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# INTRODUCTION



## European Fund for the Balkans “Initiative for strengthening democracy and fostering European integration”

The European Fund for the Balkans was established in June 2007 as a multi-year joint initiative of European Foundations including the Robert Bosch Stiftung, the King Baudouin Foundation, the Compagnia di San Paolo and the ERSTE Foundation.

The four founding partners have set a pattern in promoting the responsibility of European funders in supporting and developing stability in the region. The European Fund for the Balkans is a testimony to the power of collaboration, demonstrating what foundations can do when they come and act together.

During the seven years of operating in all Western Balkans countries and beyond, by implementing a unique programme

strategy, the European Fund for the Balkans has transformed itself into a regional actor and partner to different stakeholders and an active promoter of cross-border and regional cooperation. To this date, a valuable network of governmental and non-governmental organisations, institutions, groups, initiatives and individuals got engaged with the Fund and its activities.

The thorough evaluations of its programmes and the comprehensive strategic planning that was conducted during 2013 have provided a new framework for the Fund's future programming which will continue to be synchronized with the political and economic developments in Europe and the Balkans.

The European Fund for the Balkans' reassessment of its seven-year progress and prospects has brought together a set of lessons learned in regard of its operational strategy and programme design. By combining these with being responsive to the donor and changing political context of the region, the EFB will continue to further its vision of strengthening democracy and fostering European integration.

The new cycle of the work of the Fund will be structured upon the three main pillars of its programme activities:



# A possible guide through the European Fund for the Balkans Report 2007 – 2014



*Hedvig Morvai*  
EXECUTIVE DIRECTOR

This report gives insight into the vivid and exciting life of this special endeavor, the European Fund for the Balkans. An initiative for regional development, a lively and flexible platform for learning and exchange, demonstration of power of collaboration, interest-based network of highly motivated people.

It was seven years ago when a group of enthusiastic individuals from leading European private foundations designed the outlines of the EFB. Seven years were enough to fill the given framework with relevant content. It became vibrant, dynamic, and colorful. It became a powerful instrument of change. It became a

place to be. It became a community. On behalf of the EFB team, I would like to thank to all who believed in the European Fund for the Balkans and who honoured us with their presence, commitment, time and engagement. We count on your support for the next exciting seven-year period again!



„I think that what the European Fund for the Balkans is trying to do is to create a space where people can challenge the prevailing culture and come up with other ways of decision-making process.”  
**p.077**

“In the Western hemisphere, popular psychology has the 7th year as most critical in any personal relationship. Does that apply to ambitious Foundations? In the past seven years the European Fund for the Balkans has proven that four parent institutions, when coupled by talented staff, could gain relevance quickly and press beyond many critical junctures.”  
**p.060**

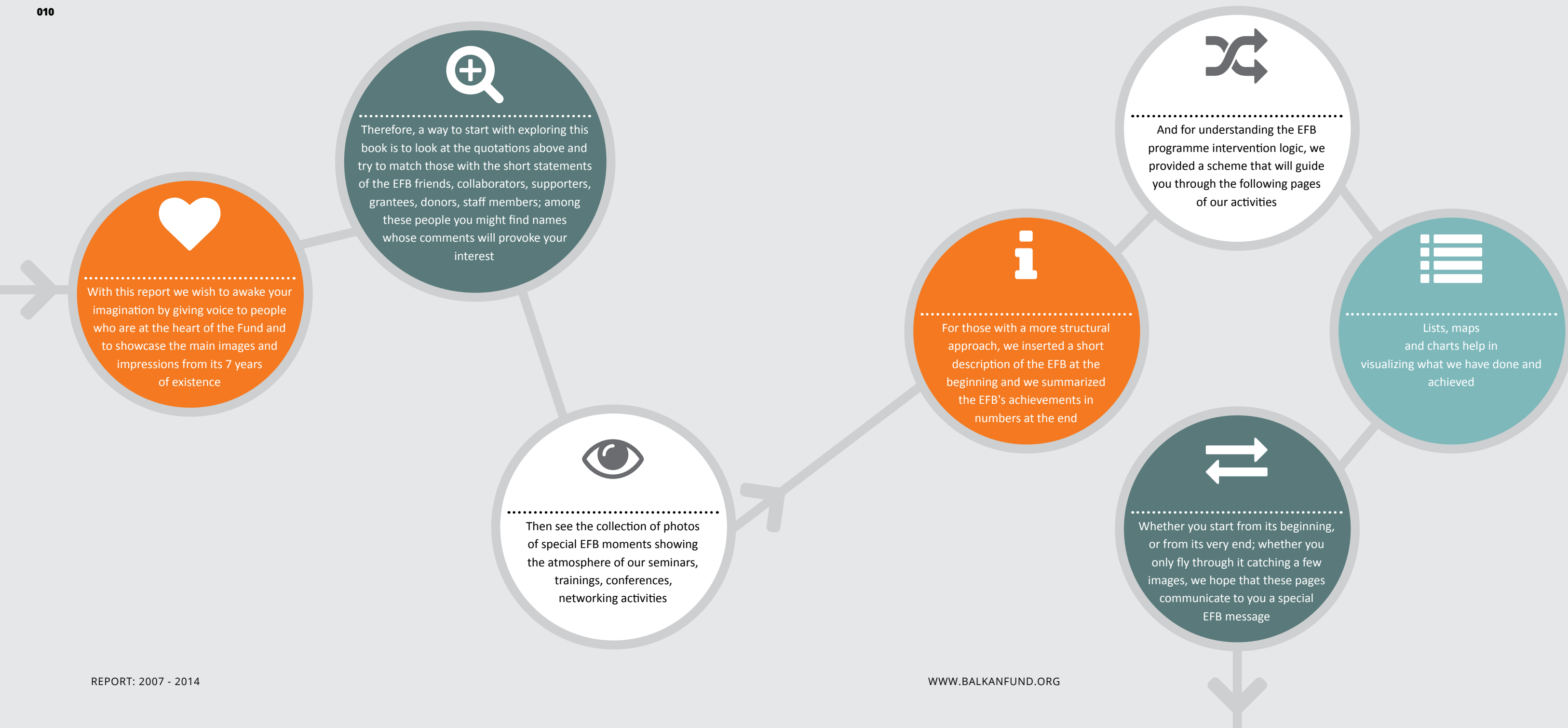
“I do not want to be emotional, but if the EFB hadn't existed, it would be necessary to establish it.”  
**p.024**

“Thanks to a light structure, the Fund is in a position to react to political opportunities and find relevant entries to progress its agenda.”  
**p.021**

“Thus, seven years after its inauguration, the EFB has grown from an initiative to a platform that congregates our region's human potential in envisioning and tailoring our shared European future.”  
**Unfold between p.084 – 085**

“The greatest memories are made up of once-in-a-lifetime opportunities, so do not hesitate when they arrive - just do it, join us - join the EFB Community!”  
**Unfold between p.040 – 041**

“The European Fund for the Balkans is one of the initiatives that produce changes. In the very beginning, the EFB started with the idea to contribute to the democratization process in the Western Balkans and very quickly understood that building an environment that shares common values is a difficult and long-lasting task. And it is not an effort for one player.”  
**p.025**

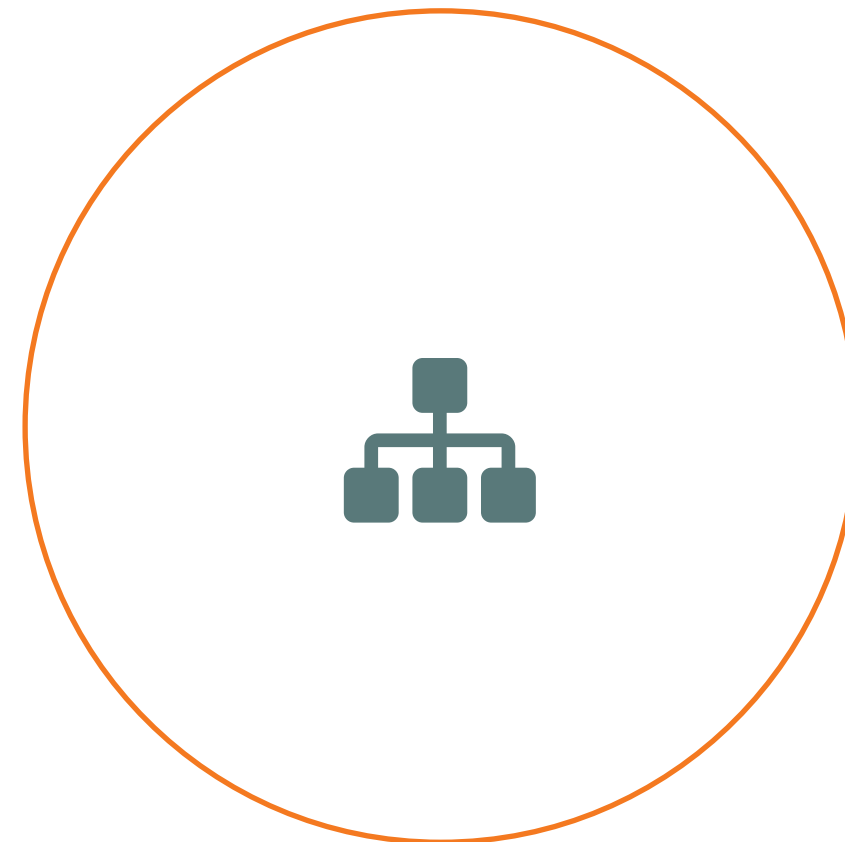


## European Fund for the Balkans

*Bringing the Western Balkans closer to the European Union*

2007 – 2014

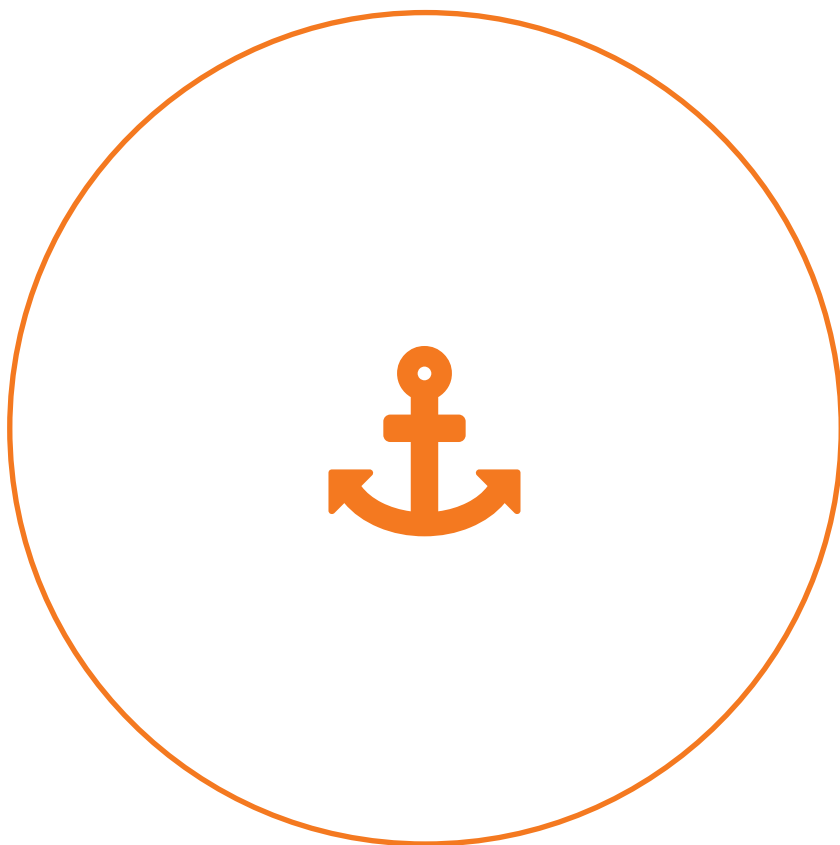
## The Fund Structure



The Fund is managed under the authority of a Steering Committee, which is responsible for the strategic orientations of the Fund and oversees the work of the Secretariat. The Steering Committee is the official decision-making body of the Fund. Each of the foundations constituting the Fund has one representative in the Steering Committee. The Belgrade-based Secretariat, led by the Executive Director serves as the Fund's headquarters. The Fund is currently hosted by the **Network of European Foundations - NEF** (Brussels) which provides legal and administrative assistance.

# The Fund

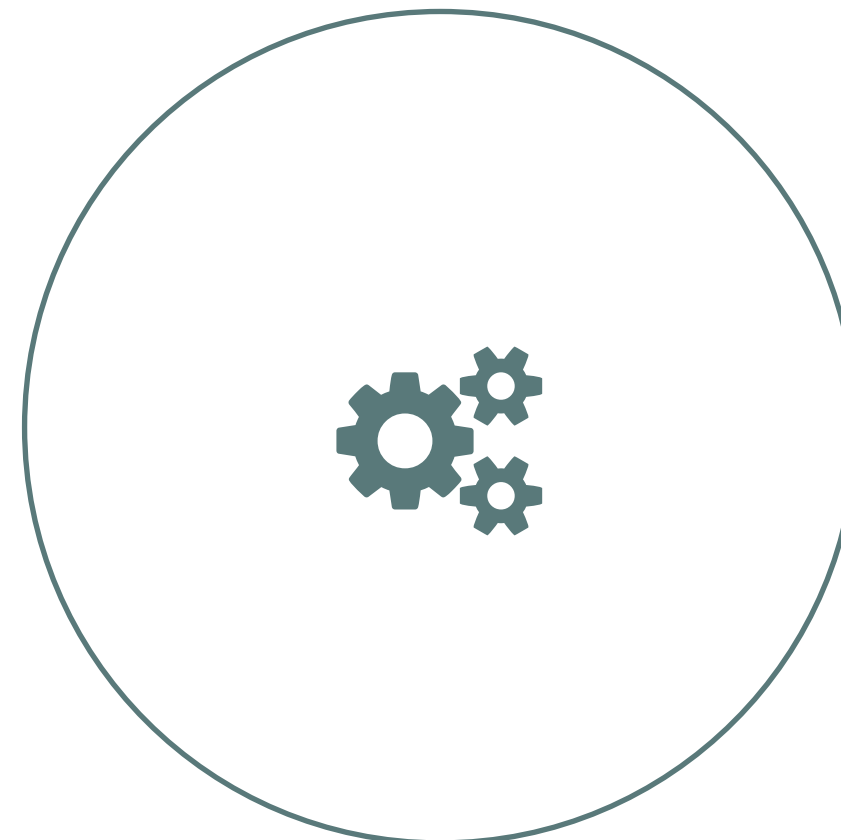
## Secretariat



The Secretariat of the European Fund for the Balkans is based in Belgrade, from where it covers the Fund's activities throughout the Western Balkans region. It is run by a small but experienced group of people, who actively seek out and incorporate expertise from a wide variety of sources, as well as experts to add to their numbers.

# The Fund

## Steering Committee



The Fund is managed as a separate entity under the authority of a Steering Committee that oversees the project as a whole.

The Steering Committee operates based on an eighteen-month rotating Chair, appointed by the founding partners.



## *Fabrice de Kerchove*

**PROJECT MANAGER,  
KING BAUDOUIN FOUNDATION  
STEERING COMMITTEE CHAIR**

One of the main strengths of the European Fund for the Balkans, which has been built since its inception in 2007, is its capacity to successfully combine consistency and flexibility. Consistency in maintaining its clear and relevant focus on the future integration of the Balkan countries and societies into the EU and flexibility in its ability to adjust programmes according to an ever changing environment. This sound strategy has enabled the Fund to become an important player whose action to foster good governance, democratic development and the formation of policy expertise is widely recognized both in the Balkans and in Brussels.

This strength will prove to be especially useful as the Fund faces two main challenges for the

near future. First of all, recent developments within the EU and in the Balkans have made the European integration process far more uncertain than in 2007. Secondly, after seven years of operations, the Fund is engaged in a process aimed at securing its sustainability as an independent organization in the longer term. The King Baudouin Foundation is confident that by building upon its outstanding results so far, and more especially the investment in the region's emerging generation of 'motors of changes', the Fund is well equipped to consolidate its future development and to reach these ambitious goals. We therefore look forward to our continuing involvement in this stimulating endeavour.



## *Nicolò Russo Perez*

**PROGRAM MANAGER  
COMPAGNIA DI SAN PAOLO  
MEMBER OF EFB STEERING COMMITTEE**

The Compagnia di San Paolo is one of the largest independent foundations in Europe and one of the main private funders of research in the fields of the EU affairs and international relations. Our overall goal is to foster a truly European debate on the main issues the EU faces, thus encouraging the emergence of a European political space.

It is against this background that the Compagnia decided to become a founding member of a historic initiative of regional cooperation, the European Fund for the Balkans, set up with three other European foundations – the Robert Bosch Stiftung, the King Baudouin Foundation and the Erste Stiftung – with the aim of contributing to the improvement of the administration of the countries of the Western

Balkans, with a view to their integration in the EU.

I had the privilege to serve two terms in the Steering Committee of the Fund and to enjoy the great creativity that surrounded the launch and start of such a huge project. As someone correctly remarked when we commissioned an interim report on the perception of the Fund after its first three years of activity, if the EFB had not existed, someone should have invented it. So, I sincerely hope that equipped with its impressive array of activities developed over the past years, the EFB will continue to intensify the dialogue among key European stakeholders – both institutional and from civil society – with the goal of strengthening the Balkans natural path towards Europe's integration process.



## *Franz Karl Prüller*

**MEMBER OF THE BOARD  
ERSTE STIFTUNG  
MEMBER OF EFB STEERING COMMITTEE**

In the last seven years the European Fund for the Balkans has built a large body of young professionals who today are shouldering responsibility for a European and democratic development of their countries. In a still volatile economic and social climate the fact that every year the EFB contributes dozens of motivated young officials to the political leadership, public administration and civil society who have had the opportunity to experience the workings and challenges of the EU, helps to strengthen the democratic developments and European vision of the countries of Southeast Europe. The dedicated work of the EFB team and their wide-ranging contacts and networks not only ensure that each year more talented and dedicated young people join

these ranks but that research and analysis into issues of critical importance for a truly European perspective for their countries are supported and are leading to concrete policy outcomes.

As one of the founding Institutions, ERSTE Foundation is proud of and happy for the achievements of the EFB, and we are looking forward to continuing working with the Fund in helping it shape and orient its vision and work to the needs and aspirations of the people of Southeastern Europe. In the future, making their voices heard in the EU and keeping a sense of urgency about the accession of their countries alive and burning in the EU will be one of the main challenges of the EFB.

I wish the team around Hedvig Morvai all the best and lots of success in this important work.



## *Atje Drexler*

**HEAD OF DEPARTMENT, INTERNATIONAL RELATIONS  
EUROPE AND ITS NEIGHBORS  
ROBERT BOSCH STIFTUNG  
MEMBER OF EFB STEERING COMMITTEE**

Since its inception in 2007 the European Fund for Balkans has evolved into an independent player in the region which supports democratic development and European integration in all Balkan countries. A vast number of young people have experienced the “spark” which the fund ignites through its programmes and they have become “motors of change” in their countries. We are proud that we have helped in building this community and look forward to seeing it grow further and stronger!

The past years have seen many changes in the Balkans with the Kosovo agreement and Croatia’s accession to the European Union serving as milestones on an imaginary road to the EU. Nevertheless, we are convinced that

the mission of the Fund remains highly relevant today. First of all, European integration and accession to the EU are not synonymous. Accession is neither the endpoint of an integrative process, nor is it a necessary requirement for such a development. The EFB will continue to foster good governance, democratic development and the formation of policy expertise in and about the region in all countries of the Balkans – no matter what their individual perspectives of accession may be. We are convinced that in doing so the Fund will contribute to forming a unified Europe of which the Balkans will be an integral part of. We at the Robert Bosch Stiftung greatly look forward to continuing our successful cooperation.



EFB OVERVIEW IN A LONG RUN

*Kristie D. Evenson*  
**EXTERNAL EVALUATOR  
OF THE EUROPEAN FUND FOR THE BALKANS**

The European Fund for the Balkans (EFB) has experimented with a variety of assistance and interventions in the past seven years of engagement in the Western Balkans region. These have included a set of tools to support capacity development and research policy development, and through this the building of a community of young professionals in the region to reach European standards and be more fully engaged into European integration efforts.

Taken together, the EFB’s efforts have resulted in a clear uptick in ability and have focused the interests of young professionals on how to articulate a European future. Particularly the young government officials’ capacity development programme has brought together

a cadre of aspiring and determined government officials who share and view a similar future as collegial neighbours, and in many cases, as new friends.

The EFB’s support of policy research and in pushing forward different media for communicating thoughtful and evidence grounded policy discussions has been a key component of this work. The need for support of timely research and advocacy efforts continues to increase, making the need for flexible and innovative donor efforts in this area particularly critical.

The EFB’s stocktaking in its last year has brought together a set of lessons learned in operations and programme design. Combining these with being responsive to the donor

and changing political context of the region, the EFB should be well positioned to further its vision of assisting the region and Europe to be more closely integrated.



*Peggy Saïller*  
**EXECUTIVE DIRECTOR, NETWORK OF EUROPEAN  
FOUNDATIONS (NEF)  
BELGIUM**

The European Fund for the Balkans is an ambitious example of cooperation between private European foundations that work to “bring the Balkans closer to the European Union”.

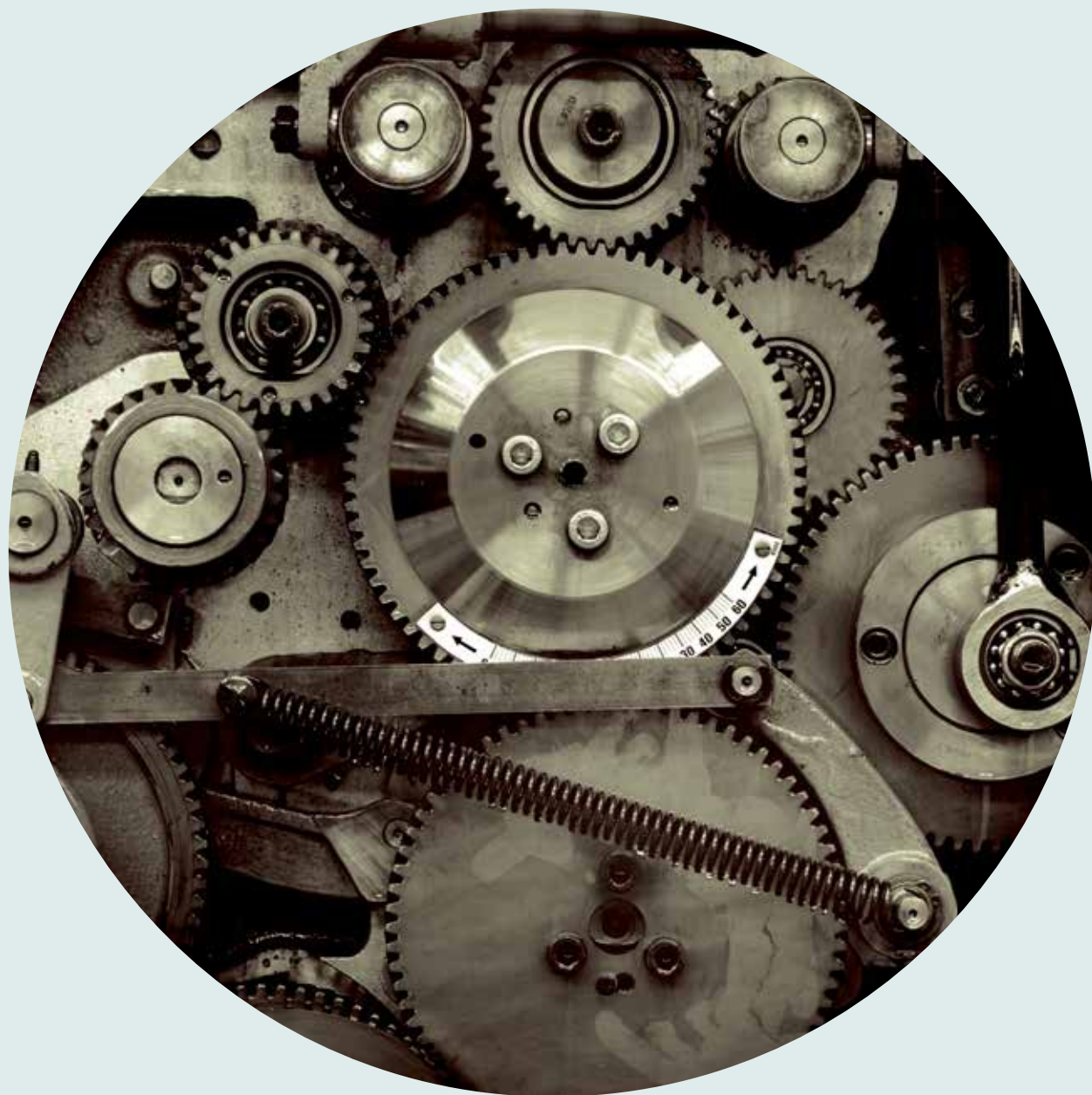
Set up in 2007 to be both operational and grant-making, the Fund has been able to develop in the region by investing in fields such as the media with its “Vicinities” talk show, and by seeking the right partners to develop exciting programmes. Thanks to a light structure, the Fund is in a position to react to political opportunities and find relevant entries to progress its agenda.

And all of this despite a difficult context: European integration is at stake, marked by the widening gap

between the European citizens and the Europe project.

However, the Fund has steadily built a network of active individuals within the EFB Alumni Network, which will reach around 400 members by 2015. This growing community is making positive changes in the Western Balkans and beyond, and can be considered one of the main assets of the EFB.





## *Goran Svilanovic*

SECRETARY GENERAL,  
REGIONAL COOPERATION COUNCIL

The European Fund for the Balkans (EFB), with its pivotal role in bringing the Western Balkans closer to the European Union through its regional programmes for governments, think-thanks, institutes and civil society organisations dealing with research in European public policies, has made a difference during the 6 years of its existence. A difference has been made for many initiatives from the Western Balkans in creating inclusive policies and in initiating numerous researches and projects relevant to fulfilling the Copenhagen criteria and dedicated to strengthening the capacities at the regional level, all in support of the European integration processes.

I would especially emphasize the EFB programmes Practicing, Envisioning and Experiencing

Europe dedicated to improving professional and administrative capacities and skills of young government officials, future leaders and decision makers that will shape the future regional and European cooperation. The accumulation of human and social capital starts at a young age. In order to make the citizens of the Western Balkans region competitive in terms of functioning state administration and professionals, the EFB has made that additional effort in performing an excellent job. In this respect, and with the help from its founding partners, the EFB gave the young, talented people from the Balkans the necessary support in building and strengthening their capacities while preparing for the challenges their countries are facing on their way to EU membership.

I would like to add, on a very personal note, how highly appreciated the events organized by EFB that I have witnessed were. It was a great pleasure for me to engage in open and frank discussion with those young leaders, to witness first-hand how happy they were to be provided with the opportunity to meet their counterparts from different countries, to establish professional contacts and continue sharing their expertise. The investment made by the EFB into the administrative capacity of the enlargement countries will provide long-term effects in the accession process and I sincerely hope also in their countries' performance once they join EU. The human capacity the EFB has built in the last seven years will mark the future of the Western Balkan members of the European Union.





*Erhard Busek*  
JEAN MONNET PROFESSOR AD PERSONAM

I have had the opportunity to cooperate with the European Fund for the Balkans in different capacities. First of all, I am a part of the EFB programme for training Young Government Officials from the Western Balkans. Here my assisting is not only to find trainee jobs in different governments, but also to teach this group by giving them different perspectives for their future professional career. I had an excellent impression, especially concerning the selection of those involved in this training process.

Also I am cooperating on behalf of the Center for Democracy and Reconciliation in Southeast Europe, in the joint project of CDRSEE and EFB – the first regional News Talk Show “Vicinityies”. This is an excellent example for creative regional

cooperation that is directed to better mutual understanding and support of the education matters in the region, which are of great importance for the future.

On behalf of the European Forum Alpbach I am also in close cooperation with the EFB, because we have a lot of young students from the region participating in the summer meetings and all other exercises. I especially wish to outline the university course on European Law, where we are always getting nominees from the European Fund of the Balkans.

Last but not least, as a chairman of the Advisory Board of the Erste Foundation I can say it is an excellent cooperation that we have on the different programs of the foundation

supporting the issues of the EFB. I do not want to be emotional, but if the EFB would not exist, it would be necessary to establish it.



*Ivan Krastev*  
CHAIRMAN  
CENTRE FOR LIBERAL STRATEGIES

The European Fund for the Balkans is one of the initiatives that start changes. In the very beginning the EFB started with the idea to contribute to democratization process in the Western Balkans and very quickly understood that building an environment that shares common values is a difficult and long-lasting task. And it is not an effort for one player. The decision to bring together the most influential European Foundations aiming to make the Western Balkans integration to EU an inevitable development for the region is a good example of how common efforts make real difference. The main EFB programs cover large spectrum - gaining knowledge for the region, creating common vision for Europe and working on ways of its realization.

The Fellowship Programme for Young Government Officials proved to be a very useful and efficient tool for creating a common, practical and durable vision among key Balkan decision makers about their path to Europe. The Think & Link Regional Policy Programme strengthened the regional policy expertise and narrowed differences between the policy debates in different countries. Together with the Leadership Development Programme, it helped in bringing the key debate on the future of Europe closer to the public of the region. In times of difficult, but crucial decisions for the EU which will have direct impact on the enlargement process, keeping an informed and realistic perspective for the future of the Balkan region is of essence for the Balkan societies.

Six years are not enough to complete the ambitious goals, but I am sure that the brilliant start will help us to continue our work for supporting the Integration the Western Balkans in the European Union.

# EFB Team



**Hedvig Morvai**  
Executive Director



**Igor Bandovic**  
Senior Programme Manager



**Branka Panic**  
Programme Manager



**Elena Petkovska**  
Programme Assistant and  
Communications



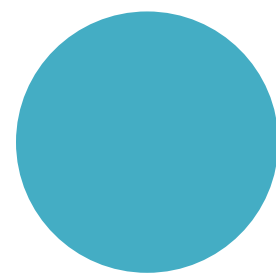
**Natasa Smiljanic**  
Office Manager

# PROGRAMME AREAS

## The Fund's strategy was articulated along the four main pillars:

### 1. PRACTICING EUROPE

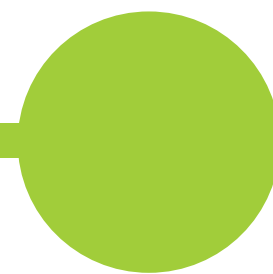
Contributing to the development of effective and efficient state administrations in the region



Fellowship Programme for Young Government Officials from the Western Balkans: Supporting Excellence and Leadership in Governance

### 2. ENVISIONING EUROPE

Supporting research and policy development projects as well as media outreach initiatives



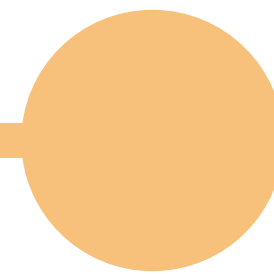
Think and Link – Regional Policy Programme for Think Tanks and Policy Institutes

Fellowship Programme for Policy Researchers from the Western Balkans Region

European Story Fund

### 3. EXPERIENCING EUROPE

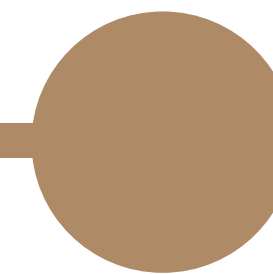
Supporting decisive leadership models and promoting the European values by allowing the young generations in the Western Balkans to experience and learn more about Europe



Southeast Europe and the EU - Leadership Development Programme

### 4. SUPPORTING POLICY DEVELOPMENT

Boosting new policy ideas which can accelerate the reform process of the societies in the region and promoting increased public engagement



Gallup Balkan Monitor

Reflection Group

Balkan Peer Exchange

Policy Talks

Balkans in Europe Policy Advisory Group

# Practicing Europe Fellowship Programme for Young Government Officials from the Western Balkans

The reform of the state administration is one of the major challenges that the countries of the Western Balkans are faced with in their democratization. This crucial restructure is mainly driven by the EU integration process, irrespective of the prospective date of accession.

Knowing that both the EU integration and the performance of the Balkan countries within the EU will depend on the qualified and experienced human resources who will be guiding and shaping the whole future of the region, in 2008 the Fund decided to launch its Fellowship Programme for Young Government Officials from

the Western Balkans as one of its flagship operational programmes.

The conception was a direct reaction to the omnipresent need that each public official responsible for the European domain should acquire practical experience in different European member states over an extended period of time, in order to better support institutional reforms and meet requirements their country needs to meet for the EU membership.

The programme was designed to contribute to the development of effective and efficient state administrations in the Western

Balkans by offering a tailor-made seminar and training programme to 20 highly qualified young professionals from the top state authorities each year.

The three-month duration of the Fellowship entails a stay and work in the host EU country and state institutions (Austria, Belgium, Czech Republic, France (from 2012), Germany, Hungary, Italy, the Netherlands, Poland, Portugal, Slovakia, Slovenia and Spain) and 3 seminars which bring together the group of Fellows at the beginning, middle and the end of the Fellowship programme.

By participating in the Programme the Fellows had an opportunity to:



Receive training  
on their respective  
field of expertise



Serve as ambassadors  
of their respective  
countries



Gain professional experience in  
the EU countries' federal or state  
government agencies



Acquire leadership  
and management skills  
at seminars



Participate  
in an alumni  
network



Receive training on the EU  
(and other international)  
issues



Share knowledge and  
expertise with colleagues  
from the region and the EU



Create links between  
administrations through  
individual networking



# 2008–2014

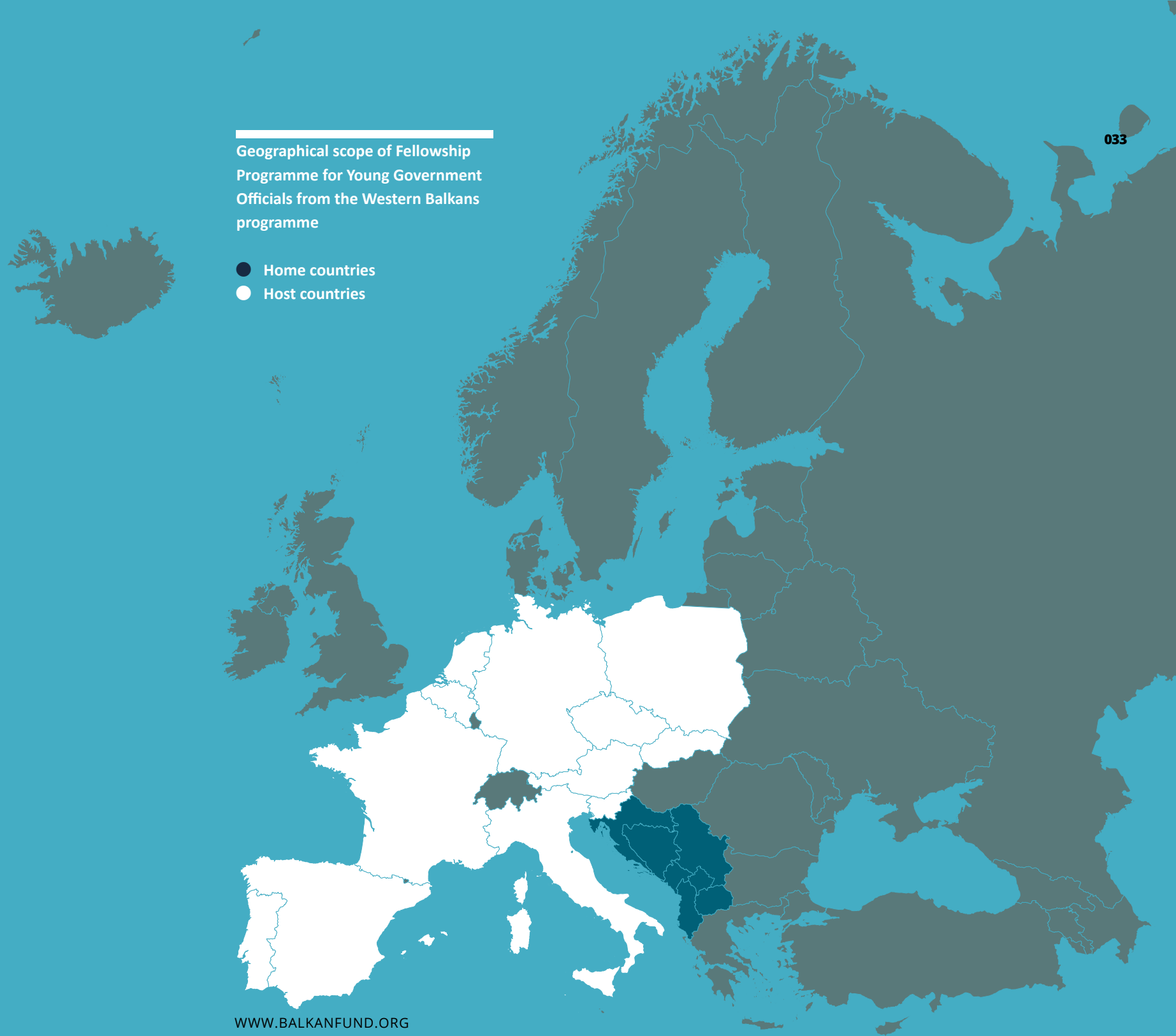
6	GENERATIONS
750	APPLICATIONS
115	FELLOWS

## HOME COUNTRIES

ALBANIA
SERBIA
MACEDONIA
MONTENEGRO
KOSOVO
BOSNIA AND HERZEGOVINA
CROATIA

## HOST COUNTRIES

AUSTRIA
BELGIUM
CZECH REPUBLIC
GERMANY
ITALY
PORTUGAL
SLOVENIA
THE NETHERLANDS
SPAIN
SLOVAK REPUBLIC
FRANCE
POLAND





Introspection

*Branka Panic*  
PROGRAMME MANAGER  
EUROPEAN FUND FOR THE BALKANS

The development of effective and efficient state administration has been one of the major challenges of the democratization processes in our region and as such has been set as the main goal of the Fellowship Programme for Young Government Officials.

Over the last six years the Programme has involved more than a hundred most qualified and motivated officials from throughout the Western Balkans. They were offered an opportunity to gain professional experience in the EU countries and to receive an advance training on the EU and specific good governance issues, as a tailor-made preparation for their future leadership roles. The unique contribution of this Programme is an opportunity to professionally

engage with colleagues from the region and the EU and to create links between administrations through individual networks. After receiving the advanced training and working experience in the European Union, these young individuals are becoming ready to lead the EU integration and broader democratization processes in their countries. Although the region itself is already advanced in its EU integration process, the continuous and more intensive work in this direction is still highly needed.

The additional value and a particular asset of this Programme is the fellowship community, a unique contribution of professional and personal relationships. Working closely with every generation and listening carefully to their needs,

we focused our efforts on creating a community of and for fellows during and after the programme. With every selection of participants we intentionally choose individuals different in age, experience, expertise and personality, in order to develop diverse and dynamic groups, which resulted in forming an active network with a great potential for further networking, communication, social and professional cooperation.

Developing an advanced and innovative Programme, which is leading in ideas and visions for the capacity and community building, is a challenging task. The successful implementation so far has been a reflection of ever-increasing dedication and enthusiasm of programme partners, associates

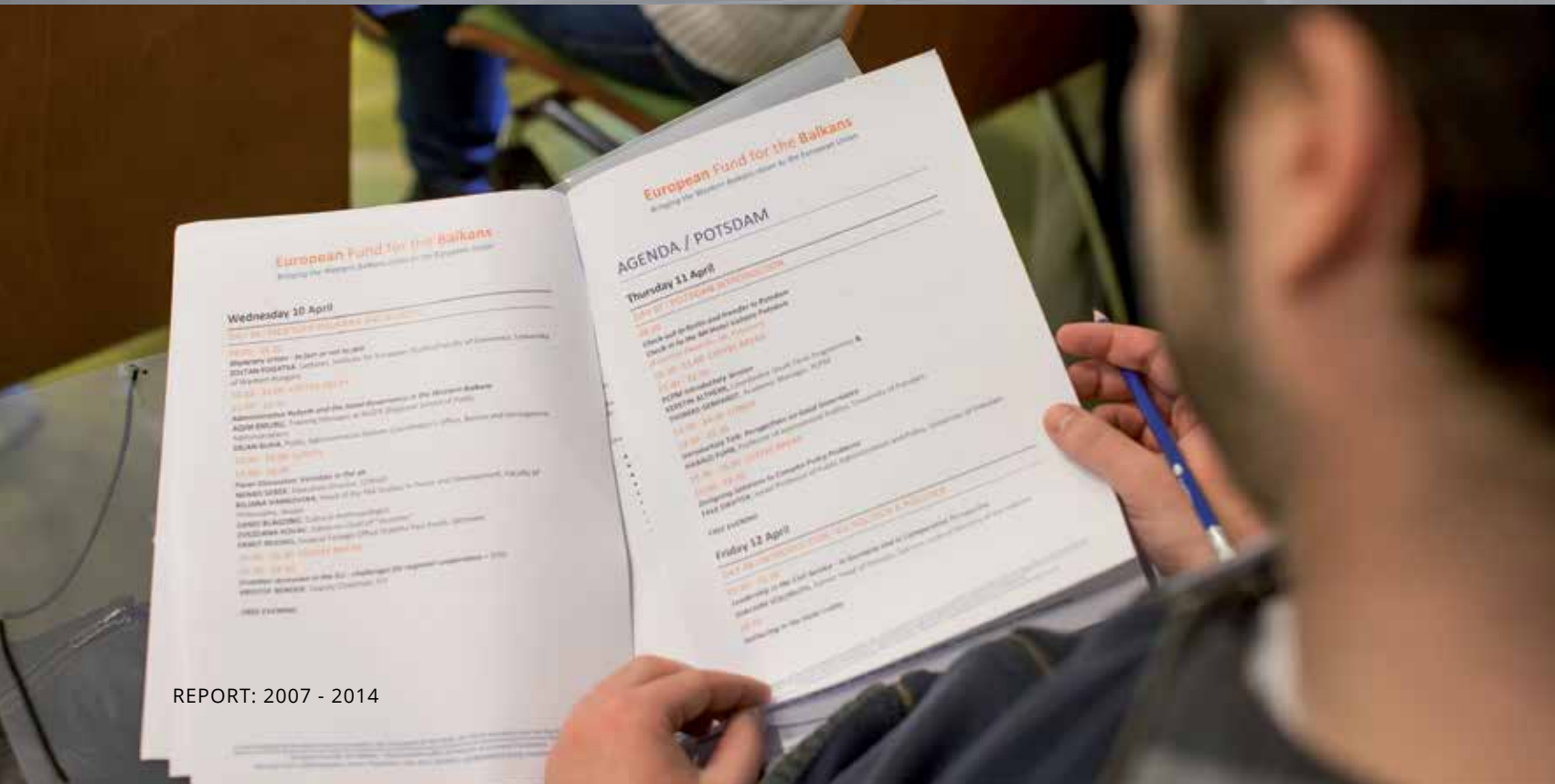


and friends. Each of you made a significant impact in making this experience the “life changing one” for many Fellows. With your help, support and professionalism you contributed to bringing the Western Balkans closer to the European Union and through your openness and friendliness also to bringing the EU closer to our region. Furthermore, a special tribute goes to those who are in the very centre of the programme, who made it a

true success story, to the Fellows themselves. For many of you this story was a memorable one in many ways and we hope the EFB will continue to play an important role in your future professional and personal advancement. With gained knowledge, developed skills, values and confidence you are actively becoming change-makers in your institutions and societies. Hence this is a firm confirmation of the clear need and motivation for the

European Fund for the Balkans to continue with the programme. We are very much looking forward to merging our efforts, sharing new insights and innovating ideas in upcoming EFB path of strengthening democracy and fostering European integration.





## *“Young Government Officials as key harbingers of change in their regions”*

The EFB’s Fellowship Programme for Young Government Officials from the Western Balkans Supporting Excellence and Leadership in Governance provides and has provided more than 100 officials with clear capacity development and community building impacts. Fellows exhibit learning gains and enthusiasm for their professional efforts and the community of fellows they are part of. Both such outcomes are generally positive and attributed to the EFB’s solid management to date.

The fellowship has attracted a wide spectrum of government officials from across the Western Balkans region. This is its strength and its

## Inspection

### *Kristie D. Evenson*

**EXTERNAL EVALUATOR OF THE FELLOWSHIP PROGRAMME FOR YOUNG GOVERNMENT OFFICIALS FROM THE WESTERN BALKANS: SUPPORTING EXCELLENCE AND LEADERSHIP IN GOVERNANCE**

drawing factor. Within this mix, age, experience, country and specialization are secondary considerations to the attitude and the potential that fellows demonstrate in the applicant interview.

At the same time, all ministries to some degree require alignment with EU standards, and fellows coming from different line ministries display a similar commitment to reform processes in their ministries and administrations. Here it is notable that fellows coming from such diverse offices as gender mainstreaming to judicial institutions felt and saw a need for such opportunities and learning. To some extent, such fellows even more so saw the opportunity as critical, since most did not have other such opportunities that might be available to colleagues more closely connected to European integration processes.

The complexity of the programme and the need to often be flexible and creative means that this type of programme is not a typical foundation or grants management program. The resources for keeping such a programme functioning at its current level should be maintained.

There are few donor programs like the EFB fellowship programme which target young officials as individuals that are key harbingers of change in their regions. Most notably here is the ability of the EFB to more comprehensively build on fellowship experiences, successes and communities for further advocacy and policy efforts both in the region and vis-a-vis the EU. Revisiting these, as well as considering how to apply these more focused objectives to a refined design, should ensure that the fellowship programme continues to be both a unique and valuable experience for its participants.

# EFB Fellows

## Change makers in the regional public administration

The EFB has also been successful in its building of a fellowship community. The uniqueness of the fellowship community of alumni is a particular asset of the program. Intentional group selection to develop dynamic generations of fellows has resulted in a vibrant and engaged regional network. Such a network, with a potential for a more professional and formal cooperation, is a resource for the programme and its further growth.

The fellowship network is not an average network of either professional or personal relationships. Rather it is a quite

unique combination of both.

This community is designed to be both a professional and social community. Its objectives are also two-fold in that it hopes to create a set of like-minded government officials who can call on each other and support each other in their professional efforts. The outcomes to date are also linked to the social portion of this community.



**To:**  
**EFB TEAM**

**From:**  
**KERSTIN ALTHERR**

Trainer at the Fellowship Programme  
for Young Government Officials  
Coordinator of Short-Term Programs,  
Potsdam Center for Policy and  
Management (PCPM)  
University of Potsdam

**Subject:**  
**HAPPY 7TH  
ANNIVERSARY EFB!**

The request to contribute to this publication arrived during quite a busy period as we were preparing the programme for the Introductory Seminar to the EFB Fellowship Programme for Young Government Officials.

In our five years of cooperation with the EFB, I have worked closely with the team, experiencing a unique partnership characterized by the development of close working relationships and also by the EFB's high standards for their programmes. It is the challenge of these standards as well as the team's openness to try new and sometimes even unconventional formats that make us go the extra mile in the development of seminars and innovative teaching.

Hence, apart from offering challenging, interesting seminars to the EFB Fellows, it is safe to say that, as an organisation offering postgraduate education in the fields of policy and public administration, we have benefitted equally from this cooperation, be it through the exchange of organizational cultures or the effects of basic intercultural learning (e.g. where can you get the best cheese cake in Potsdam and how is a traditional dinner served in the Macedonian mountains?).

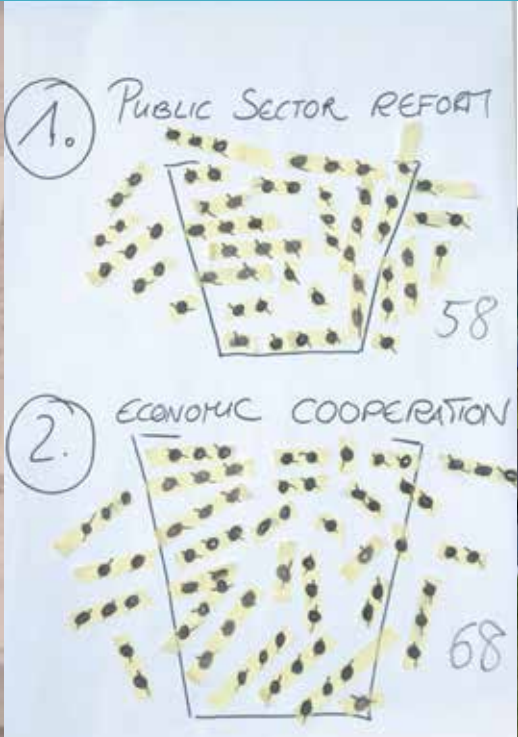
It is this approach, paying attention to the constant strategic development of the entire programme areas as well as the charming details, that creates a special atmosphere in which a growing number of civil servants from the Western Balkans have come to shape a unique network providing them with opportunities for learning and exchange in a wide variety of ways.

Being in the privileged position of having met all the Fellows, I dare say that I am convinced that, no matter in how many different and individual ways they have benefitted from their Fellowship, the EFB has made a difference in all of their lives.

We are happy to be a part of it.

All the best wishes for the EFB's future!









**To:**  
**EFB TEAM**

**From:**  
**BERND-FRIEDRICH VOIGT**  
Trainer in the Fellowship Programme

**Subject:**  
**EFB CONTRIBUTION  
LETTER FOR THE 7 YEAR  
REPORT**

#### High spirit and involvement of EFB programme managers

Throughout the mentioned period I was involved as a trainer in opening and final seminars. I highly value the fact that EFB was always striving to get the most out of every single programme slot. I witnessed an extremely supportive attitude in co-developing programmes, schedules, contents. This was a very helpful condition for the constant evaluation and evolution of content and methods including perspectives from trainers, programme coordinators as well as participants systematically. This makes an educational approach professional!

#### Incredible focus on target group for tailor-made input

From the very minute of a selection decision in every year it was clearly obvious that the interplay of each year's group of participants, their specific expatriation experiences, a fit of suitable training sessions and socializing events was tailor-made in a twofold manner: Firstly, the guiding programme philosophy influenced the selection of participants as well training contents in an equally stringent way. Secondly, a differentiation was made for every generation even along the way, as it was possible to gain more insights on how each participant of the group as such would perform. Only from this, it was possible to establish a Stunt team building with amazing impact and at the same time a professional evolution of a leadership self-portrait module.

#### Nice balance between content and socializing

As I perceive it, a special characteristic of the EFB is the balancing quality with regards to the social and the professional parts of a programme. This is in many ways made possible by the innovative attitude and daring trust of the coordinators for new approaches in training. It is also a true fact that EFB has shown a spectacular interest and perfect instinct in finding supporting locations.

Best wishes for the future endeavours!

Bernd-Friedrich Voigt



# Envisioning Europe

## Think & Link

### Regional Policy Programme

In order to encourage various debates on the challenges, costs and opportunities of building a genuine EU member-state, the European Fund for the Balkans launched its region-wide policy programme: “THINK AND LINK” - Regional Policy Programme in 2008.

The programme seeks to foster inclusive and evidence-based policy making in the Western Balkans by initiating and supporting individual and collaborative research projects on the chosen annual programme topic, embedded in the regional seminar programme cycle.

Emerging think tanks, policy oriented NGO's, independent policy institutes and policy relevant research groups are encouraged to participate in the programme cycle (capacity building and networking seminars, mentoring) and conducting a research project which will analyze the in-country policies against the needs and requirements derived from the EU acquis, necessary to ensure effective and complete compliance.

Twelve organisations from the Western Balkans are financially supported to perform research on the proposed topic, different for each programme year.

Based on their research results, they develop concrete policy proposals, policy advice or policy alternatives. To support policy transformation, policy proposals should provide a feasible strategy for change. An effective and efficient dissemination strategy is a crucial element of the programme. Outreach activities are expected to be an integral part of the research proposals. On the other hand, to obtain feedback and dissemination results, the EFB will involve policy-makers, non-state stakeholders and develop complementary promotion activities.

#### Objectives:



Fill the crucial gap between the political and technical debate



Foster inclusive and evidence – based policy making in the region



Link emerging policy institutes from the Balkans with the EU – based think tanks



Build up research capacities and support constant learning



Policy papers based on sound research



Public debate triggered by innovative, effective and efficient outreach activities



New cooperation and communication channels within the regional think-tank scene



# 2008–2014

<b>5</b>	GENERATIONS
<b>565</b>	APPLICATIONS
<b>115</b>	FELLOWS
<b>56</b>	SUPPORTED ORGANISATIONS AND POLICY PROJECTS
<b>150</b>	SUPPORTED RESEARCHERS

Think & Link Network

● Network countries



*Igor Bandovic*  
**SENIOR PROGRAMME MANAGER  
EUROPEAN FUND FOR THE BALKANS**

The EFB Think and Link Programme has provided organisations with a means and a set of methods to carry out policy research and advocacy on EU related reform processes throughout the Western Balkans. During the past six years more than 50 organisations have been engaged with the programme to address a wide-range of challenges facing their countries in a manner that has encouraged more thoughtful and evidence based discussions around these reform undertakings. Managing the programme of this unique kind and the intervention was challenging task and enriching experience for me.

Meeting people from policy oriented organisations from the region, discussing their strengths and weaknesses, discussing the ways

in which they can grow, personally and in terms of organisations, and by developing their analytical and advocacy skills, we managed to create active scene of organisations working in the area of EU integration and EU policies field. These organisations, now, I am sure of that, represent the actors capable of ensuring that the process of building evidence-based policy making systems in the region progresses. I am very proud of the fact that regional cooperation and joint activities of research and advocacy between think tanks and policy research centers in the region have become legacy of this programme. It is the moment after six years of intensive work with think tanks to pursuit new goal of impact guided, influential projects with clear policy objectives and we are looking

forward to continue working with them.



*Kori Udovicki*  
**DIRECTOR, CENTER FOR ADVANCED ECONOMIC STUDIES  
(CEVES), SERBIA  
THINK AND LINK PROGRAMME GRANTEE**

“Europe“ for the people of the Western Balkans is a chimera, it is a wonderful land where the orderliness and prosperity that we so much crave awaits us. But we know little of its structure and hardly anything about its detail. It is hugely important that the chimera becomes a much more concrete vision, so that we become able to create our European countries to our own and Europe’s image - both true to each one of us, and truly European. The EFB’s work is preciously helping us achieve just that. Center for Advanced Economic Studies (CEVES) has had the privilege of directly experiencing EFB’s Envisioning Europe by benefiting from its Think and Link Programme, aiming to build knowledge on member-state building and policy research capacity at the same time. This is exactly what Think and Link accomplished for us:

it helped us build an understanding of how Europe views, develops and regulates entrepreneurship, and lay a critical building block in the foundations on which CEVES capacity to help Serbia’s society change stands today. When I speak of CEVES, I speak of one of the many teams of young, enthusiastic people, who EFB helped learn about research methods and meet other young people from the region like themselves. These are the region’s future leaders.

Envisioning Europe is only one of the components of the EFB’s programs, the others dealing with policy making, policy makers and youth more directly, and all of them leaving a palpable trail of new practical knowledge, critical for the transformation that the Western Balkan countries need. I hope and

wish the EFB to not only continue doing this important work in the years to come but that it expands it, because we need it.

My warmest congratulations to the EFB on its seventh birthday!



## Milena Lazarevic

**SENIOR PROGRAMME MANAGER, EUROPEAN POLICY CENTRE – CEP, SERBIA**

**THINK AND LINK PARTICIPANT**

**GENERATION 2012/2013**

As a part of the Think&Link Programme of the EFB, the European Policy Centre (CEP) team greatly benefited from capacity building as well as networking activities. On the one side, the team members improved their research skills and grasped methods for advancing the communicability of our policy products, while also on the other side, we created new and extremely useful contacts with other think tanks in Serbia and in the region. The opportunity we had to get to know and connect with think tanks from other Western Balkan countries is an equally great value of the Programme as the research capacity building itself. Moreover, thanks to the Programme, CEP widened and deepened its reach to the donor community, and initiated cooperation with partners in the country and the region, with whom it remains in contact and is currently developing and implementing joint projects. I must say that the EFB team was very supportive and responsive throughout the Programme.



## Megi Llubani

**RESEARCHER AT ALBANIAN INSTITUTE FOR INTERNATIONAL STUDIES, ALBANIA**

**THINK AND LINK PARTICIPANT**

**GENERATION 2012/2013**

The first time I heard about the European Fund for the Balkans, was when I applied for the EU and Southeast Europe Leadership Development Programme (LDP), one of my very first regional experiences of this kind. The second time, I applied for the Think and Link Regional Policy Programme, on behalf of the think tank where I work, the Albanian Institute for International Studies. And the latest, but hopefully not the last, cooperation I had with the EFB was the Think and Act as a European workshop in Budapest. From the Think and Link project I greatly valued the training element, which is almost always missing with other donors and projects, and which helped me improve my policy research skills. From what I have noticed, the EFB has a vast network of collaborators and partners and the members of the EFB community have had access to this network, which for many of us has been crucial in our professional development. I also appreciate the ability of the EFB to inspire. Through all its programs and activities the EFB not only offers training, professional and academic opportunities for development, but also inspires people to be the best person they can. What I can say in conclusion is that the EFB is, in my opinion, one of the leading organisations in the Balkans and their efforts have thus far been successful, offering great opportunities, especially for passionate and committed young people and young professionals.



## Todor Milchevski

**RESEARCHER AT FOUNDATION NEW BUSINESS EDUCATION, MACEDONIA**

**THINK AND LINK PARTICIPANT**

**GENERATION 2011/2012**

I had the privilege of conducting a research entitled “Improving Regional Development Policies – Sharing the German and Slovenian Experience” together with a research team composed of senior and junior researchers part of the New Business Education (NBE) Foundation, under the Call for Proposals “Think and Link” – Regional Policy Programme 2012/2013.

The funding provided by the European Fund for the Balkans, included contributions for the research team members, conducting two study trips to Germany and Slovenia for four and three research team members respectively, and publishing a policy paper together with a policy brief in both English and Macedonian.

The European Fund for the Balkans was an excellent opportunity for our growing organisation to improve its project portfolio, learn important information for constructing policy papers and policy advocacy, as well as spread its network with other grantees from the Balkan region. An exceptional opportunity for networking was provided at the two training seminars, organized throughout the project period.

The EFB in the past seven years has done an amazing job in providing opportunities for newly established CSO’s and think-tanks to conduct research in a vast variety of areas and establish connections for potential future collaboration. Its diligence, vision, capability, and support is an example for others to follow. Speaking in the name of our organisation, it was a pleasure to be a part of the EFB network.



## Igor Novakovic

RESEARCH FELLOW AT INTERNATIONAL AND SECURITY AFFAIRS CENTRE - ISAC FUND, SERBIA

### THINK AND LINK PARTICIPANT

#### GENERATION 2011/2012

International and Security Affairs Centre – ISAC Fond is proud that its research team took part in the Think and Link programme of the European Fund for the Balkans. For our research team, it was beneficial to be a part of the training phase for policy oriented research and advocacy. But, more importantly, our participation in T&L provided us with a chance to build a stepping stone for our activities in the period that is to come, namely monitoring and providing support to Serbia’s negotiations in Chapters 30 and 31. ISAC’s T&L project and its results – a policy study, one policy brief and an online public survey on B92 web portal prepared grounds for several spin-off projects that we are currently preparing.

During our participation in the programme, we were also impressed by the selection of other projects, which covered almost all important issues that fall into the scope of the EU accession process. And precisely that is the value of this program: building capacities of various research oriented think-tanks and CSOs for monitoring and support to reform process of all of the Western Balkans in a moment when political elites are lacking an actual wish to undertake needed comprehensive reforms in almost all of the EU chapters. Examples of the consequences could be found in our neighboring EU member states.

For these reasons, we would like to once again emphasize how important of an experience it was for our team to be a part of the programme. EFB was of great help during the entire process and we are more than grateful for the support that was provided to us. We hope that the EFB will continue to grant opportunities of this kind to other think-tanks and that they will as useful to them as they were to us.



## Ilina Mangova

PROJECT MANAGER AND RESEARCHER AT THE INSTITUTE FOR DEMOCRACY SOCIETAS CIVILIS (IDSCS), MACEDONIA

### THINK AND LINK PARTICIPANT

#### GENERATION 2011/2012

I collaborated with the European Fund for the Balkans as the main researcher from the Institute for Democracy “Societas Civilis” – Skopje (IDSCS) on the project “Is the Anti-Corruption Model Delivering Results in Macedonia?” implemented in 2012. The research produced a comprehensive policy study of the Macedonian anti-corruption model, its weaknesses and needs for improvement, and it is the only study of its kind that has been published in Macedonia. The study was distributed to policy makers of all political parties and it is placed in the Knowledge Database of the Regional Anti-Corruption Initiative (RAI). This was also the first project and research in the area of anti-corruption IDSCS has implemented and significantly assisted the organisation to position itself as one of the most relevant organisations that work in the area of anti-corruption.

The funding and the support of the European Fund for the Balkans had a vital importance in assisting IDSCS achieve this position. In addition to this, through the work on this research I have personally strengthened my expertise in anti-corruption and policy making. Throughout the cooperation with the EFB, the staff of the EFB was extremely professional, helpful and a pleasure to work with. The participation in the Think and Link Programme also assisted us to network with other CSOs in the region and in Macedonia and the impact of the EFB has been visible in the work of these CSOs in Macedonia.





## Marko Susic

**PUBLIC POLICIES RESEARCHERS AT INSTITUTE  
ALTERNATIVE, MONTENEGRO**

**THINK AND LINK PARTICIPANT**

**GENERATION 2010/2012**

Think and Link Programme of the European Fund for the Balkans was very important for us, partly because we had the opportunity to take part in it early on in the development of our organisation. It enabled us to do research on two topics, which we thought were extremely important, but whose significance was not so clear to other donors at the time. The EFB's focused support to the work of think tanks let us deal with these topics in a way that we thought was the most appropriate, it provided assistance and guidance in the research and advocacy process as well as enabled us to meet our peers throughout the region, create links and networks.

Our first T&L project was concerned with the strengthening of the impact of the State Audit Institution in Montenegro and the second was dealing with ways of enhancing the role of the Montenegrin Parliament in the process of EU Integration. Policy papers that were produced in the framework within these two projects made an impact: using them as tools we managed to achieve changes in Montenegro. Moreover, these papers are still a resource we use to advocate changes and build upon their findings with new research initiatives. Networking with other think tanks in the region was also very important for us, both because we got to know our peers and learn from their work, and because we made partnerships that in some occasions evolved into formation of formal networks or joint project applications.



## Gledis Gjipali

**EXECUTIVE DIRECTOR, EUROPEAN MOVEMENT IN ALBANIA**

**THINK AND LINK PARTICIPANT**

**GENERATION 2009/2010**

European Movement in Albania (EMA) is a think tank organisation devoted to the democratization and EU integration process of the country. Focusing on research and advocacy in our areas of interest it is always difficult to find understanding for the difficulties of the research community and financial support to overcome the problems. The EFB through the Think and Link Programme since its establishment has been addressing both issues in the right way. Listening to the problems related to policy research, shaping the appropriate tools for intervention and providing the needed support. The strong capacity-building component attached to the financial support produced sustainable results for organisations like EMA that go beyond a project implementation cycle. The EFB is also one of very few partners with which EMA has collaborated that provided support for the communication and dissemination strategy of policy research. This support was ensured in two main directions: firstly by direct mentoring and capacity building and secondly through financial support for dissemination activities. EMA's team, composed from both senior and junior researchers, benefited a lot from the seminars organized by the EFB, where a particular attention was paid to the effective manners of communication and dissemination of a policy product to target groups and public opinion in general. The information and instruments provided were useful for EMA's staff not only in the framework of projects implemented at that time but also to improve EMA's profile in this context.

EFB has become over the years an indispensable actor for the research community in the Western Balkans. We hope that this 7th anniversary will be one of many milestones on its journey.



# Envisioning Europe

## Fellowship Programme for Policy Researchers from the Western Balkans

In 2010, the European Fund for the Balkans, in cooperation with the Think Tank Fund of the Open Society Institute (Budapest), launched the Fellowship Programme for Policy Researchers from the Western Balkans with the aim to contribute to further capacity building and professional development of the policy researchers from the region of the Western Balkans. This initiative was created in order to provide

opportunities for exchange of know-how and building networks across Europe through fellow's paid visits and work in the other policy research institutions and think – tanks in the EU and other countries of the Western Balkans.



# 2008–2014

4	GENERATIONS
100	APPLICATIONS
20	RESEARCH FELLOWS

## HOME COUNTRIES

ALBANIA
SERBIA
MACEDONIA
MONTENEGRO
KOSOVO
BOSNIA AND HERZEGOVINA
CROATIA

## HOST COUNTRIES

BELGIUM
CZECH REPUBLIC
GERMANY
GREECE
ITALY
SLOVENIA
THE NETHERLANDS





## Introduction

### *Goran Buldioski*

**DIRECTOR, THINK TANK FUND**  
**ACTING CO-DIRECTOR, HIGHER EDUCATION SUPPORT PROGRAM, OPEN SOCIETY FOUNDATIONS**

In the Western hemisphere, popular psychology has the 7th year as most critical in any personal relationship. Does that apply to ambitious Foundations? In the past six years the European Fund for the Balkans has proven that four parent institutions when coupled with talented staff, could gain relevance quickly and press beyond many critical junctures. I am sure soon we will celebrate 10, 15 and more years of your Fund.

The Think Tank Fund of the Open Society Foundations and the European Fund for the Balkans have successfully implemented a joint fellowship programme that enabled a dozen of young policy researchers to spend up to three months in peer institutions. Not only did they improve their analytical skills, these people forged relations that spearheaded

joint collaborations beyond the initial grant period. The placement in another think tank made many of these young gifted individuals stay in the policy sector. Together, we have also spearheaded and successfully organized the Balkan Peer Exchange for Think Tanks and Advocacy Organisations. This was perhaps the most ambitious gathering of 100 participants from these two types of organisations in the region. I wish we had the energy and time to follow up this event given the demand it created for continuous action. Perhaps we will do it before your 10th anniversary.

I wish you great celebrations, but also boost of new energy and inspiration and look forward to our continued cooperation.

Congratulations!





## Baisa Sefa

**EXTERNAL LECTURER AT THE FACULTY OF SOCIAL SCIENCES,  
UNIVERSITY OF TIRANA, ALBANIA**

**RESEARCH FELLOW 2010**

In my personal and professional opinion, the collaboration with the EFB is an unforgettable experience. It was unique and challenging at the same time. Unique because the participation in one of EFB programmes “Fellowship Programme for Policy Researchers from the Western Balkans Region”, offered me the opportunity to deepen my professional interest on the EU pre-accession assistance by developing both theoretical and practical approach at the Center for EU Enlargement Studies, Hungary. This experience enabled me to work independently in a foreign professional environment, where coping with the responsibilities and deadlines was a challenge. In this regard, I am grateful to the EFB for the opportunity it provides to young professionals like me to develop their career by boosting their managerial and communications skills at the same time.

The fellowship programme was a great chance to establish a fruitful cooperation with the host organisation, which later on was transformed into a concrete collaboration. Currently, the cooperation set up during the fellowship period is embodied into an institutional collaboration, in the framework of a joint project on sharing experiences towards European integration. This experience was unique also in terms of opportunities provided to explore a new culture and to further develop my spirit of adventure. It resulted in being such thanks to the vision and support provided by the EFB staff members, who were always ready to assist me in this process. I am grateful for the willingness and passion shown, as well as the excellent communication skills that turned this experience into an unforgettable event. If I have the chance, without any doubt I will go for it again!



## Zoran Nechev

**PROGRAMME MANAGER, ASSOCIATION FOR DEVELOPMENT  
INITIATIVES – ZENITH, MACEDONIA**

**RESEARCH FELLOW 2013**

The Fellowship Programme for Policy Researchers from the Western Balkans Region has been a great experience for me in terms of gaining additional knowledge, expanding my professional network and exchanging opinions and ideas with experts in the field of the EU enlargement. The extensive list of the EU think tanks and other information provided by the European Fund for the Balkans were sufficient for me to choose and contact an organisation with interest in my research.

The Fellowship Programme contributed to my professional development as a policy researcher, since I was given an opportunity to experience the methods and approaches used in conducting research in an internationally renowned organisation such as the Netherlands Institute for International Relations “Clingendael”.

Round table debate was organized in order to discuss the recommendations of the policy brief “Bolstering Rule of Law in the EU Enlargement Process towards the Western Balkans” which was the final output of the fellowship. Representatives from the Dutch Ministry of Foreign Affairs, the Montenegrin and Macedonian ambassador to the Netherlands as well as the former EU ambassador to Macedonia attended the event, among others.



## Mentor Vrajolli

**SECRETARY/SENIOR RESEARCHER, KOSOVAR CENTRE FOR SECURITY  
STUDIES (KCSS), KOSOVO**

**RESEARCH FELLOW 2012**

It is my pleasure to express my personal views and also the KCSS' views with regards to the European Fund for Balkans (EFB). My first experience with the EFB was through the Fellowship Programme for Policy Researchers from Western Balkans Region (2011). This programme provided me with a highly valuable opportunity to be hosted by one of the leading European institutions and gain a valuable experience from them. During this fellowship I chose the International Center for Democratic Transition (ICDT) in Budapest as host organisation. As a well-known global institute, during my period at ICDT I was able to learn a lot about their approach towards different regional and global security crises and processes which they were involved in. I was particularly engaged in their activities related to ISAF Afghanistan and Visegrad Group (V4). My work on this project allowed me to expand my comparative abilities. I used the perspectives gained from both these projects in the Policy Paper titled “Kosovo’s Challenges to Enter NATO Integration Processes” which I drafted while I was hosted in Budapest. In addition to that, back home I shared different good ideas and practices used by ICDT with my Colleagues at KCSS in order to improve the performance of my organisation. Therefore having in mind this positive experience, I consider the Fellowship Programme and the support provided by the EFB pivotal for my career development. Indeed, unlike other Grant donors who tend to overburden the process of grant implementation with different unnecessary and complicated procedures, the EFB’s main concern was the quality part, respective the successful completion of the fellowship with an aim to develop my professional and personal capacities through learning from direct experiences in one of the most prominent think tank institutions operating in the EU. I am very much looking forward to continuing my cooperation with the EFB.



## Emina Cosic

**POLICY RESEARCHER,  
BOSNIA AND HERZEGOVINA**

**RESEARCH FELLOW 2011**

I had the privilege to participate in the EFB Programme Area Envisioning Europe - Think and Link and Fellowship Programme for Policy Researchers. Both programs have been beneficial in terms of learning new techniques relevant to policy research, especially experiencing the work dynamics in an EU based think tank. Working in Brussels has influenced my thinking and understanding policy making processes, the role a Think Tank has, as well as helping me place this role in the context of my own work in Bosnia and Herzegovina. Beyond the direct benefits to myself, I would take this opportunity to underline the components that, in my modest opinion, make the EFB activities most successful and beneficial to both the region and the EU. Most importantly the EFB manages to facilitate continuous networking, knowledge exchange, and building of trusting professional relationships amongst both WB and EU based think tanks and individuals. That is accomplished through the design of the programs for which the EFB provides grants, making the former grantees and experts part of their regional events and conferences, research and reports, promoting the outputs of their affiliates either on institutional or individual level, supporting mobility of individuals and organisations and continuous follow-up and communication with the alumni. As a donor, the EFB has demonstrated the necessary patience, understanding, support, and flexibility to the organisations/ individual still in the development process. The flexibility and responsiveness contributes to overall goals of the EFB, and circumvents the loss of quality linked to strictness of procedure and administration focused expectations.

# Experiencing Europe

## Southeast Europe and the EU – Leadership Development Programme

The Leadership Development Programme was launched in 2006/2007 by the College of Europe and the TRANSFUSE Association. The European Fund for the Balkans began financing the programme in 2008 and since 2009 it has been organizing it jointly with the College of Europe and the TRANSFUSE Association.

With the aim of promoting European values for the future generations, the Fund has supported this programme, which was envisioned as a catalyst for the emerging change-makers and leaders in the Balkan societies and

the EU. By encouraging the spirit of cooperation and identifying the new connecting tissues for the young generations of the region and the EU, the programme managed to produce a wide network of young ambassadors.

30 graduate students from Albania, Bosnia Herzegovina, Bulgaria, Croatia, Macedonia, Greece, Kosovo, Moldova, Montenegro, Romania, Serbia and Turkey are selected each year to take part in the eight-month long “Southeast Europe and the EU – Leadership Development Programme”. A limited number of

participants are selected from the other European countries. The LDP is led by an Academic Dean, who guides the participants through the different elements of the programme – Summer Academy, Group Activities and Spring Seminar.

### Objective

Contribute to the development of open-minded and progressive leaders who have the ambition to play an active role in the future of their countries by offering a tailor-made programme in leadership training.



Create links with the like-minded peers from the Western Balkans and Europe



Develop leadership skills



Become young ambassadors of their countries



Acquire knowledge about the EU, EU - Western Balkans relations and international relations



Join the EFB Community

# 2008–2014

7

2131

203

GENERATIONS

APPLICATIONS

YOUNG LEADERS

## HOME COUNTRIES

- ALBANIA
- AUSTRIA
- BOSNIA AND HERZEGOVINA
- BULGARIA
- CROATIA
- CYPRUS
- DENMARK
- GERMANY
- GREECE
- HUNGARY
- ITALY
- KOSOVO

- MACEDONIA
- MONTENEGRO
- MOLDOVA
- NETHERLANDS
- POLAND
- PORTUGAL
- ROMANIA
- SERBIA
- SLOVENIA
- SWEDEN
- TURKEY
- UNITED KINGDOM
- UNITED STATES

## SUMMER ACADEMY AND SPRING SEMINAR

- GERMANY
- AUSTRIA
- BELGIUM
- SLOVAKIA

Geographical scope of Southeast Europe and the EU – Leadership Development Programme

- Home countries
- Summer Academy and Spring Seminar





**To:**  
**EFB TEAM**

**From:**  
**JUDY BATT**  
Academic Dean of the Leadership  
Development Programme

**Subject:**  
**HAPPY 7TH ANNIVERSARY  
AND I WISH YOU MANY  
MORE YEARS OF  
SUCCESS!**

My experience with the EFB was mainly, as you know, with the Leadership Development Programme - SEE and the EU. I was Academic Dean of the Programme for five years. During this time, I was highly impressed with the professionalism and dedication of the EFB staff with whom I worked. They were exacting both on themselves, and on the participants of the programme who were held to the highest standards both academically and personally. The programme was minutely organized down to the last detail, and delivered with efficiency, patience and cheerfulness, which were greatly appreciated both by me and the participants, as their feedback unfailingly showed. The collaboration with the College of Europe was particularly good, and I am sure it was helpful to the EFB at the outset as the new organisation was finding its feet. The collaboration flourished due to the shared interest of both partners in the LDP project, and I hope it continues today and in future.

I particularly appreciated the care and rigour of the process of selecting LDP participants, and the scrupulous attention to gathering and analyzing participants' feedback at each stage of the programme in order to constantly improve it. LDP had clearly become recognized as “state of the art” in the region, and was drawing huge numbers of applicants for its 30 places. More and more young people from the region were travelling and studying abroad, and had established friendships across the region. I think the EFB staff set an excellent example of what they were trying to achieve with the LDP participants - responsible, self-motivated members of civil society with highly developed skills of building and sustaining collaborative networks across the Western Balkans and the EU. I am very happy to write a few words about my experience with the EFB. First of all, congratulations on reaching your 7th anniversary and I wish you many more years of success!



**To:**  
**EFB TEAM**

**From:**  
**JESÚS BALLESTEROS**  
Deputy Director, Development Office  
College of Europe - Partner  
organisation of LDP Programme

**Subject:**  
**CONTRIBUTION LETTER  
FROM COLLEGE OF  
EUROPE**

Even if I was not present when the Leadership Development Programme was born, I can say that I have seen it growing and becoming an “adult” in terms of success and maturity. Concerning the latter, we could realize at an early stage how things are never perfect and that we can improve in each minor detail. These seven editions of the LDP programme have been a constant overcoming and exercise of pulling boundaries for the entire team. However they have as well given us the opportunity of growing professionally and transferring this knowledge to the programme year after year.

As for the success of the programme, I am extremely glad to have been a part of an initiative which brought together very talented, professional and unique people from the region of the Western Balkans and beyond. We must be grateful to all of them (more than 200) because they shared with us their hopes, dreams and expectations, so we could give them something in return and that something was - the best programme we could organise every year.

Finally I only have words of admiration and gratitude to the entire EFB team. They are not only high level dedicated professionals, but incredible human beings who it is a pleasure to work with. We worked together hard for this programme and I believe that it has paid off. From the long lasting meetings of the selection process or the so long nights of the team finalizing every single detail to the challenges of the debates and discussions or the visits to the EU Institutions, the team had to face a large number of difficulties and overcome tough situations. Nevertheless, all these drawbacks made us just realize how well we could work together and support each other as a team even if we belong to different institutions having a unique and common goal.





## LDP Group Projects





# EFB Community

In 2009, the European Fund for the Balkans launched its new initiative - EFB Community.

The mission of the EFB Community is to serve the interests of the EFB Community members by providing a forum for networking, communication and collaboration. In order to fulfill its commitment to strengthen the cohesion between members, the EFB sponsors and organizes initiatives and events, including the community members in a variety of EFB activities.

Through its programmes the European Fund for the Balkans has the opportunity to support individuals as well as organisations in a variety of ways. It is crucial that this support is not a one-time investment, but only the first step on the road toward a long-term mutual cooperation. The EFB Community has been created to provide a venue for this cooperation and thus be the basis for the formation of a

strong EFB network which would perpetuate and further enforce the core goals and values of the Fund.

In 2014 the EFB Community has grown into a 338 member network, which includes all the participants who have successfully completed one of the EFB Programmes.

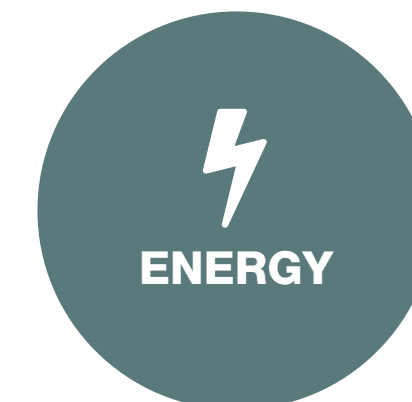
Within the EFB Community specific groups have been created having in mind the origin of the participants and their specific interest due to strong connections which have been developed during their participation in different EFB programmes. These specific groups are addressed with specific issues besides the general approach to the EFB Community.

The EFB Community programme with its special approach to its members now serves as a platform for different EFB events and joint initiatives, where the community members are active participants, promoters and information sources.



They receive an electronic EFB Newsletter and EFB Event Calendar, for constant newsfeed, photos and video materials regarding the EFB activities and programmes.

In addition to the numerous networking opportunities, the EFB Community offers an opportunity for further cooperation through participation in different EFB activities as speakers, panelists, trainers.



# 2009–2014

338	MEMBERS
203	LDP PARTICIPANTS
115	CIVIL SERVANTS
20	RESEARCH FELLOWS
26	COUNTRIES

## HOME COUNTRIES

ALBANIA
BOSNIA AND HERZEGOVINA
BULGARIA
CROATIA
CYPRUS
DENMARK
FRANCE
GERMANY
GREECE
HUNGARY

ITALY
KOSOVO
MACEDONIA
MOLDOVA
MONTENEGRO
THE NETHERLANDS
POLAND
PORTUGAL
ROMANIA
SERBIA
SLOVENIA
SWEDEN
TURKEY
UNITED KINGDOM
UNITED STATES



# Reflections on the EFB Community



**A  
LOOK  
FROM  
OUTSIDE**



*Fabrice de Kerchove*

**CHAIR OF THE EFB  
STEERING COMMITTEE,  
KING BAUDOUIN  
FOUNDATION**

*„It is extremely important to invest in this social capital, human capital which is for me one of the main assets of the region. It is made of all this young people willing to go cross border, to meet each other and try to design a vision for the future of this region.“*



*Andrew Rasiej*

**FOUNDER  
OF PERSONAL  
DEMOCRACY MEDIA,  
USA**

*„EFB Community has a fantastic opportunity to sit at the table with a much larger global community which is now far more connected than ever before.“*



*Eóin Young*

**PROGRAMME DIRECTOR  
& SENIOR TRAINER,  
INTERNATIONAL CENTRE  
FOR POLICY ADVOCACY**

*„I think that what the European Fund for the Balkans is trying to do is to create a space where people can challenge the prevailing culture and come up with other ways of decision-making process.“*





**Branka Panic**

**EFB COMMUNITY COORDINATOR,  
EUROPEAN FUND FOR THE BALKANS**

*„After seven years of continuous work in the Western Balkans and the European Union, we strongly believe that the most valuable resources of the European Fund for the Balkans are the people who connect with us through active engagement in our Programmes. Each member of the EFB Community has a unique potential and offers valuable ideas and perspectives in creating the future. We aim is to make this community powerful enough to accomplish positive changes in all societies of the Western Balkans.“*



**Hedvig Morvai**

**EXECUTIVE DIRECTOR,  
EUROPEAN FUND FOR THE  
BALKANS**

*„I do expect that the community members of the European Fund for the Balkans will be eager to use every given opportunity in the frames of the EFB Community to engage themselves in the new initiatives, exchange of ideas and discussions about the future of the region.“*



**Igor Bandovic**

**SENIOR PROGRAMME  
MANAGER, EUROPEAN FUND  
FOR THE BALKANS**

*„The unique strength and the richness of the people involved in our programmes presents the real virtue of our work. We expect that the EFB Community will grow over the years. It is the substance of the Funds' contribution to the European project.“*



**A  
LOOK  
FROM  
THE  
INSIDE**



# First EFB Community Meeting

The successful launch of the first EFB Community Meeting in Zagreb in the period of October 11-14, 2012 was an excellent starting point for the realization of the idea for bringing all the EFB community members in one place.

100 Community members from all over the Balkans and the rest of Europe + 13 Programme generations + 26 participating countries were joined together under the motto of the First EFB Community Meeting “People, ideas and Networks”.

Different generations of the EFB Community members, partners, collaborators, political and civil society activists, researchers, consultants, professors, policy advocates, trainers, students

and invited guests were active participants in the three-day programme.

Series of fresh topics, brainstorming and exchange of ideas unfolded during the three days, which were also filled with other dynamic activities from the EFB agenda. The EFB Community meeting offered stimulating exchange of opinions and an opportunity to share thoughts with popular speakers about the current issues in Europe.

The fruitful plenary sessions, discussions and open space communication served as an engine for developing new creative solutions, visions and concepts for bringing the Western Balkans closer to the EU and vice versa.





# Traditional Joint Fellowship Trainings

The realization of the EFB goal of strengthening and expansion of the network of civil servants in the Western Balkans and creating foundation for their future cooperation began with the launch of the joint trainings of the government officials from the EFB Fellowship Programme, that are now held traditionally every year in the period between June/July.

In 2010, the Fellows from the Fellowship Programme from Young Government Officials from Generations 2008/2009 and 2009/2010 joined forces and participated in a one-day real life simulation of a business game with typical working environment challenges “Management Challenge - World of Employment”. The EFB idea was to foster the sharing of knowledge and exchange of experiences between the EFB Fellows, who had an opportunity to test their leadership, communication and cooperation skills and show

the real team spirit in making the right decisions with their colleague Fellows.

In 2011, the EFB organized the Fellowship Joint Conference – “Challenges for the Civil Service in the Western Balkans” (Mavrovo, Macedonia, July 1-3, 2011). The joint training day gathered three generations of the Fellowship Programme for an interactive and communicative team-event with one main objective – networking. The overall setting of the joint training was organisation and realization of the regional conference "Challenges for the Civil Service in the Western Balkans", including presentations, panels and discussions.

In 2012, the Fellows from the previous 4 generations of the Fellowship Programme participated in the EFB Community Networking Event and Joint Training “A New Cohesion Initiative for the Western Balkans”. The idea of this networking

event was to integrate different backgrounds and individual expertise of the EFB Community members and to encourage and strengthen the development of not only a “social”, but a “knowledge and expertise” network. The exchange of personal knowledge, expertise and lessons learnt with peers enabled the Fellows to come up with a new vision of cohesion and cooperation.

In 2013, fellows from the five generations gathered for another joint fellowship training “Croatia and the Future of the Western Balkans Enlargement” which was symbolically held in Croatia (28 of June- 3 of July), as the next member state of the EU family. With this strategic choice of the EFB team, the fellows were also given an opportunity to witness the July 1st ceremony in Zagreb which marked Croatia’s accession to the EU, as a historical event and a success story for the entire region of the Western Balkans.





# EFB Community Website

In March 2011 the EFB Community website [www.community.balkanfund.org](http://www.community.balkanfund.org) was launched. It serves as an online database and an interactive platform for networking and cooperation between all the Community members. On this website the registered Community members can search for other members, latest Community news or information about EFB Programmes.



# Supporting Policy Development

Supporting Policy Development seeks to serve policy researchers, think tanks, NGO's, and governments that are interested in being engaged in policy developments and the EU integration process in the Western Balkans. The programme aims to facilitate transfer of knowledge and expertise with evidence-based approach for addressing complex societal challenges the countries of the region are facing on their way to the EU membership.

Through Supporting Policy Development, the Fund boosts new policy ideas which can accelerate the reform process of the societies of the region, create synergies and multiply the impact through innovative approaches, promote increased public engagement and support decisive leadership models.

**BALKAN  
MONITOR**

**FROM YUGOSLAVIA  
TO THE EUROPEAN  
UNION: 20 YEARS  
AFTER 1991 –  
THE TALE OF TWO  
GENERATIONS  
SURVEY**

**BALKAN PEER  
EXCHANGE**

**VICINITIES -  
FIRST EVER SEE  
CURRENT AFFAIRS  
REGIONAL TV  
TALK-SHOW**

**BALKANS IN  
EUROPE POLICY  
GROUP**

**POLICY  
TALKS**

# Balkan Monitor

**7** CITIES  
**3** SURVEYS  
**100** QUESTIONS  
**21** DISCUSSIONS

In 2008 the European Fund for the Balkans formed a partnership with Gallup Europe in order to launch the “Balkan Monitor”, which aimed at providing all-encompassing data on people’s perceptions in the Western Balkan region, creating thereby a one-stop shop that delivers strategic insights based on evidence-based social research in the region. Covering Albania, Bosnia and Herzegovina, Croatia, Kosovo, Macedonia, Montenegro, and Serbia, Balkan Monitor asked more than 100 general and country-specific questions and explored a series of key issues including:



The research was conducted annually, thereby providing an up-to-date assessment on the socioeconomic, sociopolitical, and multicultural dimensions of the Balkan region.

In order to present and widely acknowledge the results of the Balkan Monitor, the EFB in cooperation with Gallup Europe organized series of events in the form of public discussions in the capitals of Western Balkan countries, where the survey results were presented and discussed with leading analysts, journalists, government officials, academics, representatives of CSOs and think tanks from the region. The results served as a basis for the discussions on the future of the Balkans, its European aspirations and the potential of “attitude change” and Europeanization of the societies in the region.

Seven events were organized in the capitals of Western Balkan countries every year (Zagreb, Belgrade, Sarajevo, Skopje, Podgorica, Prishtina and Tirana). The road-show events were escorted with campaigns with the most interesting results in each country where the road show-event took place.



# From Yugoslavia to the European Union: 20 Years After 1991 – The Tale Of Two Generations Survey

The year 2011 marked the twentieth anniversary of the dissolution of the Yugoslav federation – two decades of wars and conflicts that left a deep scar on the Balkans and its people. The many analyses of events, leadership, or transformation processes have often overlooked the human dimension of regional disintegration. The last Yugoslav generation of 1971 was in its formative years when the conflicts started, the first twenty years of its adult life cut short by wars. Those born in 1991 are too young to remember conflicts, war and the

fall of the old system. Isolated from each other, they are now coming of age to shape the future of their countries. The survey examined the perceptions of two generations, those born in 1971 and 1991 (the last Yugoslav generation of 1971 was in its formative years when the conflicts started, the first twenty years of its adult life cut short by wars. Those born in 1991 are too young to remember conflicts, war and the fall of the old system). Based on the survey results, a policy paper was written by young representatives from the Western Balkan countries.

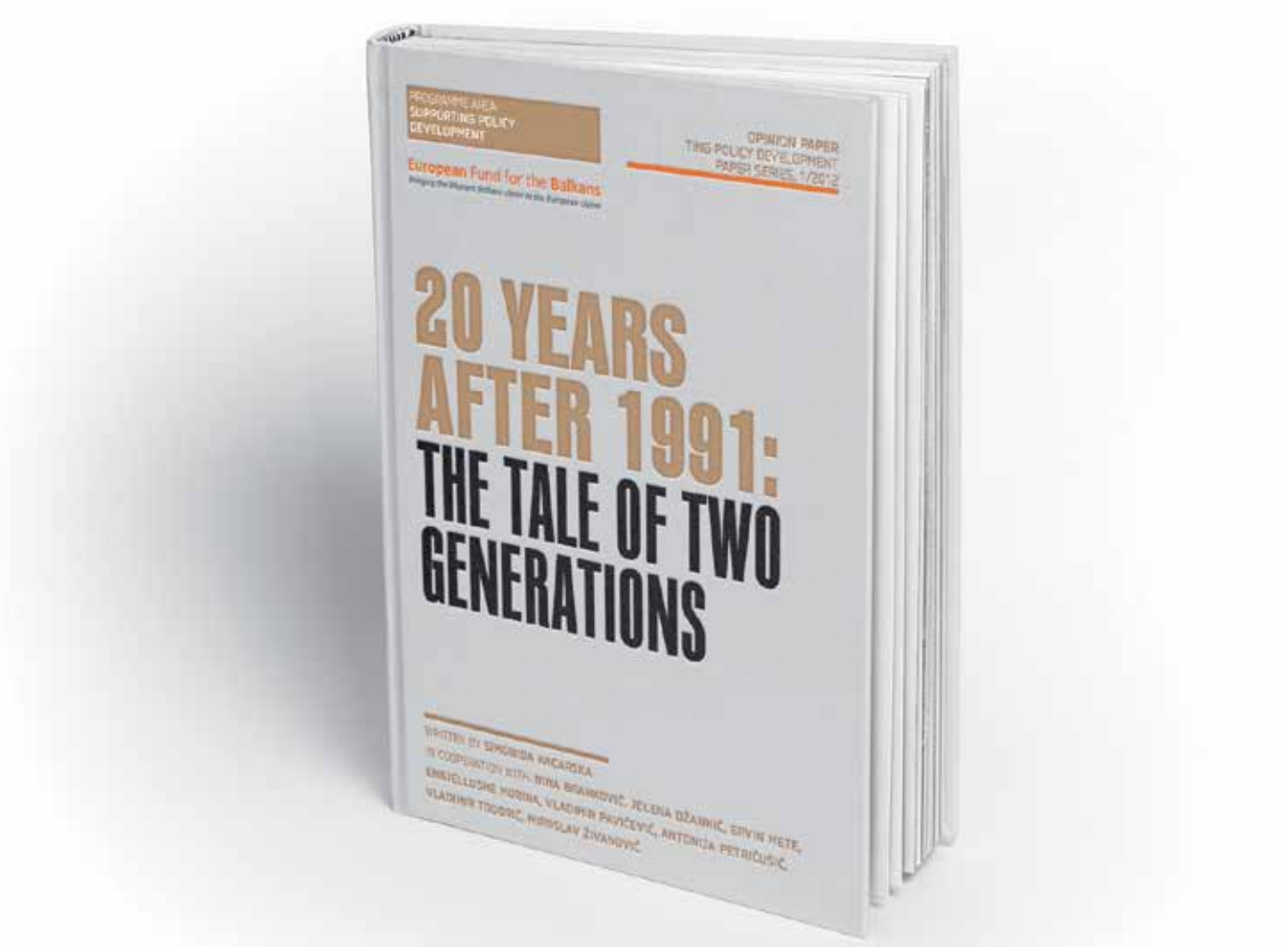
**REALIZATION:**  
Field research conducted in the period from, 25 September to 17 October, 2011.

**COUNTRIES:**  
Albania, Bosnia and Herzegovina, Croatia, Kosovo, Macedonia, Montenegro, Serbia

**SAMPLE FRAME:**  
Citizens of the countries born 1971 and 1991

**TYPE OF SAMPLE:**  
**Quota sample:** Quotas were dispersed geographically and by type of settlement (urban/rural) by defined starting points (varying between countries in dependence of the sample size, form minimum of 32 to 42 starting points)

**TYPE OF SURVEY:**  
Face to face in respondent’s households



- WHAT COMES TO YOUR MIND WHEN YOU THINK OF YUGOSLAVIA?**

**DO YOU THINK THAT YOUR PARENTS HAD BETTER LIFE THAN YOU TODAY?**
- IS THE YOUNGER GENERATION A NATURAL DRIVER OF THE EU INTEGRATION?**

**HAVE YOU TRAVELLED TO OTHER COUNTRIES OF THE REGION?**
- IS THE FUTURE OF THE REGION IN THE EU?**

**WHAT WOULD BE THE SITUATION TODAY IF YUGOSLAVIA SURVIVED?**
- WHERE WOULD YOU LIKE TO LIVE?**

**DOES THE REGION EXIST AS COMMON POLITICAL, ECONOMIC AND CULTURAL SPACE?**

# Balkan Peer Exchange

In 2012, Balkan Peer Exchange brought together a representative group of think tanks, advocacy organisations and donor organisations to address burning issues in the sector and open new avenues for future cooperation and systematic and structured exchanges of know-how and experience.

Its organizers (European Fund for the Balkans, Think Tank Fund, Balkan Trust for Democracy, Human Rights and Governance Grants Programme,

The National Endowment for Democracy, Fund for Open Society Serbia), did not have any pre-conceived ideas to float and impose, nor to spearhead the establishment of networks and regional platforms. The goal was to offer the participants an opportunity to suggest new ideas and forge new partnerships through thematic panels, parallel sessions and workshops.

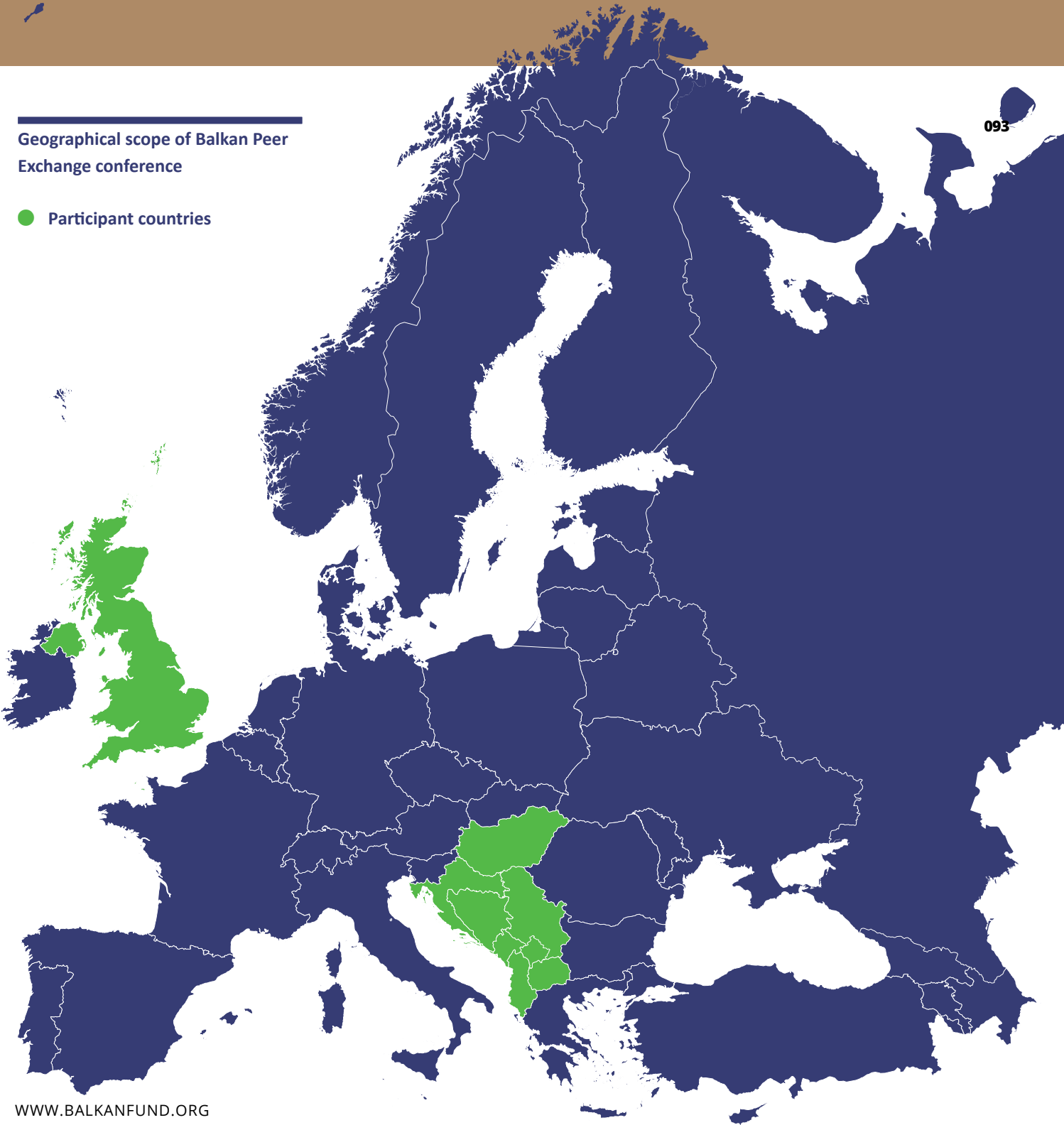


## OVERALL OBJECTIVE

The overall objective of Balkan Peer Exchange was to provide a space for representatives of 70 think tanks and advocacy organisations (with established track records in policy relevant research) and a dozen of donors active in the region and offer them a space for peer-to-peer exchange of practices, positive and negative lessons learned and brainstorming on new innovative ideas.

Geographical scope of Balkan Peer Exchange conference

● Participant countries





*Gordana Delic*  
**DIRECTOR,  
BALKAN TRUST FOR DEMOCRACY,  
SERBIA**

It is with distinct pleasure that the Balkan Trust for Democracy (BTD), a project of the German Marshall Fund of the U.S., congratulates the European Fund for the Balkans on seven successful years of supporting the development of think tanks and advocacy organisations to further the European integration of the Western Balkans. During the conception and development of the EFB, BTD saw both the need and opportunity for the development of a uniquely European fund based in the Balkans that would promote regional collaboration, leadership development, scholarship programme and policy research while recognizing the unique path being taken by each country towards the EU.

BTD has had the pleasure of collaborating with the EFB and its staff in a number of areas

over the years. While the EFB and BTD certainly pursue distinct methodologies and programming strategies, we share common values and goals and use a complementary approach to work with similar organisations and stakeholders, and build upon and support each other’s efforts.

A significant joint collaboration with the EFB was the Balkan Peer Exchange in 2012, co-financed and planned by OSF, NED, and BTD, that brought together more than 70 key think tanks and advocacy organisations from throughout the region to examine the new paradigm of open data with its opportunities to enhance analysis and research-based advocacy. This successful event became a touchstone for a number of successive regional

events, substantially influencing the way many organisations approach policy, advocacy and citizen engagement efforts.

The EFB’s flexibility and desire for innovation were instrumental to making the Balkan Peer Exchange the success that it was. It also once again demonstrated the value of collaboration and the exchange of ideas and practices between BTD and the EFB.

BTD looks forward to continued cooperation with the EFB, believing that future well-considered and effective investments in policy development and strengthening of the EFB community in the region are key to an improved and strengthened European future.





# Vicinities - First Ever SEE Current Affairs Regional TV Talk-show

Television is a universally accessible and powerful medium which should be used by the civil society to educate, enlighten, engage and inform the public. With that vision of fostering reconciliation in South Eastern Europe by approaching the wider audience in the region and offering a frank exchange of ideas in an open debate on the issues which are badly affecting the neighbouring countries, the European Fund for the Balkans (EFB) and the Center for Democracy and Reconciliation in SEE (CDRSEE) decided to join forces in creating the first ever SEE current affairs regional TV talk-show "Vicinities".

Starting from April 2012, the five-part TV programme series was broadcast during prime time on a weekly basis in 5 countries throughout the region on 8 major national and local TV stations. As the first pilot series surpassed all

set expectations, it evolved into a more ambitious project with a second season consisting of a series of new debates, which were also supported by the German Ministry of Foreign Affairs.

For the first time in a regional TV show, people from the vicinity discussed sensitive issues in an open, honest and constructive manner. These issues were, until recently, only discussed within smaller and closed groups on a national level. Vicinities (Okruženje) provided the opportunity to bring the discourse out into the open, especially as the TV programmes were broadcast both on public and private televisions and were accompanied by major articles in the most respected weekly and daily national newspapers.

The final 17 shows from the 2 seasons brought together well-

respected and unbiased special regional guests from a wide field of social sciences, and included the EFB alumnae as a participating audience which additionally strengthened the regional dimension of the initiative.

"Vicinities" has proven itself as a successful tool for enabling sincere exchange, interaction and communication in the Western Balkans, but also as a positive media example for attracting the attention of the public in recognizing the similarities and differences that exist in this common space.

Encouraged by this success, both the EFB and CDRSEE are now in the process of planning the next seasons of this exciting regional TV series.



**STEREOTYPES  
HOW TO SURVIVE  
THE ECONOMIC  
CRISIS?**

**MEDIA—DO  
THEY HELP OR  
HINDER MUTUAL  
UNDERSTANDING?  
THE GREAT POWERS  
AND THE BALKANS**

**TO BE YOUNG AND  
TO LIVE IN THE  
BALKANS  
ON THE OTHER SIDE  
OF THE IDENTITY  
THE EUROPEAN  
UNION BETWEEN  
LAMENT AND  
RHAPSODY**

**VICINITIES THROUGH  
CARICATURE  
OUR HISTORY VS.  
YOUR HISTORY  
VIOLENCE OF YOUTH  
OVER YOUTH  
ABOUT SPORT IN  
SPORTS MANNER  
LGBT POPULATION  
THE CIVIL SOCIETY**

**IN THE COUNTRIES  
FROM THE VICINITY  
WAR CRIMES  
THE CHURCH – HOW  
SEPARATED IS IT  
FROM THE STATE?  
GOVERNMENT  
ADMINISTRATION  
ETHNO MUSIC**



## Nenad Sebek

**EXECUTIVE DIRECTOR  
OF THE CENTER FOR DEMOCRACY AND  
RECONCILIATION IN SOUTHEAST EUROPE**

For the past seven years I have had both the privilege and the pleasure of working closely with the European Fund for the Balkans. Sometimes as a keynote speaker, moderator or workshop coordinator for their events and in the past three years, also as a co-producer of the hugely successful regional television show "Vicinityies". I have also taken part in the selection process for the EFB fellowships and met successive generations of fellows. And, I have taken part in numerous other international events with the Executive Director, Hedvig Morvai.

It is really a pleasure to work with the EFB. It is an admirable team, which combines competence with human touch and care for the projects. All successes in the civil society field come as a result of

teamwork, but great teamwork is a process that needs to be built up.

In these seven years, the EFB has established itself as a major and most relevant – not just generator - but also locomotive of ideas and initiatives whose goal is to bring the Western Balkans closer to the EU and to speed up the long and arduous process of Euro Atlantic integration. The programmes of the EFB are genuinely designed and implemented for the betterment of the region and have both short and long-term impact on the societies the EFB operates in. It is difficult to determine the best, but my personal favourites are the Fellowship Programme for Young Government Officials and the TV show "Vicinityies". No less important is the EFB's capacity to swiftly recognise a

good idea and support a grassroots initiative with quick funding.

In regard of our joint TV project, I would like to emphasize that with its 2 Seasons and 17 episodes, "Vicinityies" is no longer just a comet in the media sky but a planet that has placed itself solidly and found its orbit. We tackled tough topics and dilemmas and we had guests from four or five countries in every show, to help in the quest for answers. The European Fund for the Balkans and the CDRSEE are resolved to continue with the show in 2014 and beyond.



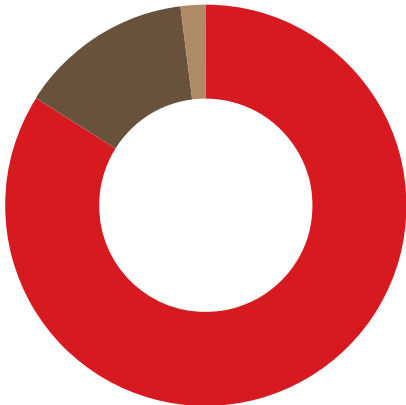
## Zvezdana Kovac

**EDITOR-IN-CHIEF  
OF VICINITYIES**

As an employee of the CDRSEE, I was excited to observe the preparation and realisation of the first series of Vicinityies, which then became a creative challenge when the CDRSEE tasked me with running the project. It was a pleasure to work on the 12 episodes in which many painful subjects were discussed, mostly because people from different countries met and talked at one place. Studio co-host Nenad Šebek and myself, we both have views on every topic that we broached. However, we refrained from arguing for them or directing our guests to any particular course. Hearing people from the region who for well-known reasons were not given an opportunity to speak for a long time in countries where their own language is well understood is a privilege that we were able to offer.

And, we listened to them carefully in return, delighted like viewers across the region. That is the uniqueness of "Vicinityies" that I could not resist. We showed that we could discuss such topics as identity, war crimes, the role of the church and so on even when our guests had completely opposite views. However, their views on universal values were the same, allaying concerns that civilised dialogue could come under threat. "Vicinityies is, after all, a kind of agora to which we keep returning, to talk and to be heard," said Balša Brković who gave an introduction with four other journalists and writers. I hope that we will be back to your favourite television channels for many years. That will depend on us as well as you.

RESULTS FROM THE CONDUCTED  
POLL ON OKRUZENJE.NET



WOULD YOU LIKE TO WATCH  
VICINITIES NEXT YEAR?

**83.3% YES**  
**13.3% NO**  
**1.7% MAYBE**



DO YOU APPROVE OF OUR  
CHOICE OF GUESTS?

**63.6% YES**  
**18.2% NO**  
**18.2% MAYBE**

Sanja Gvozdenovic

HRT (CROATIAN RADIOTELEVISION),  
EDITOR-IN-CHIEF OF THE HTV4  
INFORMATIVE CHANNEL

Broadcasts of the regional political talk show "Vicinities" enabled viewers of HRT to hear views on issues of common interest through a very dynamic debate. The show's impartiality and its professional and open approach were visible in the treatment of sensitive topics and in the selection of different but relevant guests from the region. The show was assessed as good and interesting in the reports that reached me. Since HTV4 is broadcast free-to-air, the show is available to viewers in Europe. The shows that have aired to date produced a definite interest for continuing cooperation, so I use this opportunity to confirm that. HTV4 is always open to projects of public interest like "Vicinities".

Vladan Micunovic

EDITOR-IN-CHIEF, TV VIJESTI  
(MONTENEGRO)

Broadcasting the second season of "Vicinities" in the prime-time slot clearly shows the importance that TV Vijesti has attached to the talk show. The show will not top our viewership ratings, but they will definitely have an audience that will not have sundry farms and grand parade shows served aggressively and insolently instead of real-life concerns. That was a powerful reason why we decided to broadcast "Vicinities", even though we are a commercial television station. Vicinities is far better, more open and of higher quality than the surrounding. We do not see this show a longing for bygone times or a way to renew something that is most likely lost forever, but as an opportunity to help viewers to better understand each other and to live and cooperate more sincerely, through the experiences of the wise people.

Anamari Repic

DEPUTY DIRECTOR GENERAL, RTV  
IN KOSOVO

RTV Kosovo, our public broadcaster, agreed immediately and with pleasure to air "Vicinities" on one of its channels. We decided it would be the new channel in Serbian, the RTK2, and a new show in Kosovo on a new television channel. It is a new approach that breaks down local barriers and develops stories through dialogue, debate, and a regional approach to topics which surround us. Unemployment, unpunished crimes, life for young people in any country and in the region cannot but intertwine and affect our lives wherever we are. We face and get to know topics and problems we are familiar with in a new way, we identify with them and become involved.

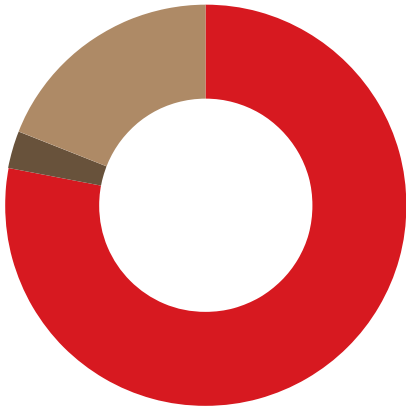
Nenad Lj.  
Stefanovic

EDITOR-IN-CHIEF OF THE  
INFORMATION PROGRAM OF RADIO  
TELEVISION OF SERBIA

RTS is the biggest media house in the area that broadcasts independent productions as well as its own extensive programming. Vicinities came to RTS through a public competition that it won owing to its freshness, innovation, approach and topics. After 12 shows, I can say that our expectations have been met in full, and our viewers are happy to see a new form of the old television talk-show genre. Vicinities has let our viewers hear the voices and opinions of people from across the region, which added to what they hear or see or read every day in their own milieu, with opinions from "the other side," and to learn something new, break down prejudices and shift their usual discourse.



RESULTS FROM THE CONDUCTED  
POLL ON OKRUZENJE.NET



**DOES VICINITIES HELP US  
UNDERSTAND EACH OTHER  
BETTER?**  
**78.4% YES**  
**2.7% NO**  
**18.9% MAYBE**



**ARE THE TOPICS DISCUSSED  
ON VICINITIES INTERESTING  
AND TOPICAL?**  
**87.5% YES**  
**3.1% NO**  
**9.4% MAYBE**

**Vladimir Vodusek**  
DIRECTOR OF TOP TV SLOVENIA

Cooperation on "Vicinities" was a favourable experience for us because topics from the region are always interesting for viewers in Slovenia even though it has been a member of the EU for nine years. The selection of guests and topics, the professional guidance of the anchors and the production were a positive surprise for us and proof that top-quality television production and journalism still live in this part of the world.

**Dzenana Karup – Drusko**  
ACTING EDITOR-IN-CHIEF, DANI  
NEWSMAGAZINE, BOSNIA AND  
HERZEGOVINA

First of all, the importance of the project "Vicinities" is that it is regional and that every show featured guests from the region whose statements sometimes showed that identical problems troubled the countries created from the disintegration of the former Yugoslavia. And, sometimes they discussed their differences and pointed to possible solutions.

The choice of topics was quite good, indicative of issues that concern our societies, mostly for similar reasons, such as public administration or religious communities. In short, I believe that our differences have narrowed slightly thanks to the project Vicinities.

**Veseljko Koprivica**  
EDITOR-IN-CHIEF, MONITOR  
NEWSMAGAZINE, MONTENEGRO

Topical, interesting, and civilised. Put in one word - professional. Why praise the Vicinities series? Because the show is different from sundry television programmes that we are inundated with, that bomb viewers with propaganda, primitivism, ignorance, lengthy talks for the self-promotion of anchors and guests. "Vicinities" is immune to that. It is easy to see that the shows were carefully prepared, through a selection of topical and interesting topics and its guests, and cleverly wrapped up in 45 minutes. Everything is done with balance. I was pleased to hear that the shows were widely viewed in Montenegro, and I did not hear any objections to the content. Cooperation between "Vicinities" and Monitor is perhaps rare for this region, an example of successful cooperation between an electronic and print media. We are happy to continue this cooperation and our pages are open for Vicinities.

**Hamdi Rasiti**  
PROGRAMME DIRECTOR, ALSAT-M  
TELEVISION, SKOPJE, MACEDONIA

"Vicinities" is a mirror of the region, and the series was carried out in a very positive way, dealing with issues that are of daily concern for us. It shows that people in the region have essentially the same social and political problems and look over into the neighbour's lawn, replicate and apply a good practice in order to move on to the EU that we aspire to and which ought to be our future. "Vicinities" helps us surround ourselves with people who have a recipe for change for the better, or will find it with us. Through face-to-face dialogue, "Vicinities" voices the good and the bad and thus overcomes the distrust that is still among us. And for media to make a contribution as well as connect the diversities, help build mutual confidence and at least round off the narrative for the well-being of their citizens, it is because they are worth it.

# Balkans in Europe Policy Advisory Group

Balkans in Europe Policy Advisory Group on the Balkans was established in 2013 as a cooperation of the European Fund for the Balkans (EFB) and Centre for the Southeastern European Studies of the University of Graz with the aim to assist in the transition of the Balkans from the stage of unconsolidated democracies and weak economies to the stage of the EU accession and to help the European Fund for the Balkans in deepening its efforts in this process, channeled through the Fund's core activities and in identifying new areas of engagement which are aligned with the EFB's overall goals.

Balkans in Europe Policy Advisory Group analyzes and debates the

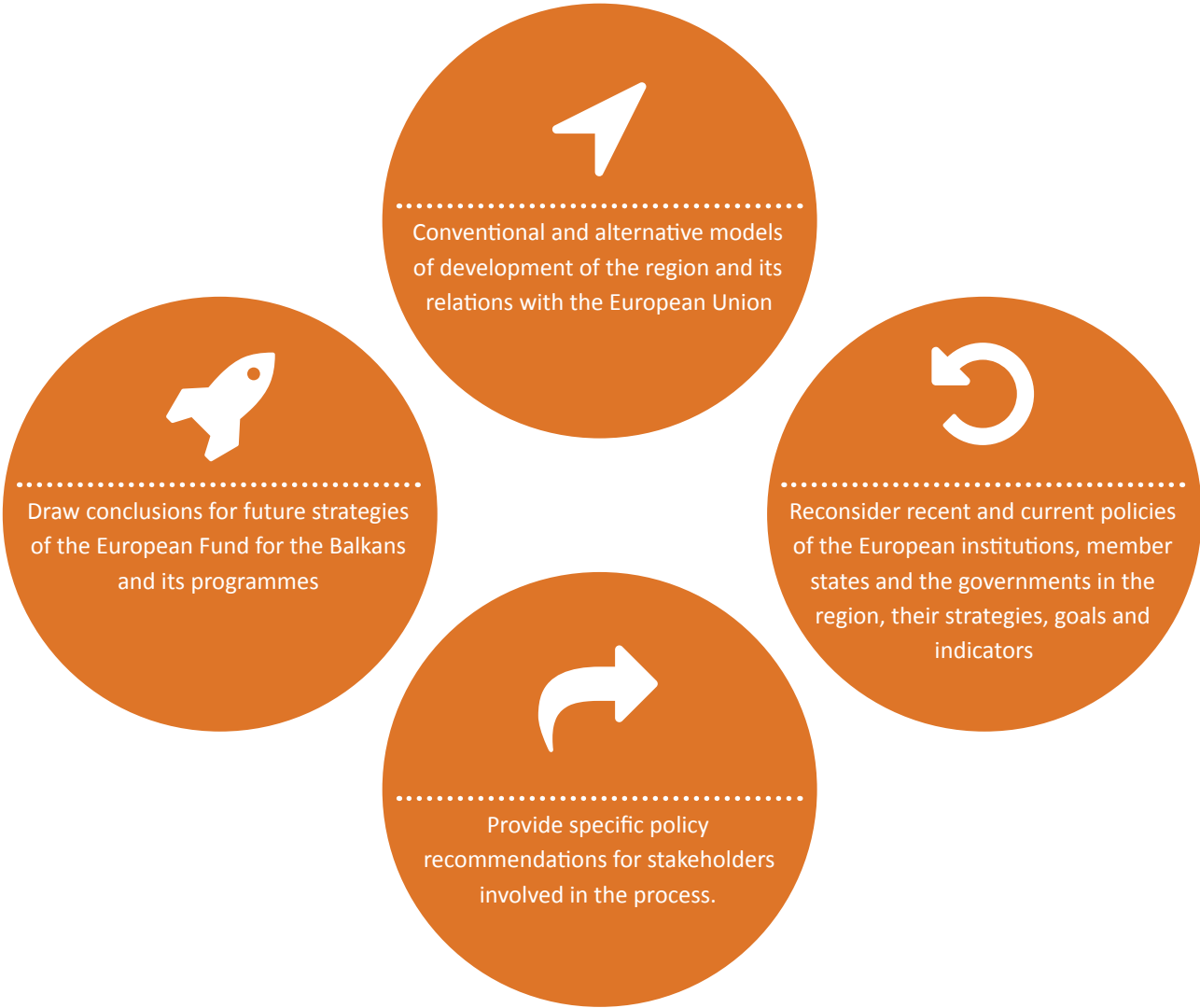
existing mechanisms and political skills of the EU and the region to successfully bring to an end the project of Europeanization of the Balkans as promised at the Thessaloniki Summit in June 2003.

The Group is composed of young researchers from the Western Balkans and wider Europe that have established themselves for their knowledge and understanding of the Western Balkans and the processes that shape the region.

The work of this group will benefit greatly by inclusion of new research and analytical methodology offered by social and humanities academia, at the same time holding on to the advantage of preserving the

promotional empirical gathering skills of the senior researchers, intellectuals and journalists. The aim of the group is not to reinvent the wheel, but build on former and current strategies of the Europeanization of the region, having in mind also the motto of the European Fund for the Balkans, "To bring the Western Balkans closer to the EU", but also the EU closer to the Western Balkans.

The main tasks of Balkans in Europe Policy Advisory Group will be to translate the findings into proposal for further programming of the European Fund for the Balkans and to draft specific policy recommendations for the region, and for the European Union.



# Balkans in Europe Policy Blog

The Balkans in Europe Policy Blog is a forum for current debate on the EU integration and reform processes in Southeastern Europe. The blog is a part of the Balkans in Europe Policy Advisory Group, a joint initiative of the European Fund for the Balkans and the Centre for Southeast European Studies of the University of Graz. It is a space for in-depth discussions for an interdisciplinary group of young researchers with and expanded group of civil society activists, analysts, intellectuals and scholars from all parts of the region

and the EU, beyond the usual format of a workshop or a conference.

The Balkan Policy Blog seeks to promote debate and divergent views, based on the exchange of analysis and research. It thus promotes the communication between the policy and the academic community.

The initial list of blog contributors are the members of the Balkans in Europe Policy Group – Florian Bieber, Arolda Elbasani, Corina Stratulat, Dejan Jovic, Dimitar Bechev, Leon

Malazogu, Marko Kmezic, Milan Nic, Nebojsa Lazarevic, Nenad Koprivica, Nermin Oruc and Vedran Dzihic, but also external contributors and VIP Bloggers like Tim Judah, Doris Pack, Stefan Lehne, Petra Roter, Christian Danielsson.



## Florian Bieber

**DIRECTOR  
CENTRE FOR SOUTHEASTERN EUROPEAN STUDIES,  
UNIVERSITY OF GRAZ**

The blog is a part of a project of the Centre for Southeast European Studies in Graz and the European Fund for the Balkans based on the observation that the EU enlargement process is currently lacking broad support in the EU and that the countries in the Western Balkans often do not pursuing accession as vigorously as they could. Thus, the blog is about promoting a debate on how the EU integration of the region could be accelerated and given new dynamism.

The core goal of the Balkans in Europe Policy Group and the related blog is to achieve democratic, prosperous member states of the EU in the Western Balkans. Thus, the key goal is to promote the consolidation of liberal democracies in the region, including a strong regard for

tolerance. It is understood that the EU accession is a tool to achieve this goal, not an end in itself.

We seek an open an pluralist debate and believe that discussing new ideas, giving a voice to relevant policy proposals and research is what is needed to carry the debate forwards. While we promote the goal of liberal prosperous democracies in the EU, we do not promote a single way to achieve this goal and seek a diversity of opinions. Only debate, including controversy can help to reinvigorate this process. In fact, the reduction to a mere technical process of the EU accession risks by-passing the inherently political nature of reforms which have to reduce opportunities for abuse of office, a more effective economic policy and strong institutions.





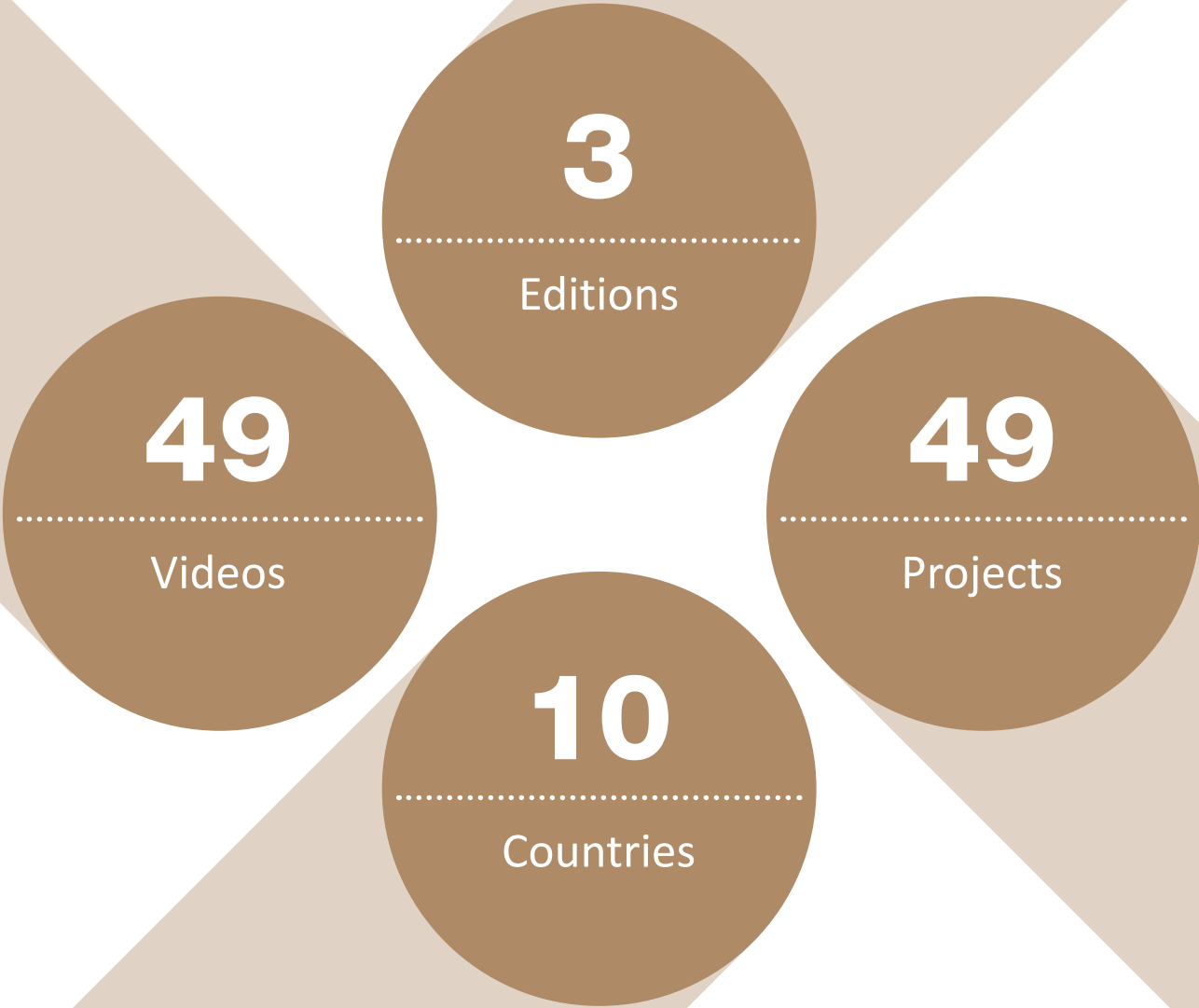
# Policy Talks

Policy Talks is long-term European Fund for the Balkans' initiative, which is a part of the Supporting Policy Development Programme Area.

It is envisaged as a series of short interviews conducted with the researchers from Western Balkans policy research organisations, think-tanks and institutes, which participated in the Think and Link – Regional Policy Programme cycles 2010/2011, 2011/2012, 2012/2013, supported by the European Fund for the Balkans.

The concluding final seminar of the Think and Link Programme serves as an excellent opportunity to get the best answers and insights into all the important questions, concerning the separate regional projects and the policy influenced perspectives of the produced policy papers.

In the same time, this platform is used for sharing the videos from the policy events, conferences and meetings organized by the European Fund in the Balkans, both in the region and in the EU.



# Supported Initiatives



Every year the European Fund for the Balkans supports various initiatives and projects within the Discretionary Fund scheme. Taking the flexible approach towards the ideas and concepts which require rapid response, the European Fund has created a small network of supported organisations/institutions. By helping the realization of these projects which are in line with the Fund’s priority programme areas, the Fund has also supported a significant number of individuals from its own community.

**Slovenian EU Presidency 2008 – a chance for the Western Balkans**

“Ljubljana Agenda for new phase of the Stabilisation and Association Process” European Movement in Serbia

**Alpbach Summer School on European Integration**

Initiative Group Alpbach Belgrade

**The European Rails of Peace**

Travels and Freedom Cultural Association

**Towards White Schengen List-Road Maps Monitoring - Western Balkan Regional Response**

Group 484

**Serb – Croat Relations – Political Cooperation and National Minorities Dialogue - Researcher's association**

Centre for Promotion of Scientific Dialogue

**Is a New Gas Crisis Approaching?**

European Movement in Serbia

**The Twelfth South-East European Summer School for Democracy -“Impact of Global Crisis on Stability and Security in the Balkans”**

Anglo-Serbian Society

**Ten years of normalization of relations, ten years of Igman Initiative**

Centre for Regionalism

**The Culture Lobby, And Archive of Cultural Memory**

KIOSK

**EU Integration School**

Kosovo Civil Society Foundation

**Live from Europe**

An inside Europe experience for 6 TV journalists from the Balkans SEETV

**Advocacy for Young People in Kosovo**

Think Young

**Promotion of Benefits of Regional and Cross-Border Cooperation For Serbia**

ISAC Fund

**Enhancing Women's Role in Governance**

Academy of Political Studies

**Exchange for leaders in the region**

EUCLID Network

**Belgrade Security Forum**

Belgrade Fund for Political Excellence, European Movement in Serbia, Belgrade Centre for Security Policy

**International Justice – Global Equity**

European Forum Alpbach

**Civil Bridge-Building – The Hungarian 2011 EU-Presidency and the Western Balkans**

Association of Local Democracy Agencies, Subotica and the European House, Budapest

**Share Conference 1**

SHARE Foundation

**Summer School in Comparative Conflict Studies**

Center for Comparative Conflict Studies (CFCCS)

**Balkan Beyond Borders Film Festival 2012**

Balkan Beyond Borders

**Leaving Europe's Waiting Room -“Overcoming the Crisis of EU Enlargement in the Western Balkans” Conference**

The Centre for Southeast European Studies, University of Graz

**Alpbach Political Symposium 2012**

European Forum Alpbach

**The European Association of Political Consultants conference**

EAPS

**The Balkans and the EU – New Realities**

GLOBSEC Bratislava Security Conference 2012

**SHARE Conference 2**

SHARE Foundation

**Find Your Way through the Enlargement Labyrinth**

Civil Trust Building Project

**Balkan Beyond Borders Film Festival 2013**

Balkan Beyond Borders, Greece

**Alpbach Summer School on European Integration 2013 (ASSEI-B13)**

Club Alpbach Belgrade

**Belgrade Security Forum 2013**

Belgrade Fund for Political Excellence, Serbia

**EurActiv.rs**

Beta Press ltd

**Good Governance from a Cross-sectoral Perspective**

Regional Research Promotion Programme

**Summer School in Comparative Conflict Studies**

Center for Comparative Conflict Studies (CFCCS)

**Young Leaders Forum**

GLOBSEC Bratislava Security Conference 2013

**Alpbach Summit of Emerging Leaders 2013**

European Forum Alpbach

# Project: EurActiv.rs

The project envisaged media production on the EurActiv.rs - specialized portal dedicated to Serbia's association with the EU, Serbia's preparation for negotiations on the EU membership and consequences the talks will have upon the entire Western Balkans region. The portal's experienced journalists prepared detailed reports on all key aspects of the talks. EurActiv.rs gathers experienced and expert journalists, recipients of several awards for professional reporting on European topics and

the European integration process. Owing to years of experience and well-established connections, they are relying on expert opinions and analyses of representatives of the expert public, institutions, and organisations. In its work, EurActiv.rs also relies on positions and activities of the civil sector, as well as on scientific analyses and lectures delivered at various universities and by successful businesspeople.



*Milica Solunac*

**PROJECT MANAGER,  
EURACTIV.RS**

Thanks to the European Fund for the Balkans which has recognized the need for relations between Serbia and other countries in the region – involving, among other, economic and social issues and joint efforts against organized crime and corruption – to be tackled thoroughly, a special section entitled EU and the Western Balkans was opened at EurActiv.rs, a specialized portal launched by the Beta News Agency.

From the media point of view this has also opened new reporting areas that will demand greater and more diversified expertise concerning Serbia's and the region's alignment with the EU acquis and a consistent following and explaining of various technical procedures in the negotiations between Serbia and

the EU on the country's full-fledged membership. Most media, at least in Serbia, still focus on the political criteria in the process, while only a few, like EurActiv Serbia, report competently on the very essence of the talks, and the importance and the nature of reforms in Serbia and other countries in the region.

The project that was supported by the European Fund for the Balkans involved a media production on the EU and the Western Balkans in the period of five months. The production was made available to the public via the EurActiv.rs portal, specializing in EU integrations, social networks, and BETA's General News Service.

Because of the financial crisis in Serbia no state institution can afford

to support the EurActiv.rs portal and its projects. Since monitoring developments in the EU is of essential political importance for Serbia, assistance from donors was sought.

We would like to use this opportunity to express our gratitude to the European Fund for the Balkans for all its help, hoping that our successful cooperation and natural partnership will continue in the future.

# Project: Belgrade Security Forum

The European Fund for the Balkans has supported 2 editions of the Belgrade Security Forum – “The Balkans and Global Security: What Do We Have in Common, What Sets Us Apart?” (2011), and “Is the state under de (construction)?-Risks and responses from the Balkans and beyond”(2013).

The main objective of the project is to build a genuine security community of people and states of the Balkans region, through a region-wide debate carried out by

political leaders and members of the international community, civil society and research community. The specific objectives of the Belgrade Security Forum aim at: bringing the European and global security debate to the Balkans, discussing Balkan security issues within the European and global security framework, and presenting Balkan achievements and dilemmas to the participants in the European and global security debate. The organizers of the Belgrade Security Forum – three well-known civil society organisations (Belgrade

Fund for Political Excellence, European Movement in Serbia, Belgrade Centre for Security Policy) – do their best to turn this event into an high-level regional hub for policy dialogue that will contribute in a meaningful way not only to the development of the security community in the region, but also to the ongoing European and global security and foreign policy debates.



*Sonja Licht*

**PRESIDENT OF BELGRADE FUND  
FOR POLITICAL EXCELLENCE**

I vividly remember the launch of the European Fund for the Balkans in Sarajevo. An exciting moment full of expectations. How will this new initiative shape a new way of civic intervention in the Western Balkans? Will it contribute to the strengthening of civil society and the European perspective of the whole region? The Balkan Trust for Democracy of the German Marshal Fund left three years of very successful activities behind already, thus, a new European funded similar initiative was both welcomed and necessary. The Belgrade Fund for Political Excellence feels honored to be a continuous partner of the EFB. In many major events that we organized, the EFB was present as a genuine supporter: from Belgrade Security Forums to the marking of our tenth anniversary by supporting

the conference “In Search of Responsible Democracy”.

In my opinion, all the founders of the EFB should be proud that they made the right decision in the right moment – when the Thessaloniki Agenda needed a genuine bottom-up support. This is what the EFB has been fulfilling from its very inception, and I sincerely hope it will continue to do so in forthcoming future.



# Project: Balkan Beyond Borders Film Festival

Focusing on the Art of short film and new media, Balkan Beyond Borders flagship activity is the organisation of an annual thematic short-film festival, the Balkans Beyond Borders Short Film Festival. The Film Festival takes place in a different Balkan city each year. It celebrates Balkan diversity and engages audience and creators to reflect on pressing contemporary issues through the medium of short film.

The Fund has supported the first BBB Short Film Festival in the frames of the EFB Leadership Development Programme, as well as the BBB Short Film Festivals in 2012 and 2013.

In 2012 the Balkans Beyond Borders Short Film Fest travelled to Tirana, Albania, between September 21 and 23 under the topic "Talk to Me",

multilingualism and communication. The three days of the festival were also framed by other cultural events like film workshops, photo exhibitions, visual art events, live bands, graffiti activities.

The 2013 edition of the festival "Reinventing Bridges" took place in Bucharest on October 11-13 at Muzeul Taranului Roman, an alternative art space located in the centre of Bucharest, which has become a true meeting point for young people interested in culture. The museum offered a possibility to project films both in its newly renovated cinema and outside, in its courtyard. The additional activities included round table discussions, photo exhibitions, concerts and after-screening parties. Round table discussions (2 during the

three days) brought together young film-makers from Romania and other countries from the region to discuss topics such as: crowd sourcing for film festivals, the impact of documentaries on perceptions of historical events, the influence of history on everyday life in the Balkans. A photo exhibition was organized with the best stills from preselected and projected films.



*Vasiliki Maltasoglou*  
**COMMUNICATION MANAGER,  
BALKAN BEYOND BORDERS**

Balkans Beyond Borders would not have existed without the SEE and the EU Leadership Development Programme as it was created during LDP 2009. Through Leadership Development Programme (LDP), EFB has managed to create a real network of young professionals, devoted to improving their region's reality and who very often support each other in organizing activities. LDP gave motive to 6 young professionals from 5 different countries of Southeast Europe to create BBB in order to enhance cooperation among Balkan peoples' and the Balkans closer to the European Union through the art of Short Film making and the use of New Media.

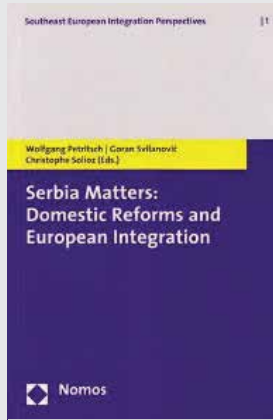
The EFB's contribution has been crucial for BBB as it helped us in

organizing two successful short film festivals - one in 2012 and the other in 2013, as well as the first BBB Short Film Festival through LDP. Every year BBB organizes Balkans Beyond Borders Short Film Festival that travels from city to city in the Balkans and has a different thematic which is inspiring for the young film makers. Its mission is to give motivation, inspire, enhance mobility and cooperation and of course foster EU Identity. With EFB's support BBB managed to continue its mission by organizing the 3rd and 4th BBB Short Film Festival which took place in Tirana and Bucharest respectively. The 3rd Short Film Festival had as thematic the title: "Talk to me- Multilingualism and Communication" and the 4th: "Reinventing Bridges". Thanks to the EFB's support, BBB gave the opportunity to young

creators to express themselves by creating their own short films and promote their work to an international audience. At BBB Short Film Festival young people have the opportunity to meet together, exchange opinions, improve their awareness upon issues in the region and shape an EU Identity following the EFB's aims as well. BBB is grateful to have been supported by the EFB in order to complete its mission.



# Books



**“Serbia Matters: Domestic Reforms and European Integration”** presents policy essays on Serbia’s post-Milošević era written by internationally recognised authors, policy makers, academics and political analysts actively engaged in the Balkans discourse. The European Fund for the Balkans supported Serbian edition of the book “Serbia Matters: Domestic Reforms and European Integration” in Serbian language through the grant with the publishing house Samizdat B92.



**“The Culture Lobby”** An Archive of Cultural Memory” is a collection of the published photographs as a collective portrait of the territories of the Western Balkans. Seven art organisations, representing the Western Balkans, collaborated intensively throughout 2009 in an exchange of local artists whose task was to collect the subjective views of the citizens in the cities, towns and villages of the region. This book is a visual documentation of what citizens think will change or disappear when their territory joins the EU. The European Fund for the Balkans supported publishing the book and the events organized throughout the region in form of presentations of the project results and outcomes.



**“Hijacked Justice: Dealing with the Past in the Balkans”** presents the author's views about the effects of transitional justice and accomplishments of the standards set by the international norms. What is the appropriate political response to mass atrocity? In "Hijacked Justice", Jelena Subotic traces the design, implementation, and political outcomes of the institutions established to deal with the legacies of violence in the aftermath of the Yugoslav wars. She finds that international efforts to establish accountability for war crimes in the former Yugoslavia have been used to pursue very different local political goals. Responding to international pressures, Serbia, Croatia,

and Bosnia have implemented various mechanisms of “transitional justice”- the systematic addressing of past crimes after conflicts end. Transitional justice in the three countries, however, was guided by ulterior political motives: to get rid of domestic political opponents, to obtain international financial aid, or to gain admission to the European Union. Subotic argues that when transitional justice becomes “hijacked” for such local political strategies, it fosters domestic backlash, deepens political instability, and even creates alternative, politicized versions of history. The European Fund for the Balkans supported the book's publishing in Serbian language.



# Partner organisation for the travelling exhibition “See New Perspectives from Balkan photographers” by the Robert Bosch Stiftung and World Press Photo

The European Fund for the Balkans was the local partner organisation for the realization of the travelling exhibition “See New Perspectives from Balkan photographers” by the Robert Bosch Stiftung and World Press Photo.

In the period between 18th of November – 14 of December, 2012 the Artget Gallery of the Cultural Centre of Belgrade was the place where the local public had an opportunity to see the photo-essays of the 15 talented photographers – Andrei Pungovschi (Romania), Armend Nimani (Kosovo),

Bevis Fusha (Albania), Dženat Drekočić (Serbia), Eugenia Maximova (Bulgaria), Ferdi Limani (Kosovo), Jasmin Brutus (Bosnia and Herzegovina), Jetmir Idriz (Kosovo), Marko Risović (Serbia), Nemanja Pančić (Serbia), Octav Ganea (Romania), Petrut Calinescu (Romania), Sanja Knežević, (Serbia), Tomislav Georgiev (Macedonia), Vessalina Nikolaeva (Bulgaria).

They were chosen to participate in this project by presenting their unique and different overviews of the modern everyday living in the countries in the Balkan region.

Everything started back in 2010, when World Press Photo and Robert Bosch Stiftung launched the joint project “*SEE New Perspectives: Master Class for Professional Photographers from Southeastern Europe*”.

The aim of the project was to challenge the photographers’ perceptions of their native countries and their region by encouraging them to explore new perspectives on life in the region beyond borders and prevailing stereotypes. The master class was also envisioned to advance the photographers in their professional



Photo – Kremikovtzi, Bulgaria  
© Eugenia Maximova, 2012, Bulgaria

development and to strengthen their narrative skills.

The final photo essays were a record of life in the Balkans in 2010 and 2011. The topics ranged from migrant workers commuting between France and Romania through marriage brokers in rural Serbia to the international ambitions of a young wrestling champion in Bulgaria. As people from the region, the photographers worked inside a number of subcultures to provide new insights and to stimulate fresh thinking about a region where stereotypes are all



too familiar. The final result was this collection of the individual photo-impressions of the authors that caught the attention of the public in the Balkan countries capitals and all over Europe.

The European Fund for the Balkans created the special framework programme “Freedoms and Boundaries” consisted of 2 thematic panel discussions (“Photojournalism in Serbia: New Perspectives” and The New Perspectives for the Young People in the Balkans”), 2 photo workshops and 2 film projections (“Twilight of

Heroes – Croatia, Europe and the International Tribunal” and “Whose is this song” ) in order to continue the story of the photographers essays into wider discussion on what are the new perspectives of the Balkan countries. The cultural phenomena, trends and stereotypes which are present in the everyday life in the whole region were the things that were used as starting points and small fragments in building the whole mosaic.



# SHARE Conference

BELGRADE

European Fund for the Balkans supported the Share Conference in 2011 and 2012, by active participation of twenty EFB Community members who were able to attend the workshops, lecturers and hear and learn about new media and new technologies from influential experts in digital activism, associated with Google, Twitter, Harvard, MIT, Obama's marketing team, etc.

SHARE conference is renown as a gathering spot for more than two thousand activists, bloggers, engineers, programmers and artists from Serbia and internationally, in three days of interesting lectures, work-

shops and meetings. This platform is an epicenter of exchange of progressive ideas and knowledge in the field of society, technology, Internet, music and new media.

Leading international stars in the field of Internet activism and social changes, cyber dissidents and world-class bloggers educate the audience on new forms of activism and approach in use of new media and advanced technologies. Discussions delve deep into the underground of the Internet movement and explore groups that fight for digital rights, protecting the privacy of fellow residents. With progressive music

and culture, they glorify the Internet as open and free territory for all. The conference was visited by 700 regional opinion makers and 15 000 local and international visitors.

Since the first SHARE was held in spring 2011, turbulence of Internet activism has shaken every part of the planet. Arab spring, occupation of Wall Street, fight against SOPA and PIPA bills are just some of large movements, which showed that the Internet has a growing influence and inspires radical changes and community action. By taking part in the conference the Community members were able to be up to date with

the current achievement and new approaches in the Internet technology and any form of new media. The next two Share Conference editions were held in Beirut and Rijeka.



# EXIT Festival 2010 Agora Stage

**PETROVARADIN FORTRESS / NOVI SAD / SERBIA  
8 - 11 JULY 2010**

The European Fund for the Balkans traditionally cooperates with the largest music festival in the Balkans – EXIT Festival, jointly organizing different events and activities. In July 2010 the EFB organized the panel discussion on Development vs. Environment Dilemma within the framework of EXIT social programme.

This panel discussion was devoted to the increasing gap in creation of sustainable development existing between the developed and developing parts of the world.

The panel was moderated by Andzej Pyrka - Gallup Europe. The panelists were Nigel Jollands - Head of the Energy Efficiency Unit in International Energy Agency, Marko Rakar - Independent analyst from Croatia, Dorit Nitzan - Head of Country Offices of the World Health Organisation in Serbia and in Montenegro.



# Council of Europe Network Supported Regional Seminars

The Council of Europe schools of political studies were established to train future generations of political, economic, social and cultural leaders in countries in transition. They run annual courses of seminars and conferences on topics such as European integration, democracy, human rights, the rule of law and globalisation, with the participation of national and international experts.

Today the network includes 16 schools covering the whole of East and South-East Europe and the Caucasus.

The Schools of Political Studies offer a series of one-week seminars in

the country, with closing seminars held at the Council of Europe in Strasbourg. Annual seminar cycles are comprised of three to four seminars where domestic and international experts cover topics such as European integration, democracy, human rights, the rule of law and globalization. Seminar participants are young political leaders, local self-government representatives, judges, lawyers, journalists, businessmen/women and civil activists.

The European Fund for the Balkans has been supporting Regional Seminars in the Western Balkan countries since 2009.

**ENERGY SECURITY AND  
ENVIRONMENTAL PROTECTION  
- NEW ARGUMENTS FOR  
REGIONAL COOPERATION**

**PUBLIC POLICIES AND  
POLITICAL DECISION-MAKING  
- SHIFTS AND CHALLENGES  
IN MAKING POLITICS MORE  
RATIONAL**

**CHALLENGES AHEAD AND  
OPPORTUNITIES OF THE  
BALKAN REGION**

**HUMAN RIGHTS PROTECTION  
IN WESTERN BALKANS -  
BETWEEN THE COMMITMENT  
AND THE NECESSITY**

# Policy Dialogues

## The Future of the EU Enlargement in the Western Balkans

**BRUSSELS, MAY 2009**

The policy dialogue was aimed at promoting the existing positive examples of leadership and engagement of the Balkan youth through a political forum and presenting those initiatives to a broader public in Brussels. This event gave the opportunity to present the vision of the Balkans and the EU through the eyes of the representatives of the new generations of the Western Balkans.

The debate was directed to strengthening the understanding amongst the representatives of the EU institutions and young people and the needs, thoughts and problems they encounter. This direct and open dialogue hosted by the European Policy Centre inspired both the guests and other participants of the event to proactively think about the status of the young people in the Balkans, the future of the Balkans and the EU accession.

Five young participants from the Western Balkans region participated in the discussion with the EU officials who are actively involved in shaping the EU policy towards the region.

## Rocky road towards “normality”: Public opinion in the Balkans

**BRUSSELS, MAY 2009**

Following the European Commission’s evaluations of progress of the Western Balkans towards European integration, the new Gallup Balkan Monitor on public opinion in the region offered insights into citizens’ views of the EU. It was once said that the aim of the EU policy in the Balkans was to make them ‘boring’ countries. The findings of the public opinion surveys highlighted that indeed the Balkan citizens are putting their fears of war and ethnic polarisation behind them and are instead concentrating on their own institutions and the impact of the financial crisis on their day-to-day lives. They appeared to be feeling more represented by their politicians and perceive corruption to be decreasing.

The past years saw the EU’s Balkan agenda moving apace, from visa liberalisation, the Resolution on Kosovo, and the opinions expected from the Commission on the applications from Montenegro, Albania and later Serbia. How do these developments affect the perceptions of the Balkans and the prospects of the accession process and the future of these potential EU member states?

These findings were discussed in a panel moderated by Neil Macdonald, Financial Times correspondent in Belgrade. The panelists were Robert Manchin, CEO of Gallup Europe, Catherine Wendt, Head of Communications Unit, DG Enlargement, European Commission, Eduard Kukan MEP, Chair, Delegation for relations with Albania, Bosnia and Herzegovina, Serbia, Montenegro and Kosovo, European Parliament, Veton Surroi, Editor of the newspaper Koha Ditore, and Rosa Balfour, Senior Policy Analyst, European Policy Centre.

## The EU and the Balkans – A long engagement or a happy marriage?

**JUNE 2012, BRUSSELS**

The European Policy Centre, in cooperation with the Center for Democracy and Reconciliation in Southeast Europe and the European Fund for the Balkans, organized the Policy Dialogue on The EU and the Balkans – A long engagement or a happy marriage? on June 28, 2012.

Croatia is set to become the 28th EU member state in 2013, Montenegro will soon start accession negotiations, and Serbia has been offered candidate status. Yet the prospects for accession remain uncertain. Reforms and reconciliation efforts have yet to be consolidated in all the nations, where the past often mixes uncomfortably with present priorities. Work on state-building and improved governance is far from over. While it is the responsibility of the people of the Balkans to rise to the accession challenge, the EU also has its part to play in helping the region successfully move forward on the integration agenda. What should the main priorities and strategies be for the Balkans? And how can the EU keep enlargement alive, given its current preoccupation with the crisis?

These and other issues will be debated after a short video presentation of the documentary series OKRUZENJE (Vicinity). Panellists will include EPC Senior Policy Analyst Rosa Balfour, Correspondent for the Balkans with The Economist Tim Judah, Executive Director of the European Fund for the Balkans Hedvig Morvai-Horvat, Director General for Enlargement in the European Commission Stefano Sannino and Romana Vlahutin, President’s Envoy for South East Europe, Office of the President of the Republic of Croatia. Executive Director of the Center for Democracy and Reconciliation in Southeast Europe Nenad Sebek will moderate the event.

## After Croatia – Re-energizing the EU enlargement policy on the Balkans

**NOVEMBER 2013, BRUSSELS**

The state of play of the EU enlargement strategy towards the Western Balkans was discussed in the policy dialogue “After Croatia – Re-energizing the EU enlargement policy on the Balkans”, which was organized by the European Fund for the Balkans, Centre for Southeast European Studies at the University of Graz and hosted by the European Policy Center on 25th on November in Scotland House in Brussels. This policy event presented a good opportunity to hear the both sides involved in the EU Integration process of the Western Balkans. The open discussion of the eminent panelists Tanja Miscevic-Serbia’s Chief EU Negotiator, Aleksandar A. Pejovic - Montenegro’s Chief EU Negotiator, Christian Danielsson - Director-General for Enlargement in the European Commission, Christoph Retzlaff-Head of EU Enlargement, Neighbourhood and EU External Relations, Foreign Office of Germany, Florian Bieber, Professor of Southeast European Studies and Director of the Centre for Southeast European Studies at the University of Graz and Anton Nimac, Head of the World Bank’s Vienna Office managed to raise a series of new questions and dilemmas, but it also gave some answers and first-hand information about the current situation of this important process, which is seen as a driving force of the reforms in the Balkans.



# Foundation Week 2010

## Balkans 2025: Back to the Future

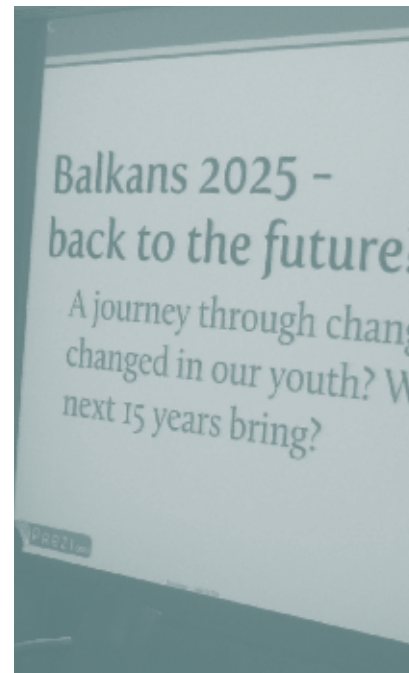
IN THE FRAMEWORK OF THE OPEN DAYS WITHIN THE EFC FOUNDATION WEEK  
JUNE 2010

What do a young civil servant, a guitarist, an artist, a civil society activist and a young leader have in common?

The “Balkans 2025: Back to the Future” gave the flavour of the recent developments in the region of the Western Balkans by involving direct partners and beneficiaries of the European Fund for the Balkans in an event of exchange, interaction, visionary thinking and audacious ideas. A short movie presenting “The Culture Lobby”, one of the various initiatives supported by the Fund was screened as an introduction to the discussion with young people from different

countries of the Western Balkans about their "retrospective" vision of the future of the region of the Western Balkans in 2025. The short movie described the hopes and fears of the region's people and perfectly set the scene for the discussion.

Young Balkan residents, some of whom had previously participated in the EFB Programmes, were brought together to present their views on the region's past, present and future. Gallup researcher Andrzej Pyrka had the job of moderating the debate and speakers gave their personal perspectives on the future of the region.



# Waves of Democracy

NOVI SAD, SERBIA  
2-8 JULY 2010



Waves of Democracy is a project run by IUC-Europe and Global Citizen in cooperation with the European Fund for the Balkans and the European Movement Serbia. The European Fund for the Balkans financially supported the project.

A hundred young Europeans from the EU countries and the Western Balkans met in Novi Sad, Serbia to discuss the challenges and possibilities that Western Balkans faces in Europe and in the world. The young students from the Western Balkan countries had an amazing opportunity to meet their peers from the EU countries and in a specific intercul-

tural atmosphere discuss how they can benefit from each other. The overall aim of this gathering was to promote peace and understanding and to give a contribution to a better future for coming generations. Through their participation in this summer school, participants became a part of an extensive network of young Europeans. They were educated as youth ambassadors and Global Citizen editors and a number of them will be involved in the IUC future activities in the region and in DK.

The summer seminar in Novi Sad included many various lectures, presentations, plenary debates.

The overall strategy was the Model European Parliament (MEP concept), which has been developed by students and teachers involved in the MEP sessions. The work was organized in 10 groups and five different committees (1. Energy and Climate Change; 2. Regional Development; 3. Culture and Education; 4. New Media and Democracy; 5. Active Citizenship), which were run by experienced students, who previously participated in international seminars.

At the end of the summer seminar participants jointly prepared the conclusions and recommendations in form of Citizens Agenda.

# The European Story Fund 2009 – 2011

The European Story Fund is a innovative initiative that has been set up by the European Fund for the Balkans and Balkan and co-financed by the Balkan Trust for Democracy to support the costs of producing stories on relevant European themes by the journalists from throughout the Western Balkans, as well as the journalists based in Brussels, reporting on WB issues. The produced stories were than shared and broadcast by multiple media houses/TV stations from throughout the Western Balkans.

The Fund provides small grants to contribute to the additional costs of making stories for broadcasting on European issues relevant to the countries of the Western Balkans.

**BACKGROUND**

This initiative aims to improve public understanding of the European accession process and debate on the EU integration in the Western Balkans. It establishes a flexible cooperative network of working TV journalists from throughout the

region, regarded as the best in their field that share their ideas and know-how as well as join their resources in the story production and sharing process.

The initiative was initially proposed by the journalists themselves coming from different countries of the Western Balkans. It is an example of locally driven regional cooperation.

**Stefan Fühle's first day at work**

Dusan Gajic, SEE TV - Brussels

**Slovenia shares EU Accession Experience with Fellow Balkan Countries**

Dusan Gajic, SEETV - Brussels

**Trade Unions + Pensioners + TV market**

Goran Rotim, HTV - Zagreb

**Independent Living for Disabled People**

Maja Divac, Evronet - Belgrade

**Slovakia: From laggard to front-runner – lessons for the Balkans?**

Dusan Gajic, SEETV - Brussels

**EU is...not to hide who you love**

Ana Bogovac, ProTV

**Parliament's Role in European Democracies**

Borjan Jovanovski, Skopje



# Conference Good Governance From A Cross-Sectoral Perspective

**CROATIA  
NOVEMBER 2013**

The conference “Good Governance from a cross-sectoral perspective”, which was organized by the European Fund for the Balkans and the Regional Research Promotional Programme, gathered 60 participants from the region in exchanging experience and practices during 9 panel discussions, 2 interactive sessions and 3 break-out sessions.

The agenda was designed to approach the discussion of the status and perspectives of good governance in the Western Balkans from a cross-sectoral perspective and through joining the representatives of the three key sectors: administration, academia and policy research organisations.

Since the good governance concept has been a prominent topic during the last decade in the Western Balkans, the conference was a good opportunity to join forces and discuss this subject which is one of the key imperatives for the region which is still going through transition and aiming to join the European Union.

This discourse gathered policy makers, social science researchers and policy analysts to discuss complex questions related to the Western Balkan region, its current status, obstacles and perspectives to move forward.

It was concluded that in order to achieve progress in the area of good

governance, an evidence-based approach to policy making needs to be accepted. This in turn requires strong inputs of policy research into the policy cycle, which is still a systemic deficiency of most governments and sectors in the Western Balkans countries. In order to create a stronger demand for (policy) research as a basis for policy making, stronger linkages between the administration (policy makers), academic and policy research communities need to be created and benefits of an evidence based approach to public policy need to be communicated and advocated.

Enhancing the communication between scientists, politicians and researchers and with the assistance of



media and civil society, the result will be a well-informed public, reliable and verified data based policies and a more inclusive system of policy-making, necessary in this region's transitional context.

All this is necessary in order to create a healthy climate for potential cooperation, implementation of the principles of good governance and better EU perspective of the Western Balkans countries.

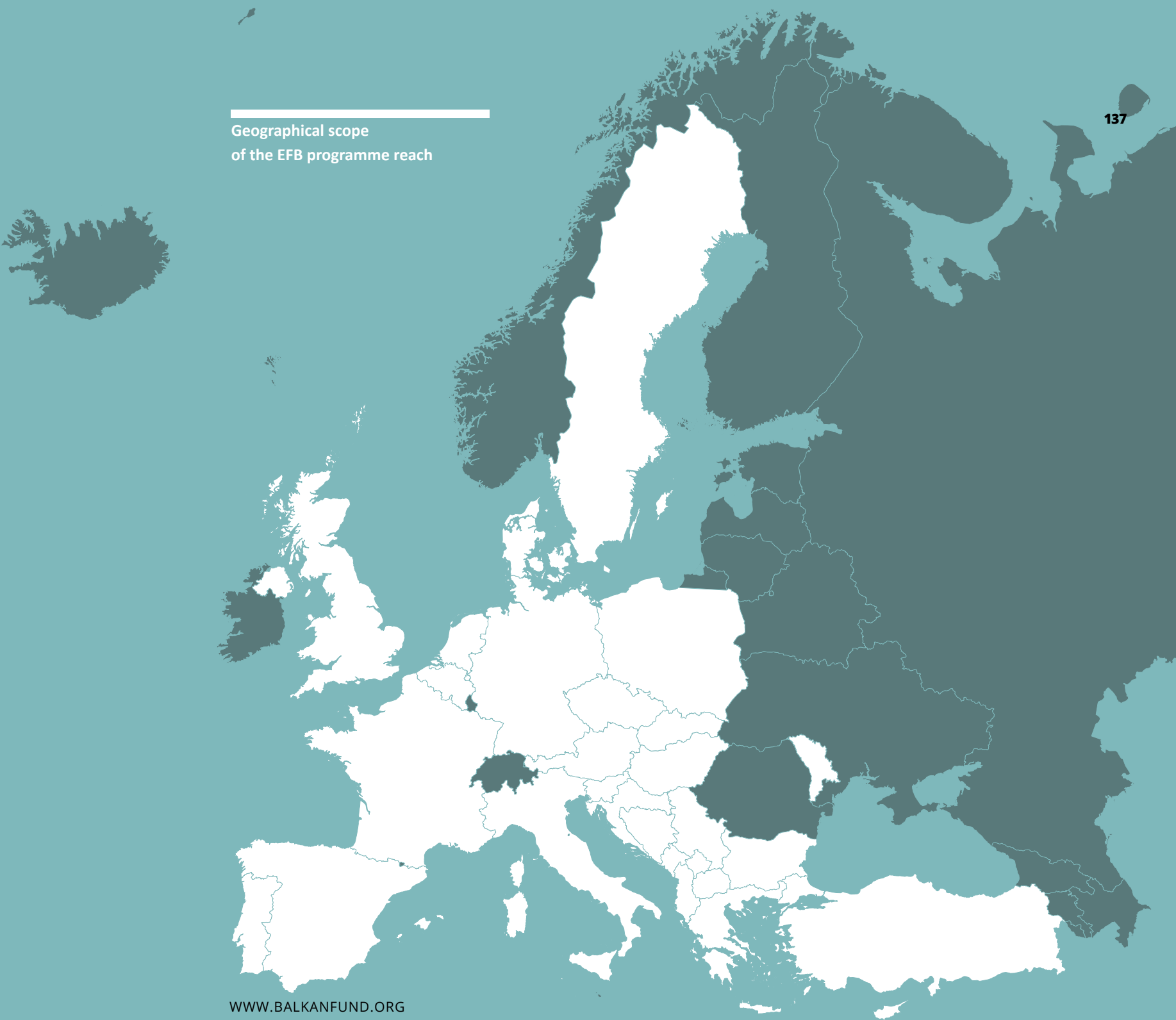




# EFB ACHIEVEMENTS IN NUMBERS 2007–2014

4	FLAGSHIP PROGRAMMES	70	POLICY PAPERS
56	SUPPORTED THINK TANKS	20	SURVEYS
115	SKILLED GOVERNMENT OFFICIALS	75	CALLS
203	YOUNG LEADERS	21	ROADSHOW MEDIA EVENTS
120	SUPPORTED RESEARCHERS	1	REGIONAL TV SHOW
338	COMMUNITY MEMBERS	60	DEBATES
150	SUPPORTED INDIVIDUALS	2	BALKAN FESTIVALS
120	PARTNERSHIPS	3	ONLINE PLATFORMS
30	INTERNATIONAL EVENTS	20	STEERING COMMITTEE MEETINGS
5	BOOKS	1	SEE ART EXHIBITION
95	PANEL DISCUSSIONS	3548	EFB FACEBOOK PAGE FRIENDS
35	GROUP PROJECTS	1	COMMUNITY CONFERENCE
50	POLICY TALKS VIDEOS	50	EFB PROMOTIONAL VIDEOS
15	SUMMER SCHOOLS AND ACADEMIES	5	GENERAL EVALUATIONS
250	DIFFERENT EVENT AND PROGRAMME REPORTS	2	EFB FACEBOOK AND LINKEDIN GROUPS

Geographical scope  
of the EFB programme reach



# Founding Partners

The European Fund for the Balkans  
is established and supported by four  
main foundations:

Robert Bosch **Stiftung**



The Fund is currently hosted by the  
**Network of European Foundations**  
- **NEF** (Brussels) which provides legal  
and administrative assistance.



EFB developed many other fruitful  
partnerships and was supported by:



Published by:

**European Fund for the Balkans**

**European Fund for the Balkans**

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Proofreading:

**Dzenana Huseinovic**

Design and layout:

**Predrag Nikolic / Ninja Boy Creations, Novi Sad**

Printed by: **Repro Print, Novi Sad**

**May 2014**

Print run: **500**