



## Goals and Strategies for 2014-2017

### 1. SUMMARY

OSEPI's mission is to foster open societies by leveraging the EU's policies, legislation, funding and political influence. The political and economic crisis in Europe is the biggest challenge that we face today, and also an opportunity to reach a new constituency beyond those who already share OSF's values and concerns.

The EU has lost self-confidence and influence, and the European consensus on pluralism and inclusion is breaking down. However, the EU remains the most consistent promoter of the open society among global actors. Many of our goals for 2014-17 are defensive, seeking to protect the EU's rich infrastructure of laws, policies, institutions and assistance projects that foster open societies. Within Europe, all the beneficiaries of OSF grant-making, litigation and other activities rely on this infrastructure. Worldwide, EU and Council of Europe standards inspire human rights defenders and promoters of development.

OSEPI aims to make the EU live up to its values in this time of great turmoil, through advocacy to improve political will and capacity to promote OSF's goals. We are not a fan club for the EU but a goad to prevent bureaucratic complacency and political paralysis. One of our most important functions is to raise the alarm and offer practical recommendations for action. Many new political actors are emerging who seek to undermine the infrastructure that OSF and its partners have carefully nurtured over the past decades.

The silver lining of the crisis is that new constituencies of politicians, civil society leaders and citizens are becoming alarmed at what is happening in their societies and more open to our advocacy. The next terms of the European Commission and Parliament offer a fresh opportunity to influence the EU's agenda. Over the period 2014-17, we have a major opportunity to connect our long-standing goals to emerging political agendas such as accountability, transparency and social justice. If we can show that rights are not just for minorities and development is not just for poor countries, a new generation will see the importance of the open society for their own lives.

OSEPI's boldest actions will focus on the creation of new policies and tools at EU level to reinforce human rights and democracy in EU foreign policies and funding; to guarantee fundamental rights, the rule of law and equality within the EU; and to promote global standards for transparent governance and accountability of both public and private sectors. Our collaboration with OSIFE will be especially close on countering xenophobic populism in European election campaigns and in the next European Parliament. We will continue to work on all OSF goals where EU action could make a significant difference. OSEPI coordinates all OSF advocacy at EU level to ensure high quality, substantive policy input that maintains OSF's credibility and influence, and avoids mixed messages.

We will know that we are succeeding when the EU responds to our action. Often we want others to take the credit, and we aim for contribution rather than attribution. Sometimes we have to wait for the political tide to turn, or work on opening new political windows before our input makes a difference. But we can usually tell if advocacy is effective by keeping a sharp eye on outcomes and constantly assessing whether our strategy is driving policy actors and debates in our direction.

## 2. OSEPI HISTORY AND CONTEXT

The Open Society Institute-Brussels was founded in 1997. In the past four years, our range of policy advocacy tools has expanded. Our priorities have been increasingly shaped by growing concern about political trends that threaten the European infrastructure that protects the open society, as well as demand from foundations and programs. Research is now one of our core advocacy tools, to alert political actors to major challenges and push them to act more effectively. This change of emphasis was reflected in the new name “Open Society European Policy Institute” in 2012.

OSEPI’s advocacy tools are highly developed thanks to the in-depth knowledge of staff with

experience working in EU institutions or national government. Our legitimacy derives from OSF’s long-term commitment to post-communist and other transitions, the expertise of advocacy staff and OSF’s work in so many parts of the world. OSEPI is known for high-quality policy input and often unique insights from the ground on unpopular issues that many political actors dare not touch. EU actors are unusually responsive to credible and insightful organisations that promote values, and many officials share our goals and appreciate our pushing from the outside to overcome political resistance and bureaucratic hurdles. We can play either friend or critic to EU actors, depending on how far they are promoting open society goals.

### Capacities

- Policy expertise on key open society issues
- Deep knowledge of EU systems and of who exercises decision making power on OSF issues
- Wide access to political actors at all levels
- Ability to spot and create opportunities, and to warn OSF of risks on the horizon
- Close working relations with other actors in our field, and clear understanding of other competing forces in the EU policy environment

### Main advocacy tools

- **Direct contact with policy-makers** e.g. meetings, briefings, letters, input to formal consultations
- **Publishing influential analysis that makes the case for change, with policy recommendations to stimulate follow up** e.g. policy briefs, Voices and articles in the press
- **Bringing voices from the field to Brussels, often in close collaboration with national foundations** e.g. Azerbaijani victims of torture, Turkish journalists released from prison
- **Generating press coverage around our issues** e.g. providing briefings or research results to journalists to interest them in writing stories on our issues, or reaching out to them when there is breaking news
- **Changing the terms of the debate and creating new policy agendas** e.g. by putting out new research that questions existing paradigms, or diffusing memes that make political actors think about the issue in a new way
- **Inside-track groups to caucus internal allies who can advance our goals in their daily work** e.g. diplomats newly appointed to the External Action Service; MEPs who are concerned about racism in election campaigns
- **Leveraging civil society influence on policy** e.g. by advising, participating in and coordinating campaigns and bringing together coalitions of NGOs and foundations that target specific policy changes

To make an impact at EU level, civil society actors like OSF have to add value to policy processes, by offering data, analysis, evidence from the ground and access to local actors. Usually it is not enough just to come with a message, although that can be a useful first step. OSEPI works closely with programs, foundations and OSF partners to present their concerns in the most effective way to the EU, especially that they are backed up with credible evidence. OSF’s combination of tools makes us especially effective because we can target many levels of the EU’s complex political system. For example, our organisation is unique at EU level in being able to raise awareness of an issue through litigation, research and press communications; pinpoint specific changes in legislation, funding or policy that would improve the situation; pressure policy actors to take action throughout the EU system; bring grantees and local actors to tell their own stories and make their own points in Brussels and national capitals; and change the terms of the debate among policy-makers by using insights from diverse intellectual traditions and research fields. The personal commitment of George Soros is an exceptionally effective and valuable tool; OSEPI follows up after he has opened doors, pressed high-level contacts and made the case in his own words, to help his initiative to result in action.

### 3. FEALTY TO FIELDS AND PLACES

OSEPI advises, supports and works on behalf of all OSF entities whose goals could be advanced significantly through EU advocacy. This section covers OSEPI’s work to support strategies that are primarily led by programs and foundations, and where we are mainly responding to opportunities rather than creating them. OSEPI staff spend a substantial proportion of their time on the work summarised in this section; details are in the strategies of our OSF collaborators and work plans of OSEPI staff.

We are discerning about how much difference the EU could make on each issue, advising on how much and what kind of effort would be required to have an impact. We calibrate OSEPI’s investment according to the size and significance of the opportunity. Sometimes investments have to be long term, for example our persistent advocacy on Roma and Burma over many years. Priority-setting is a constant challenge in a fast-changing policy environment. As new risks and opportunities arise, we are fleet-footed and flexible to adjust. To make room for new priorities, we sometimes have to downgrade or phase out goals, or change strategy mid-stream – always in consultation with colleagues.

OSEPI also maintains contacts and expertise on EU political trends and wider policies such as on the euro for George Soros and the whole network. Our support to OSF colleagues also includes reviewing grant proposals; developing the advocacy skills of colleagues and grantees; and ensuring quality control of OSF documents targeted at EU actors. OSF’s reputation in the EU policy sphere is a vital asset. We expect our profile to become more distinct and clearer as OSF sets large organisational priorities this year.

#### I. Improve governance and development through EU external policies and funding

*Context:* The EU is the largest donor of development assistance worldwide and has recently linked its aid explicitly to good governance. The EU frequently refers to a values agenda in its diplomacy and international agreements, and often imposes conditionality based on rights and good governance. OSEPI coordinates and leads coalitions of colleagues, NGOs and foundations to remind EU actors of their values agenda, and makes recommendations for how to achieve it more effectively. We also criticise both member-states and EU institutions when they fail to live up to their commitments. In this large area of activity, the objectives below represent the main issues and places where OSF pushes the EU to use its positive influence in the world.

*Specific objectives:*

- Electoral reform: The EU uses its financial and technical support and diplomatic and political tools to ensure international standards for free and fair elections in third countries, with full and gender-balanced political participation.
- Constitutional reform: The EU supports inclusive constitutional reform in third countries that leads to constitutions that safeguard rights and reflect international standards.
- Natural resource management: The EU implements extractives disclosure rules and encourages other jurisdictions to follow, supports stricter reporting through the Extractives Industries Transparency Initiative (EITI), pushes third countries to improve natural resource management, and to ensure revenues are used for national development.
- Development: EU development assistance in third countries is coordinated with other donors, prioritises issues important to OSF and is publicly traceable through the International Aid Transparency Initiative (IATI).
- Economic and trade relationships: The EU uses its preferential trade agreements and large market as leverage to push for improvements in rights protection in its partner countries.

Collaborators:	
▶	Comms
▶	HRI
▶	OSJI
▶	OSPC/DC
▶	PHP
Ⓜ	AfRO
Ⓜ	Burma
Ⓜ	CEP/CCA
Ⓜ	Kazakhstan
Ⓜ	Kyrgyzstan
Ⓜ	OSIEA
Ⓜ	OSISA
Ⓜ	OSIWA
Ⓜ	Tajikistan
Ⓜ	AEFSJN
Ⓜ	AI
Ⓜ	ECFR
Ⓜ	EPLO
Ⓜ	EURAC
Ⓜ	FIDH
Ⓜ	GW
Ⓜ	HRDN
Ⓜ	HRW
Ⓜ	IPIS
Ⓜ	Oxfam
Ⓜ	ONE
Ⓜ	PWYF
Ⓜ	PWYP
Ⓜ	TI

- Judiciary: The EU uses benchmarks and its political and economic leverage for judicial reform in third countries including through its own rule of law programs and missions.
- Security and conflict/peace: The EU prioritises inclusivity and promotes local ownership of peace processes, security sector reform and post-conflict or political transitions. EU initiatives promote women’s participation in peace-building.
- International justice: The EU strengthens the ability of third countries to ensure access to justice for victims of international/Rome Statute crimes.

## II. Extend the highest European standards in enlargement and Eastern neighbourhood countries

*Context:* The EU’s influence is greater in its Eastern neighbourhood and South-East Europe than other regions because of the attractive power of closer political association and economic integration. The EU’s routes of influence are highly developed and open to our input, so we provide evidence for annual monitoring reports and other tools of positive EU influence. In this field, OSEPI’s priorities are guided by the chief concerns of OSF foundations and programs working in each country.

### *Specific objectives:*

- Elections: Electoral standards improve through new electoral codes, adoption of laws on political party financing and technical support from the EU.
- Torture: The EU ensures that countries have torture prevention mechanisms that decrease suspicious deaths, and eliminate torture and ill treatment in detention.
- Criminal justice: Third countries meet European standards on criminal justice, functioning of public prosecutors, and the independence and accountability of the judiciary.
- Media freedom: New audio-visual laws ensure transparency of media ownership. EU pressure leads to an end of persecution of journalists.
- Anti-discrimination: The EU pushes for effective anti-discrimination legislation and its implementation.
- Roma: The EU supports national Roma integration strategies in Ukraine, Moldova, the Western Balkans and Turkey through its funding, and provides political support and funding for legalising of Roma settlements and the provision of identity documents in the Western Balkans.

## III. Protect, support and ensure participation of civil society and human rights defenders

*Context:* Civil society engagement, the protection of human rights defenders and the development of enabling environments are often neglected by the EU, despite its formal political commitments. OSEPI raises awareness of problems and helps OSF entities to develop policy recommendations.

### *Specific objectives:*

- Protect:
  - The EU uses political and economic leverage to promote the protection of human rights defenders and prevent repression of civil society organisations.

Collaborators:	
▶	Comms
▶	HRI
▶	MPI
▶	OSJI
▶	OSPC/DC
▶	PHP
▶	RIO
@	Albania
@	Armenia
@	Azerbaijan
@	Bosnia
@	CEP/CCA
@	Georgia
@	Kosovo
@	Macedonia
@	Moldova
@	SBF (Belarus)
@	Serbia
@	Turkey
@	Ukraine
🕒	ECFR
🕒	EPC
🕒	ESI

Collaborators:	
▶	Comms
▶	HRI
▶	IP
▶	MPI
▶	OSJI
@	AfRO
@	Burma/SEAI
@	Central Asia
@	CEP/CCA
@	Kazakhstan
@	Kyrgyzstan
@	Moldova
@	OSIEA
@	OSISA
@	OSIWA
@	Russia
@	SBF
@	Tajikistan
@	Ukraine
🕒	AI
🕒	FIDH
🕒	HRDN
🕒	HRW
🕒	ILGA-Europe
🕒	IPHR

- The EU raises cases of abuse highlighted by foundations and grantees publicly and privately, during country-specific policy debate and human rights dialogues with those third countries.
- The EU insists that National Human Rights Commissions satisfy the UN-adopted Paris Principles on impartiality, mandate and composition.
- **Support:**
  - The EU presses for more favourable legal and practical conditions for NGOs to register and operate; for restrictive NGO laws to be amended; and bans on peaceful assemblies to be removed.
  - The EU increases direct, adequate and flexible funds through EU financing instruments for civil society and human rights defenders.
  - The EU ensures rules designed to prevent the financing of terrorist organisations are not manipulated to repress legitimate civil society.
- **Ensure participation:** Independent civil society groups and human rights defenders in third countries are included in Brussels and in-country consultations, policy discussions and debate.

#### IV. Protect fundamental rights, achieve inclusion and equality in the EU

*Context:* Europe has set some of the highest standards in the world for rights protection. OSEPI pushes for national governments and EU institutions to implement and enforce them. In several countries, this essential infrastructure for the open society is being undermined, for example through government control of the media and growing intolerance towards minorities. OSEPI identifies where the EU has power to intervene when governments fail to uphold standards, and alerts colleagues and grantees to opportunities to advocate the creation of new ones.

*Specific objectives:*

- **Non-discrimination:** The EU adopts legislation extending anti-discrimination rules on sexual orientation, religion, age, and disability beyond the context of employment to include access to goods and services.
- **De-institutionalisation:** The European Commission prohibits national authorities from using EU funding for building new or renovate existing long-term residential facilities for persons with mental disabilities, and requires these funds to be used to support services for independent living in the community.
- **Roma policy:** The EU raises the ambition of member-states to tackle Roma exclusion and develop monitoring mechanisms to improve implementation of national Roma integration strategies.
- **Anti-Roma prejudice:** The EU officially recognises anti-Roma racism and defines it in similar terms to the Fundamental Rights Agency’s working definition on anti-Semitism.
- **Roma education:** Member-states enforce school desegregation; promote greater parental involvement; and support families by enrolling all disadvantaged children, including Roma, in mainstream quality early childhood education and care.
- **Asylum:** The EU reforms its Common European Asylum System to ensure increased protection for asylum seekers through enhanced burden-sharing among EU member-states.
- **Media freedom:** The EU adopts legislation requiring that bodies responsible for regulating the media at national level are independent and that information on beneficial ownership of media outlets is made public.
- **Access to justice:** The EU adopts and implements strong legislation to protect the rights of suspects in criminal proceedings and endorses clinical legal education as a tool to educate on social justice.
- **Access to medicines:** EU internal rules and international policies related to intellectual property, biomedical research and development, medicines market approval and pricing ensure that the public has affordable access to appropriate medicines.
- **Drugs:** Implementation of the EU drugs strategy encourages national governments to invest in harm reduction policies.

Collaborators:	
▶	Comms
▶	HRI
▶	IMI
▶	MPI
▶	OSJI
▶	PHP
▶	RIO
Ⓜ	OSIFE
Ⓜ	CEPS
Ⓜ	ECRE
Ⓜ	ENAR
Ⓜ	ERPC
Ⓜ	PICUM
Ⓜ	REF
Ⓜ	SEENPM

- Access to information: The EU maintains the ‘fair use’ exception when reviewing its Copyright Directive, and regulates the policing of the internet by private companies.
- Counter-terrorism: The European Commission investigates allegations of national government complicity with the US on rendition.

#### 4. OSEPI'S OWN CONCEPTS AND INITIATIVES

These are the areas where OSEPI significantly shapes goals and objectives, and where we create advocacy opportunities as well as responding to the policy environment. All of them involve collaboration of various kinds; what makes them our own initiatives is that the agency is primarily in OSEPI and they are vital to the open society.

#### I. Reinforce human rights and democracy in EU foreign policies and funding

*Opportunity:* The EU has just published its first global strategy on human rights and established a new diplomatic corps. OSEPI is working to make these policy instruments more effective in leveraging change, particularly the commitments on rights. More broadly, we will push the EU to repair the damage done by the euro crisis to its self-confidence and shaping power internationally. The EU's transformative power remains strongest in its near neighbourhood, where countries are aiming to meet European standards in order to become members or have closer economic and political ties. In the wider world, European civil, political, economic and social rights protections continue to be a vital reference-point for dissidents, civil society actors and individual citizens.

*Specific objectives:*

Leveraging conditionality towards third countries:

- The EU follows its own human rights conditions for funding and engagement. EU applies *ex ante* conditionality with better monitoring by civil society.
- The EU puts resources behind its specific human rights strategy and implements it by 2017.
- The EU strengthens its monitoring of compliance with human rights standards in the area of trade preferences and extends the methodology to a broader range of trade agreements.
- The EU defines and applies benchmarks for “deep and sustainable democracy” in its neighbourhood.
- During the 2015-2016 review of neighbourhood policy, the EU increases incentives and leverage for reforms in Eastern Europe.

Security:

- The EU establishes a formal mechanism for civil society participation in EU common security and defence (CSDP) mission planning and evaluation to ensure that EU security assistance abroad is monitored by local civil society and parliaments and prioritises local rights concerns.

Energy and natural resources:

- The EU develops strong policies on due diligence in human rights and supply chains, as well as principled investment.

*Insight and capacity:* OSEPI has more capacity and better access than most NGOs, so we can maintain consistent pressure that gradually shapes EU structures, rules and funding instruments over years. We build public alliances through our leading role in the Human Rights and Democracy Network. Behind closed doors, we will use our high-level access to EU policy-makers to convene diplomats in the European External Action Service and national capitals to build longer-term strategies for rights, justice and governance objectives (building on the success of our Global Europe 2020 project). In addition, OSEPI will use the tools

of policy recommendations and partnerships with think-tanks and intellectual leaders on foreign policy to put new issues on the EU's policy agenda.

## **II. Guarantee fundamental rights, rule of law and equality within the EU**

*Opportunity:* The open society is under attack across Europe. This offers us opportunities as well as challenges, because many political actors who previously took our work for granted are now actively seeking cooperation, including those in centre-right parties who feel under pressure from the far right. We can now engage a wider range of policy-makers and politicians in initiatives to address long-standing problems with the rule of law, democracy and human rights, and rising intolerance. We can also raise the alarm about international protection mechanisms that are receiving greater numbers of complaints about human rights violations; in particular the European Court of Human Rights, whose excessive case-load prevents timely and effective redress for victims. The Council of Europe is now gaining more political relevance as the EU starts to tackle problems with democracy where it lacks agreed standards and consensus, so we will expand our advocacy in Strasbourg from 2014 onwards. The EU's forthcoming accession to the European Convention on Human Rights gives us a fresh opportunity to press for EU-level rights monitoring mechanisms.

*Specific objectives:*

- Prevent backsliding on the rule of law and fundamental rights: The EU creates a mechanism to monitor and sanction member-states in order to maintain its own and national governments' commitments to fundamental rights standards and the rule of law.
- Ensure that equality is measurable in Europe: The EU and member-states collect data on equality, and establish monitoring tools for specific groups at risk of discrimination.
- Uphold fundamental rights for irregular migrants: The EU requests that member-states cease to use detention as a form of deterrence for irregular migrants and asylum seekers, and establish a thorough set of procedural safeguards related to appraisal, custody and return of migrants.
- The European Public Prosecutor: Ensure that the future Prosecutor has strong powers to combat corruption effectively in national courts, and that sufficient procedural guarantees are in place for suspects.

*Insight and capacity:* OSEPI has strong technical expertise on internal and external EU law- and policy-making and will undertake its own research to recommend how legislation and policy should more effectively address falling standards. We will use these findings and those of the Justice Initiative and other programs to influence policy-makers directly, and also interest journalists and NGOs to promote wider public debate.

## **III. Promote global standards for transparent governance and accountability of both public and private sectors**

*Opportunity:* Accountability and governance have shot up the political agenda in Europe owing to public spending cuts and revelations of banking malpractice, illicit financial flows and tax evasion. The euro crisis has opened a major opportunity to advance European and international standards over the next four years. Public anger about misuse of public funds and lack of accountability of the financial sector is driving renewed political will to change the system and a faster legislative timetable. We will use this momentum.

*Specific objectives:*

Corporate governance:

- The EU implements by 2017 legislation on transparency and accountability ranging from country-by-country disclosure of payments to governments beyond the extractives sector, to strong rules against anonymous shell companies (through the Anti-Money Laundering Directive) and tax justice.

- The 2004 EU policy on protection against land-grabbing is critically reviewed and updated.
- The EU develops strong legislation on human rights due diligence by corporations.
- The EU develops a robust compliance mechanism for its human rights guidelines on energy (oil and gas) and information and communications technology.

EU policy-making:

- EU institutions join the Open Government Partnership and improve transparency in policy-making through tighter rules on lobbying.
- OGP membership increases through EU support and more countries joining.

International standards:

- The EU exports its standards of inclusive policy development, transparency and accountability through the G8 and G20, and through its special status at the UN.

*Insight and capacity:* The strong coalitions and access to policy-makers we have built over the past decade enable us to push for faster progress towards binding commitments. The addition of the new Money and the Public Interest Program will give more focus to this work within OSF, increasing the clarity of our partners' goals and strategies at EU level.

#### **IV. Counter xenophobia in the European elections and the 2014-19 term of the EU institutions**

*Opportunity:* The 2014 European Parliament elections will be a big political moment which will raise the alarm about illiberal trends in European politics. Public anger and protest voting could result in a significant increase in the number of xenophobic and anti-EU candidates who get elected. Vocally xenophobic candidates are already pushing mainstream parties to attack policies and institutions that OSF has worked for years to build up. An increase in hate speech and xenophobic attacks in parliamentary debates, particularly against Muslims and Roma, would also affect national political debates. Just at this moment, the Lisbon Treaty has given greater powers to the European Parliament, so extremist MEPs will also be able to change EU funding, legislation and key policies for the open society. The new parliament will also be able to block the appointment of new Commissioners and decide on who will be the new Commission president.

*Specific objectives:*

- **Reduce the vote for xenophobic and anti-EU parties in the 2014 elections for the European Parliament by working with OSIFE and local groups.**
- Counter racist claims and promote open society values during the election campaign.
- Promote a pledge for candidates to abstain from racist or prejudicial claims in the campaign.
- Develop new ideas, concepts and memes to connect our values with other concerns of majority populations in order to broaden the constituency for the open society.
- Counter racist claims against Roma and other minorities in parliamentary debates through enforcing debating procedures and internal campaigning during and after the election.
- Support the development of an effective cross-party parliamentary intergroup on anti-discrimination to mobilise MEPs to counter racist speech and support new legislation and initiatives after the election.

*Insight and capacity:* OSEPI will team up with OSIFE to run a two-level strategy to reduce the number of opponents of the open society who get elected. While OSIFE works on local campaigns to turn out the vote, OSEPI will engage pan-European parties to influence their manifestos and campaigning tactics. Many EU countries have electoral lists for European elections, so a small increase in turnout can reduce dramatically the representation that extremist parties win. Through its Foresight Program, OSEPI has built the capacity to engage politicians and campaign managers of mainstream parties and civil society with data and analysis that show the impact of a xenophobic parliament on EU policies and the European project as a whole;

highlight dangers in key constituencies; use our research network to develop social media tools to support election campaigning in favour of pluralism and diversity; show politicians and officials how to frame open society concerns in ways that majority populations can identify with; and work with other OSF programs (particularly OSIFE and RIO) to make these tools available to grantees.

## 5. SHARED FRAMEWORKS

OSEPI will contribute to shared frameworks (SFs) where EU policy, funding, laws or public stances can significantly affect the outcome. OSEPI's level of contribution to developing and implementing SFs depends on how large the EU component is and how much content OSF has to influence the EU. Some of the objectives listed above will evolve as SFs advance: for example, the 'data for equality' own concept could become part of a justice SF; the possible SF on corporate accountability is likely to have a significant EU component. OSEPI is contributing substantively to the post-2015 development goals framework; and the working group on standards and methods for elections, particularly on gender. OSEPI expects to shape significantly the EU dimension of the 'Jekhutno' shared framework on Roma.

## 6. OTHER SIGNIFICANT COLLABORATIONS

Within OSF, **OSIFE** is rapidly becoming the primary partner for much of our work within Europe. The importance of the relationship can be seen in the creation of a joint OSEPI/OSIFE initiative to support programs which lack research and policy advocacy capacity, including contacts and expertise at national level. It will commission research to influence policy; fund policy briefs that put specific arguments forward in the public debate; and convene stakeholders.

OSEPI works closely with **Communications** on media and public activities, and with **OSPC/OSI-DC** on issues with a US angle. Very significant collaboration with the **Justice Initiative** shapes our justice agenda in Europe. We are building an agenda with the new **Money and the Public Interest Program** and will work closely with the **Public Health Program** to develop new advocacy on rights-based approaches to development. OSEPI leads the **Equality Data Initiative project**, supported by JI, RIO, HRI and OSIFE, which has the aim of ensuring that equality becomes measurable in Europe.

We will link the **Think Tank Fund's** thematic initiative on state capture with the EU's efforts to assist countries in transition in their efforts against corruption. With the Think Tank Fund and OSIFE, we are undertaking projects to understand better the roots of growing populism and xenophobia in Europe. Building on successful collaboration on the annual Think-Tank Symposium, we will support think-tank projects to collect new data to gather evidence and analysis of new threats to the open society across Europe. We will collaborate with **Roma Initiatives** and the Think Tank Fund to find new methods to change the mindsets of policy-makers and reframe political debates about Roma and other minorities.

OSEPI also collaborates with the network of networks, engaging in policy discussions and possible joint events with **INET**, and providing information and advice to the **Central European University**.

In Brussels and national capitals, we leverage change by collaborating with NGOs and foundations that share our goals and play a role in advancing them. We collaborate in learning exercises, particularly on advocacy effectiveness, with the Changing Minds group of funders (we are on the board of its Thomas Paine Initiative), and the ARIADNE network of human rights funders. Sometimes it is better for others take forward a campaign, in which case we provide support to coalitions. Collective action among NGOs often has a bigger impact so we work through the **Human Rights and Democracy Network** (one of our staff

recently won election to its leadership troika) and the **European Peacebuilding Liaison Office**. OSEPI plays a central role in the EU-level advocacy of the **Publish What You Pay** coalition and **Revenue Watch Institute**. OSEPI also works with geographically focused coalitions such as the **European Network for Central Africa** and the **European Burma Network**. The **European Council on Foreign Relations** is a partner on some country-specific campaigns, most recently Belarus and Azerbaijan, and we are exploring mutual interests between their “Reinvention of Europe” project and OSEPI’s work on political trends.

OSEPI also forges alliances with politicians and officials working within the European institutions who share our goals and help achieve them, such as the **EU Special Representative for Human Rights** and the **Council of Europe Commissioner for Human Rights**, as well as **Members of the European Parliament**. OSEPI actively engages officials in the **European External Action Service, European Commission, Council Secretariat** and **permanent representations** of the member-states. Each half-year rotating **presidency** of the **Council of the EU** by a member-state is a focus of advocacy efforts because it sets the political agenda. OSEPI convenes inside-track groups of the brightest and best officials to create epistemic communities around our objectives. We will continue the Global Europe 2020 group for diplomats and start a new initiative for officials responsible for the most sensitive and secretive justice and internal security policies.

## 7. INTERNAL ORGANISATIONAL PLANS

OSEPI’s advocacy will support new as well as existing OSF organisational priorities, and we are exploring new ground with OSIFE and through shared frameworks. Collaboration with foundations and programs will remain the mainstay of our work in Brussels and national capitals, and priorities will be increasingly driven by our own concepts. Combining advocacy with other tools more systematically will contribute to OSF’s organisational development as well as increasing our impact at EU level.

As the European crisis has deepened, we have been cultivating expertise and contacts on EU internal politics, justice and security to complement our well-established foreign policy team. From 2014, we will continue the **rebalancing of internal and external focus** of our activities.

OSEPI has eight full-time advocates, as well as the director, and Justice Initiative staff member is hosted by OSEPI. Two staff manage the research projects, three provide support (including finance, human resources, administration and event logistics), and we hold a hotly contested competition every six months for two half-year internships. We **plan to hire** two more full-time advocates at junior level; one will organise advocacy directed at the Council of Europe, in close collaboration with OSIFE and the Justice and Human Rights Initiatives; and the other will cover South-Eastern Europe to allow Neil Campbell to expand OSF’s advocacy on transparency and accountability. OSEPI will need more administrative capacity to support the increase in collaboration, shared frameworks and responsibilities such as the Senior Management Committee, so we will hire one more part-time administrative assistant.

We intend to **integrate the advocacy team** in Brussels more closely to leverage up our contacts, access and expertise. We will move progressively towards having all Brussels-based advocates on the OSEPI payroll to foster teamwork. OSEPI’s small advisory board will stay the same size, but two of its members will rotate to bring in the skills, experience and contacts of policy-focused members of the Global Board and OSIFE Board.

To make room for new priorities, OSEPI will become **more discerning** about taking on advocacy requests from OSF entities that are unlikely to succeed because they lack a clear goal or have limited prospects for specific EU policy change. We will avoid feel-good activities and prioritise impact.

## Staff Deployment

**Heather Grabbe**, Director, Open Society European Policy Institute, and Director of EU Affairs, Open Society Foundations.

**Neil Campbell**, Head of EU Policy Development responsible for transparency and accountability, development, EU enlargement (Western Balkans and Turkey) and East Asia.

### *External policy team*

**Jacqueline Hale**, Senior Policy Analyst - EU External Relations, responsible for human rights and civil society in EU external action, the EU Neighbourhood and Central Asia; liaison for the Open Society Fellowship.

**Marta Martinelli**, Senior Policy Analyst - EU External Relations, responsible for Africa advocacy, gender issues, climate change; liaison for Latin America.

**Viorel Ursu**, Senior Policy Analyst - EU External Relations, responsible for Eastern Europe, human rights and rule of law in EU external action; liaison for education programs and scholarships.

### *Internal policy team*

**Israel Butler**, Senior Policy Officer responsible for fundamental rights, justice, and home affairs; main liaison for Media Program, Public Health Program and Rights Initiative.

**Violeta Naydenova**, Policy Officer responsible for Roma advocacy in Brussels and coordination with other OSF Roma entities.

**Costanza Hermanin** (*joint OSEPI/OSJI staff member*), Senior? Policy Officer responsible for equality, anti-discrimination and migration; advocacy linked to OSJI litigation; and strategic litigation in Italy.

**Kersty McCourt** (*OSJI staff member*), *Senior Advocacy Advisor responsible for pre-trial justice, criminal justice reform.*

### *Research team*

**Ellen Riotte**, Foresight Program Manager responsible for management and coordination of research and pilot projects tackling innovative approaches to keeping societies open in Europe; main liaison for the Think Tank Fund and Youth Initiative.

**Nadja Groot**, Program Assistant supporting management of research and pilot projects tackling innovative approaches to keeping societies open in Europe.

### *Support team*

**Zineb Ben Achouba**, Administrative Assistant

**Pearly Raynal**, Head of Administration, Human Resources and Finance

**Alexandra Wellard**, Executive Assistant to the director

OSEPI also employs two research assistants on rotating six-month internships.

## ANNEX: ABBREVIATIONS and ACRONYMS

### ► OSF Programs

Comms:	Communications
HRI:	Human Rights Initiative
INET:	Institute for New Economic Thinking
IMI:	International Migration Initiative
IP:	Information Program
MP:	Media Program
MPI:	Money and the Public Interest Program
OSEPI:	Open Society European Policy Institute
OSI-Brussels:	Open Society Institute - Brussels
OSJI:	Open Society Justice Initiative
OSPC/DC:	Open Society Policy Centre-DC
PHP:	Public Health Program
RIO:	Roma Initiatives Office

### Ⓒ National and Regional Foundations

AfRO:	Africa Regional Office
CEP/CCA:	Central Eurasia Project/Caucasus Central Asia
CEPS:	Centre for European Policy Studies
OSIEA:	Open Society Initiative for Eastern Africa
OSIFE:	Open Society Initiative for Europe
OSISA:	Open Society Initiative for Southern Africa
OSIWA:	Open Society Initiative for West Africa
SEAI:	Southeast Asia Initiative
SBF:	Stefan Batory Foundation (Belarus)

All other foundations are listed by country name.

### ☺ External Partners (including OSF grantees)

AEFSJN:	Africa Europe Faith and Justice Network
AI:	Amnesty International
CEPS:	Centre for European Policy Studies
CER:	Centre for European Reform
ECFR:	European Council on Foreign Relations
ECRE:	European Council on Refugees & Exiles
ENAR:	European Network Against Racism
EPC:	European Policy Centre
EPLO:	European Peacebuilding Liaison Office
ERPC:	European Roma Policy Coalition
ERRC:	European Roma Rights Centre
ESI:	European Stability Initiative
EuRac:	Réseau Européen pour l’Afrique Centrale
FIDH:	Fédération Internationale des Droits de l’Homme

GW:	Global Witness
HRDN:	Human Rights and Democracy Network
HRW:	Human Rights Watch
ILGA-Europe:	International Lesbian, Gay, Bisexual, Trans and Intersex Association-Europe
IPHR:	International Partnership for Human Rights
IPIS:	International Peace Information Service
OI:	Oxfam International
ONE:	The ONE campaign
PICUM:	Platform for International Cooperation on Undocumented Migrants
PWYF:	Publish What You Fund
PWYP:	Publish What You Pay
REF:	Roma Education Fund
SEENPM:	South East European Network for Professionalisation of Media
TI:	Transparency International

### **Other**

CEAS:	Common European Asylum System
CSDP:	Common Security and Defence Policy
EIDHR:	European Instrument for Democracy and Human Rights
EITI:	Extractives Industries Transparency Initiative
GSP:	Generalised System of Preferences
IATI:	International Aid Transparency Initiative
IDP:	Internally Displaced Persons
LGBTI:	Lesbian, Gay, Bisexual, Transgender and Intersex
MEP:	Member of the European Parliament
OGP:	Open Government Partnership