges, banner design and purchase, producing and sending out invitations, online registration of participants - live streaming of conference and video recordings on Youtube 		

Ref No. 18	Project title		“Return to Europe” - reflections after 20 years of democratic renewal					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
PASOS – Policy Association for an Open Society	Czech Republic, Poland, Slovakia, Hungary	90 000	75	3	European Commission (EACEA), Unit P7 Citizenship Action 2. Measure 3 'Civil Society projects', International Visegrad Fund	European Commission (EACEA), grant no. 156795, International Visegrad Fund, grant no. 30920010	March 2010 – November 2011	PASOS (lead), Center for Policy Studies at Central European University, Hungary, Institute of Public Affairs (ISP), Poland, Institute for Public Affairs (IVO), Slovakia
Detailed description of project						Type of services provided		
<p>Through policy briefs, public debate, opinion polling and focus groups, the project was designed to evaluate knowledge of the democratic transformation process in Visegrad Four (V4) countries, and of EU policies to support democracy and human rights in third countries. Policy analysis evaluated the scope for a European Consensus on Democracy Assistance, and for increased V4 and EU engagement to ensure that the experience of totalitarian rule is not repeated, and that freedom and democratic values are shared and supported beyond the EU’s borders. The project also included a research study into the impact of the Lisbon Treaty, and the future make-up of the EU’s external action service, on the promotion of democratic values - with a view to promoting a broad-based debate among policymakers and the wider public on EU policies and instruments in support of democracy and human rights in third countries, and on the lessons of V4 countries’ transition experience in shaping and implementing EU policies in this field. A public conference was held in Prague on 10 December 2009, including participants from the Czech Republic, Hungary, Poland, and the Slovak Republic, representatives of the European Commission, European Council, European Parliament, and EU member governments, to mark the 20th anniversary of the fall of the Berlin Wall.</p> <p>Publications: <i>Return to Europe: New freedoms embraced, but weak public support for assisting democracy further afield</i>, a PASOS-IVO policy brief by Zora Bútorová and Olga Gyarfášová, IVO, Slovakia, 2009</p> <p><i>A new beginning? Democracy support in EU external relations under the Lisbon Treaty</i>, a PASOS-ISP policy brief by Ekaterina Bogdanova, post-Soviet region researcher, European Partnership for Democracy (EPD), and Carlos Hernandez, Deputy Executive Director, European Partnership for Democracy (EPD), in association with Jacek Kucharczyk, President, Institute of Public Affairs (ISP), Poland, and Jeff Lovitt, Executive Director, PASOS, February 2010</p> <p><i>Walking the tightrope of democracy aid - A long and winding road towards ‘flexible’, well-targeted EU funding for democracy and human rights</i>, a PASOS policy brief by Věra Řiháčková, Senior Research Fellow, EUROPEUM Institute for European Policy, Czech Republic, June 2010</p>						<ul style="list-style-type: none"> - organisation of surveys and focus groups - commissioning and editing of policy briefs - organisation of press conferences and major international conference hosted at Ministry of Foreign Affairs, Czech Republic - further media dissemination - financial management - event management - flight booking, assistance for visas, hotel booking, airport and hotel transfers, booking of conference facilities and of technical equipment, secretariat support, conference kits, badges, banner design and purchase, producing and sending out invitations, online registration of participants 		

Ref No. 19	Project title		Monitoring Western Balkans progress in fulfilling EU roadmaps for visa-free travel					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
PASOS – Policy Association for an Open Society	Albania, (FYRO) Macedonia, Bosnia and Herzegovina, Montenegro, Serbia, Belgium	30 000	100 (including sub-contracting)	3	Local Government and Public Service Reform Initiative of Open Society Foundations	Open Society Foundations	October 2008 – June 2009	PASOS (lead), European Institute, Bulgaria, Institute for Contemporary Studies (ISB), Albania, Center for Research and Policy Making (CRPM), Macedonia, Jefferson Institute, Serbia, ACIPS, Bosnia and Herzegovina, Center for Democracy and Human Rights, Montenegro
Detailed description of project						Type of services provided		
<p>A methodology that stressed the necessity for the Western Balkans countries to meet the technical requirements essential for visa-free travel to the EU was developed by Nadya Dimitrova, visa policy expert of the European Institute, Bulgaria, who led the Bulgarian government’s negotiating team on migration and visa policies during Bulgaria’s approximation to EU standards. This approach was designed to strengthen their hand towards the EU, so that the decisions on visa liberalisation would be political ones taken in the light of fulfillment of the technical requirements. Country reports were prepared on the progress made by Albania, Bosnia and Herzegovina, Macedonia, Montenegro, and Serbia towards implementation of the technical criteria for visa liberalisation with the EU. The PASOS Secretariat worked with the European Institute to finalise the policy brief, leading with a set of policy recommendations for the European Commission and for the individual countries. Combined with events by the participating centres in their own capitals, a roundtable was held in Brussels on 5 March 2009 with European Commission officials, the Open Society Institute, and representatives of EC delegations. The study featured in the 2009 election campaign in Albania, and was cited by the European Stability Initiative in its own visa project in 2009: ESI highlighted PASOS’s “leadership role in regional projects”.</p> <p>Publication: <i>Could EU visa-free travel become a key incentive for Western Balkans countries to establish better democratic institutions and the rule of law?</i> by Nadya Dimitrova, PASOS/European Institute policy brief, 5 March 2009</p>						<ul style="list-style-type: none"> - commissioning and supervising of project methodology - recruiting country partners - managing advocacy plans in Brussels and four countries - organisation of seminar in Brussels - managing peer review process and editing of publications - financial management - event management - flight booking, assistance for visas, hotel booking, airport and hotel transfers, booking of conference facilities and of technical equipment, secretariat support, conference kits, badges, banner design and purchase, producing and sending out invitations, online registration of participants 		