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INTERNATIONAL WORKSHOP FOR
MANAGERS OF RESEARCH ORGANIZATIONS
IN THE WESTERN BALKANS AND THE EU

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October 19-21, 2015
Sarajevo, Bosnia and Herzegovina
Hotel Bristol, Conference room Banja Luka, 1st Floor

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INTRODUCTION

Organizations involved in policy research and applied social science research in the Western Balkans region, such as research institutes and think tanks, are facing a number of obstacles in their work. These include unpredictable socio-political contexts, insecure sources of funding, high staff turnover rates and a shortage of trained staff, and increasing competition. The purpose of this international workshop is to address the needs of managers of research organizations that are facing some of the aforementioned challenges.

The workshop will focus on key aspects of the management of think tanks and research centers. The issues that will be addressed are: ensuring the quality of research; managing communications and advocacy activities; human resources management; governance and oversight; financial sustainability; and networking and cooperation. During the last day of the workshop, special attention will be given to the role of policy research and advocacy organizations in the context of EU enlargement.

The event will offer insight into the latest developments in the theory and practice of managing research organizations by way of presentations by managers from leading think tanks and research institutes from the region and the EU. It will provide ample opportunity for an exchange of experiences and networking among the participants.

The workshop is jointly funded and organized by the Regional Research Promotion Program (RRPP) in the Western Balkans, the Think Tank Fund of the Open Society Foundations, and the Center for Social Research Analitika.

DAY 1

OCTOBER 19, 2015

09:00 – 09:30**Welcome note**

- **Heinrich Maurer**, Ambassador of Switzerland in Bosnia and Herzegovina
- **Goran Buldioski**, Director, Think Tank Fund, Open Society Foundations, Budapest
- **Edin Hodžić**, Director, Analitika – Center for Social Research, Sarajevo
- **Jasmina Opardija-Šušnjar**, Programme Manager, Regional Research Promotion Programme (RRPP) in the Western Balkans, University of Fribourg

09:30 – 11:00**Session 1: Mapping key challenges and opportunities for think tanks and research institutes in the Western Balkans***Presenters/Moderators:*

- **Sonja Stojanović Gajić**, Director, Belgrade Centre for Security Policy, Belgrade
- **Tarik Jusić**, Executive Director, Analitika – Center for Social Research, Sarajevo

11:00 – 11:15 Coffee break**11:15 – 12:30****Session 2: Research process management and quality control***Presenters:*

- **Matt Dann**, Secretary General, Bruegel, Brussels
- **Katarina Ott**, Director, Institute of Public Finance, Zagreb

Moderator:

- **Fisnik Korenica**, Executive Director, Group for Legal and Political Studies - GLPS, Pristina

12:30 – 13:30 Lunch break**13:30 – 15:30****Session 3: Managing communication and advocacy processes***Presenters:*

- **Sophie Gaston**, Press and Communications Manager, Demos, London
- **Stevo Muk**, President of the Managing Board, Institute Alternative, Podgorica

Moderator:

- **Tarik Jusić**, Executive Director, Analitika – Center for Social Research, Sarajevo

15:30 – 15:45 Coffee break**15:45 – 17:45****Session 4: Human resource management and staffing processes***Presenters:*

- **Krista van Weelden**, HR Manager, International Crisis Group, Brussels
- **Edin Hodžić**, Director, Analitika – Center for Social Research, Sarajevo

Moderator:

- **Vladyslav Galushko**, Program Manager, Think Tank Fund, Open Society Foundations, Budapest

19:00 Group Dinner (meeting place: Hotel Bristol lobby)

DAY 2

OCTOBER 20, 2015

09:00 – 11:00**Session 5: Internal governance, oversight, and general management***Presenters:*

- **Emil Tsenkov**, Board Member and Senior Fellow, Center for the Study of Democracy (CSD), Sofia
- **Balazs Varadi**, Partner, Budapest Institute for Policy Analysis, Budapest

Moderator:

- **Maša Đorđević**, Program Manager, Think Tank Fund, Open Society Foundations, Budapest

11:00 – 11:15 Coffee break**11:15 – 13:00****Session 6: Sustainability: Fundraising, financial management, and strategic planning***Presenters:*

- **Fabian Zuleeg**, Chief Executive, European Policy Center (EPC), Brussels
- **Sonja Stojanović Gajić**, Director, Belgrade Centre for Security Policy, Belgrade

Moderator:

- **Goran Buldioski**, Director, Think Tank Fund, Open Society Foundations, Budapest

13:00 – 14:00 Lunch break**14:00 – 16:00****Session 7: Networking and Cooperation***Presenters:*

- **Patrick Diamond**, Chair, Policy Network, London
- **Gjergji Vurmo**, Programme Director, Institute for Democracy and Mediation, Tirana
- **Jasmina Opardija-Šušnjar**, Programme Manager, Regional Research Promotion Programme (RRPP) in the Western Balkans, University of Fribourg

Moderator:

- **Milena Lazarević**, Senior Program Manager, European Policy Centre, Belgrade

19:00 Group Dinner (meeting place: Hotel Bristol lobby)

DAY 3

OCTOBER 21, 2015

09:00 – 11:45

Session 8: Shifting policy landscapes: The role and perspectives of research organizations in the context of EU integration of the Western Balkans countries

Presenters:

- **Corina Stratulat**, Senior Analyst, European Policy Center (EPC), Brussels
- **Franco Algieri**, Associate Professor and Head of the International Relations at Webster University, Vienna

Moderator:

- **Maša Đorđević**, Program Manager, Think Tank Fund, Open Society Foundations, Budapest

11:45 – 12:00 Coffee break**12:00 – 12:30**

Session 9: Closing session

A brief summary of key points and highlights from all sessions held during the three days of the workshop.

12:30 – 13:30 Farewell lunch

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Franco Algieri is Associate Professor and Head of the International Relations Department at Webster University Vienna. His research focus covers European and Asian security issues, the European integration process, and EU-Asia relations. Prior to that, he was Director of Research at the Austrian Institute for European and Security Policy (AIES), Senior Research Fellow at the Center for Applied Policy Research (CAP) Munich, and Research Fellow at the Institute for European Politics in Bonn. He has lectured at universities in Germany and China. He studied Political Science and Sinology in Freiburg, Tübingen, and Taipei, European Studies in Bruges, and received his doctorate and M.A. from the University of Tübingen.

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Goran Buldioski is the Program Director of the Open Society Think Tank Fund and co-director of the Open Society Initiative for Europe. He focuses on democratic transition in Eastern Europe, the development of policy research on social and political affairs, and the role of civil society. He previously worked for the Council of Europe, the Macedonian Center for International Cooperation and the National Youth Council of Macedonia. His articles and research papers addressing think tanks, policy-relevant research, and democratic transition have appeared in *Politico*, *EurAktiv*, *Sharp! Magazine*, *LSE-UNDP Development and Transition Newsletter*, the *Turkish Policy Quarterly*, and the *Western Balkans Security Observer*. He is member of the European Council of Foreign Relations (ECFR).

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Matt Dann is currently employed at the Bruegel think tank in the position of Secretary General. He oversees the management of Bruegel's non-research operations, takes care of finances, and manages institutional relations with Bruegel's members. Matt is an experienced media professional who has worked in both television and the financial sector. He is a graduate of Keele University, England, and has an MBA from Solvay Business School of the Université Libre de Bruxelles.

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Patrick is chair of the think tank Policy Network. He is lecturer in Public Policy at Queen Mary, University of London, Gwilym Gibbon fellow at Nuffield College, Oxford, and a visiting fellow in the Department of Politics at the University of Oxford. He is the former head of policy planning at 10 Downing Street and senior policy adviser to the Prime Minister. Patrick has spent ten years as a special advisor in various roles in the British government, including 10 Downing Street, the Cabinet Office, and the Northern Ireland Office. His recent publications include: *Beyond New Labour* (with Roger Liddle, 2009); *Social Justice in the Global Age* (with Olaf Cramme, 2009) and *After the Third Way* (with Olaf Cramme, 2012); and *Global Europe, Social Europe* (with Anthony Giddens, 2006).

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Maša Đorđević is a program manager at the Think Tank Fund of the Open Society Foundations. She oversees the fund's grant portfolio on the development of policy research and think tanks in Albania, Bosnia and Herzegovina, Croatia, Montenegro, and Serbia. She also works on capacity building in policy research through individual fellowships and internships. Her expertise ranges from policy research and communications to public participation in decision-making, urban politics, and local strategic development. She holds a BA in sociology from the University of Belgrade, an MA in sociology from the Central European University in Warsaw, and a PhD in political science from the Central European University in Budapest.

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Vlad Galushko is a program manager at the Open Society Think Tank Fund, overseeing the portfolio of organizational development grants. He started with the Think Tank Fund in 2011, working on institutional and core support for think tanks in Moldova, Ukraine, and the South Caucasus. Previously, Vlad was an analyst with the International Crisis Group, where he conducted policy research on Islamic radicalism, labor migration, ethnic strife, and socioeconomic issues in Central Asia. Vlad has also worked with a number of international organizations in Ukraine on election monitoring, education reform, and scholarships. His areas of interest include civil society development, state and institution building processes, and security challenges in transitioning democracies. He holds a PhD in international studies from Old Dominion University, Norfolk, Virginia.

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Sophie Gaston manages press and communications at Demos, including overseeing media engagement, strategic positioning, social media, and the organization's website. She previously managed press at the Centre for Cities urban economics think tank, and worked as a speechwriter, communications adviser, and researcher in the Department of the Premier and Cabinet in Victoria, Australia. Sophie has also held various communications roles in the corporate and commercial sectors, and provides strategic consulting to a range of not-for-profit organizations. She holds a Master's degree in Global Media Communication from the University of Melbourne, and has conducted academic research in political communication at the London School of Economics.

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Fisnik Korenica works in the field of legal and political sciences in Kosovo. He completed his bachelor studies in law at the University of Prishtina, his Master's degree in European Politics at the University of Sussex in the UK, and his PhD in International Law at the Vrije Universiteit in Brussels, Belgium. Fisnik has published in several international peer-reviewed journals, and two books to date, with Kluwer Law International and Springer International. He is Executive Director at the Group for Legal and Political Studies, a think tank based in Prishtina, and is also engaged as a Research Fellow at the Vrije Universiteit in Brussels.

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Milena Lazarevic is Senior Programme Manager at the European Policy Centre (CEP) Belgrade, primarily responsible for the Good Governance Programme Area. A proven expert with over 10 years of professional experience in the area of public administration reform, Milena has worked as a consultant (SIGMA/OECD, ReSPA, the World Bank, and others), advisor, and civil servant within Serbia's public administration (the Ministry of Public Administration and the Government EU Integration Office). She obtained an advanced MA degree in European studies from the College of Europe (on a King Baudouin Foundation scholarship), as well as an MA in EU Administrative Law from the Belgrade University Law Faculty. As a Soros Foundation scholar, she completed her BA degree in international relations and European studies *magna cum laude* at the American University in Bulgaria (AUBG).

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Stevo Muk is one of the founders of Institute Alternativa and has been the president of IA's managing board since 2007. He graduated from the Law Faculty of the University of Montenegro and completed his postgraduate studies at the Faculty of Political Science. His previous work experience includes the Center for Development of Non-Governmental Organizations (CRNVO) and the Open Society Foundation Montenegro. He served as a member of the Balkan Trust for Democracy Advisory Board, and was a member of the Ministry of Justice Advisory Council for public administration reform. He worked with the Swedish Institute for Public Administration (SIPU) in the regional TACSO project. He has also authored or co-authored several published articles.

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Jasmina Opardija-Šušnjar has more than 15 years of experience in developing and leading international projects and programmes. She is currently the Programme Manager of the Swiss-funded Regional Research Promotion Programme (RRPP) in the Western Balkans at the University of Fribourg, Switzerland. She is also the Key Expert in the PERFORM project which explores and creates systemic linkages between scientific research and the spheres of politics, media, and society, currently being implemented in Albania and Serbia. Jasmina's research interests include social change, governance, evidence-based policy-making, migration, gender equality, and development. She holds an MA in East European Studies from the Free University of Berlin, and a BA in Journalism from the University of Sarajevo.

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Sonja Stojanović Gajić has been the Director of the Belgrade Centre for Security Policy (BCSP) since 2006. She holds an MA in Politics, Security, and Integration from the School of Slavonic and Eastern European Studies, University College London. Prior to taking up her current appointment, she worked with the Strategic Development Unit of the OSCE Mission to Serbia and Montenegro's Law Enforcement Department as a coordinator of the strategic management program for the Serbian and Montenegrin police services. In the period of 2006-2011, Sonja worked as a part-time teaching assistant for security studies at the Faculty of Political Sciences of the University of Belgrade. She has worked as consultant on security sector reform, management with CSOs, IGOs, and governments in the Western Balkans, Palestine, and Egypt.

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Corina Stratulat joined the EPC in 2009 as a Policy Analyst and works in the European Politics and Institutions Programme, contributing in particular to the work of the EU Politics and Governance Forum and the Balkans Forum. Part of her EPC activity has involved researching and writing about the EU's institutional developments, especially about issues related to the implementation of the Lisbon Treaty. She has analyzed and spoken for the EPC on various aspects linked to the EU's enlargement policy towards the Western Balkans. Corina holds a BA in Integrated Social Sciences from Jacobs University (Bremen, Germany), an MPhil in Contemporary European Studies from Cambridge University (UK), and a PhD in Political and Social Sciences from European University Institute (Florence, Italy). Her main research interests include comparative Central and East European politics, parties and party systems, elections, democracy, EU institutions, integration, and enlargement.

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Fabian Zuleeg has been the Chief Executive of the EPC since October 2013. His overall responsibilities include providing strategic direction, managing the EPC's staff and resources, and representing the EPC. He is simultaneously Chief Economist, in charge of the Europe's Political Economy Programme. Fabian holds a PhD in the political economy of EU accession from Edinburgh University. Before coming to the EPC, he worked as an economic analyst in academia, as well as the public and private sectors. His research focuses on the economic and Euro crises. He also has a long-standing interest in the political economy of European integration, the UK-EU relationship, the Single Market, European labor markets, and the EU budget. Fabian regularly comments on current political and economic issues in the EU in the media. He also chairs and contributes to a wide range of debates, conferences, and seminars, and has researched and published widely on European economic and social policies.

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NOTES

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