



FOLKE
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ACADEMY



GLOBAL POLICY
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CEU SCHOOL OF
PUBLIC POLICY



Policy Advisers Course for Eastern Partners

10–13 November 2015
Budapest, Hungary



Participants' Booklet

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Welcome

Welcome to this three-day intensive training course that is co-organized by the OSCE Office for Democratic Institutions and Human Rights (ODIHR), the School of Public Policy (SPP) at Central European University, and the Folke Bernadotte Academy (FBA). Nineteen young policy professionals under the age of 30 have enrolled in this course. You work as political/policy advisers in ministries and presidential administrations as well as in parliaments in Armenia, Azerbaijan, Belarus, Georgia, Moldova, and Ukraine.

The purpose of the course is to contribute to building democratic institutions where foreign policy professionals of today play a crucial role in defining the future trajectory of their nations. Overall, the course aims to contribute to a better understanding of the role of political advisers and tasks that are at the heart of deliberating, shaping, and implementing policy.

It will focus on developing practical skills in a number of areas such as:

- **The role of the political adviser** (core functions and giving good advice);
- **Shaping complex political environments** (devising and implementing strategies; analyzing and understanding the internal and external political context; making decisions with limited information; forecasting and scenario-planning);
- **Engaging internal & external stakeholders** (building and sustaining relationships and networks; conducting inclusive stakeholder assessments with all interest groups [women, minorities, youth, marginalized/vulnerable groups]);
- **Mastering communication & advocacy** (policy writing, speech writing, devising communication strategies; public diplomacy; working with media outlets; communicating effectively).

The course will build on the training methodology tested in the successful pilot course hosted by the FBA in 2014. It will provide many opportunities for and encourage active participation and engagement, and will include tips on writing speeches, talking points, and briefing materials.

WELCOME TO BUDAPEST AND WE WISH YOU AN EXCITING TIME!

Tuesday, 10 November

	Subject	Presenter
≈ 16.00	Arrival to Budapest	
19.00–22.00	<i>Welcome reception on boat</i>	Bernhard Knoll-Tudor Peter Mossop
19.30–20.30	Introduction of participants, mentors, and course staff	Tanja Manners
20.30	Buffet dinner	
22.00	Transport to accommodation	

Course Program

Wednesday, 11 November

Block 1: Role and Organizational Context of the Policy Adviser

	Subject	Presenter	Activity
07.15–08.30	<i>Breakfast</i>		
08.30–08.45	Practicalities	Tanja Manners	
08.45–09.00	Overview of the course program	Peter Mossop	
(1) 09.00–11.30	Reflections on the role of the policy adviser in government: challenges	Maureen Brown Jean-Pierre Froehly	
9.00–10.00	Challenges of the policy adviser		Group discussion
10.00–10.30	<i>Break</i>		
10.30–11.30	Required skills and competencies	Maureen Brown Peter Mossop	Exercise and feedback
11.30–12.00	Introduction to case study	Bernhard Knoll-Tudor	
12.00–13.00	<i>Lunch</i>		

	Subject	Presenter	Activity
(2) 13.00–17.15	Strategic communication and communicating the message	Karin Limdal Jean-Pierre Froehly	Presentation and discussion
13.00–13.30	Principles of communication	Karin Limdal	Presentation
13.30–14.30	Communication strategy	Karin Limdal	Presentation and exercise
14.30–15.00	<i>Break</i>		
15.00–16.00	Crisis communication	Karin Limdal	Introduction and exercise
16.00–16.30	Getting your message through	Karin Limdal	Presentation
16.30–17.15	Advising and influencing	Karin Limdal Maureen Brown	Discussion and case study
(3) 17.15–18.45	Individual television interviews and debriefs	All	Exercise
19.00–21.00	<i>Dinner</i>		

Course Program

Thursday, 12 November

Block 2: Policy and Policy Analysis

	Subject	Presenter	Activity
07.15–08.15	<i>Breakfast</i>		
08.15–8.30	Reflections from the previous day: key learning	Maureen Brown	Group discussion
(4) 08.30–10.00	The policy cycle	Robert Templer	Presentation (30 min); discussion/exercise (60 min)
10.00–10.30	<i>Break</i>		
(5) 10.30–15.15	Tools of analysis	Robert Templer Maureen Brown	Exercise
10.30–10.45	Introduction to tools of analysis	Robert Templer	Presentation
10.45–11.15	SWOT	Maureen Brown	Exercise
11.15–11.45	Review in plenary		
11.45–12.00	<i>Group Photo</i>		
12.00–13.00	<i>Lunch</i>		

	Subject	Presenter	Activity
13.00–13.30	Stakeholder analysis	Robert Templer	Presentation
13.30–14.00	Actor mapping	Maureen Brown	
14.00–15.15	Influence mapping	Maureen Brown	Presentation and exercise
15.15–15.45	<i>Break</i>		
(6) 15.45–18.00	Effective political reporting and briefing	Peter Mossop Robert Templer	Presentation and discussion
15.45–16.15	Drafting a brief		Presentation
16.15–16.30	Introduction		Exercise
16.30–18.00	Writing time		
(7) 18.00–20.00	Individual television interviews and debriefs	All	Exercise
19.00–21.00	<i>Dinner</i>		

Course Program

Friday, 13 November

Block 3: Advising and Briefing

	Subject	Presenter	Activity
07.00–08.15	<i>Breakfast</i>		
08.15–08.30	Reflections from the previous day: key learning	Peter Mossop	Group discussion
08.30–09.00	Feedback on policy brief exercise	All	
(8) 09.00–11.00	Advising uphill	Intro to exercise by Maureen Brown All	Exercise
09.00–09.15	Introduction to exercise	Maureen Brown	
09.15–10.15	Briefing in pairs	All	
10.15–11.00	Feedback in plenary	Maureen Brown	
11.00–11.30	<i>Break</i>		

Block 4: Political Speech Writing and Delivery

	Subject	Presenter	Activity
(9) 11.30–15.30	Crafting a speech	Robert Templar Bernhard Knoll-Tudor	Presentation and exercise
11.30–12.15	Speechwriting: an introduction	Robert Templar Bernhard Knoll-Tudor	Presentation
12.15–14.00	Drafting a speech (over lunch)		Exercise
12.30– 13.30	<i>Lunch</i>		
14.00–15.30	Delivering a speech	All	Exercise
15.30–16.00	Reflections on the course in mentoring groups over coffee	All	
16.00–16.30	Course evaluation	Tanja Manners	Discussion
16.30–17.00	<i>Closing ceremony</i>		

ARRIVAL AND RECEPTION

All participants will stay in the Council of Europe's (CoE) Youth Center. The taxi company serving Liszt Ferenc International Airport is Főtaxi. Reservations can be made in person outside the exit of the terminal. The fare to the CoE Youth Center will not exceed 8,000 HUF (25 EUR) that can be covered from the allowance that you receive from ODIHR.

Council of Europe Youth Center

Zivatar utca 1–3
H-1024 Budapest
Hungary



The course will officially begin on Tuesday, 10 November, with a dinner reception on **Halászbástya boat** that leaves from Vigadó tér at 19.00.



A bus will leave from the CoE Youth Center at 18.30 and take you to the dock.



PREMISES AND ACCOMMODATION

The course takes place in the Youth Center's conference rooms, which are in the same building as the hotel rooms.

The course will begin on Wednesday, 11 November, at 8.30.



Participants are accommodated in single standard rooms. Each room is equipped with a bathroom and a balcony. The telephone in the room can be used for internal calls (not working with local or international numbers). Hair dryers and irons are available from the reception. There is a laundry room on the -1 floor of the building. You will also find a well-equipped gym and a sauna on the same floor. Extra towels for the sauna can be requested at the reception. It is advisable to bring a small amount of Hungarian Forint (HUF), since there are no money exchange facilities or ATMs available within the CoE Youth Center premises.

MEALS

Breakfast is served from 07.30 to 09.30.

Lunches will be served according to the program.

Dinners are usually served at 19.00 if not stated otherwise in the program.



SMOKING

There is a smoking area in front of the building entrance. Smoking is allowed on the hotel room balconies as well.

INTERNET AND Wi-Fi

Participants are strongly encouraged to bring their own laptops to the course. European plugs (220V) are available in the CoE Youth Center and the hotel rooms.

- WiFi network name: COE
- WiFi password: eycb20



MEDICAL CARE

The CEU Medical Center is open to participants with valid medical insurance. There are two qualified English-speaking doctors (male and female) who hold regular consultation hours.



CEU Medical Center

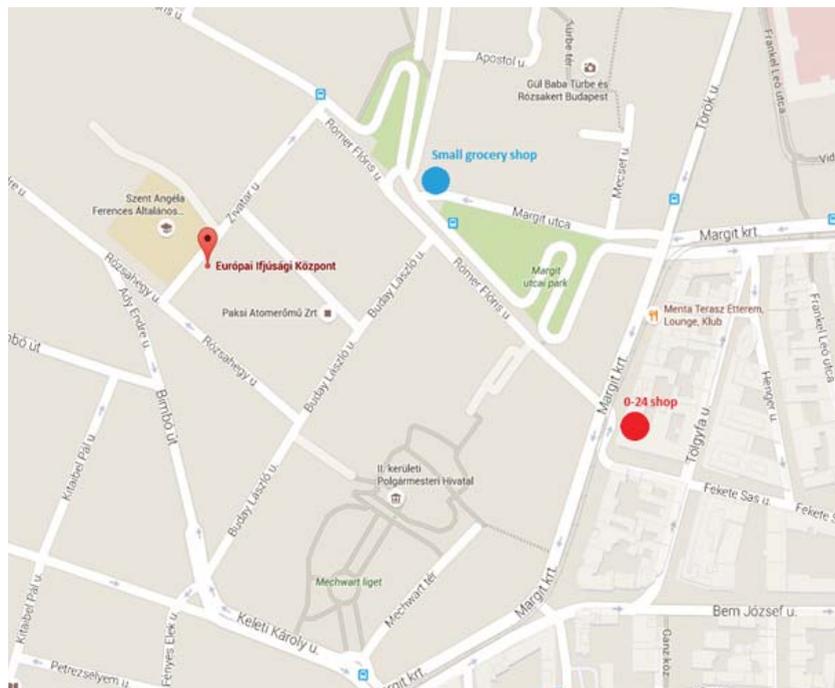
Nádor utca 11 Building, Courtyard
Tel.: (+36-1) 327-3815

WEATHER AND CLOTHING

The average daily temperature in November ranges between 2 and 8°C, and there can often be a lot of rain at this time of year. Make sure to bring warm and comfortable clothes as well as an umbrella. The dress code for the course is casual.

SHOPS

The nearest shops are marked by the red and the blue dot.



COURSE COORDINATORS



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2014 Eastern Partners Course Alumni



A NOTE ON HUNGARY

▶ **Capital city:** Budapest

▶ **Population:** ~ 9,9 million

▶ **Population of Budapest**

~ 1,7 million (city)

~ 3,3 million (including periphery)

▶ **Language:** Hungarian

▶ **Religion**

54.5% Catholic, 19.5% Protestant, 0,2% other Christians, 0.1% orthodox Christian, 0.1% Judaism, 0,1% other.

▶ **Electric plug:** European plug with two circular metal pins

▶ **Country Dialing Code**

Hungary: 0036 or +36 (00361 or +361 – for Budapest)

To dial Hungarian numbers from Hungary you can dial:

06 + 1 xxx xxxx (Budapest), or

for cellular phone: 06 + 2/3/7 + 0 + xxx xxxx.

▶ **Money**

The Hungarian currency is Forint (HUF).

1 EUR = 310 HUF, 1 USD = 275 HUF

You usually CANNOT pay in Euro or US dollars. You can exchange money at the airport or train stations, but change as little as possible there since exchange rates at these locations are bad. It is preferable to use one of the many ATMs or cash points across the city.

▶ **Safety**

Budapest is a safe city but as with other popular tourist destinations you need to be vigilant. There are three risks that we want to alert you to:

- Do not hail a cab on the street; call a cab. A reliable company is CITY TAXI, at +36 1 211 1111. Make sure the meter is set at the pickup rate of 470 HUF before you begin any journey.
- Shops, bars, and restaurants may give the wrong change as a result of frequent visitor confusion over the multiple zeros in the currency.
- For male participants: young women may approach you and ask you to buy them drinks or offer to take you to clubs and bars. Male tourists who take them up on these offers will find that the women are in the employ of local bars and clubs, resulting in a hefty bill at the end of the night.

► Public Transport

Budapest has an excellent public transit system consisting of subways, buses, trolleys, trams, and electric commuter trains called HÉV. Tickets are available at all Metro stations from automated machines, and most stations also have cashiers at ticket windows. As the machines aren't always reliable, it is preferable to buy tickets directly from the cashier. Tickets can also be bought at some news stands, tram stops, and on some buses, but it is best to purchase tickets at the Metro station and keep a supply with you. Tickets can be bought individually, discounted in books of 10, or in the form of daily, weekly, or monthly passes. You need to validate your ticket before starting your trip on the Metro or immediately upon boarding a bus, tram, trolley, or commuter train. Insert the ticket into the machines at Metro station entrances and in the red or yellow boxes on trams, buses, and trolleys. The yellow boxes automatically stamp the ticket, but you must pull the black lever on the red boxes towards the ticket to punch it.

Tickets are valid for 60 minutes after they have been stamped or for 90 minutes on the night service. Passes and tickets are checked by inspectors at random and you will be fined HUF 6,000 on the spot if you cannot produce your pass or validated ticket. If fined, get a receipt, as foreigners are sometimes overcharged. Public transportation runs from 4.30 until 23.00 and is both regular and frequent. Night trams and buses run on an abbreviated schedule.

Schedules are posted at all stops and detailed system maps are posted in all Metro stations.

▶ **Emergency Numbers**

Any kind of emergency: 112

Police: 107

Ambulance: 104

Fire-fighters: 105

IF YOU STAY FOR THE WEEKEND...

Budapest Spas

Among the most popular attractions in Budapest are its thermal baths, now renowned throughout the world. Its unique facilities were fully recognized by Roman legionaries over 2,000 years ago. Most of the baths that are open today were established by the Turks, examples of which (the Rudas and the Király Baths) are still in operation after 500 years. The Széchenyi Thermal Baths (pictured below), built at the beginning of the 20th century and the first healing baths in Pest, is the biggest bathing complex in Europe. It is also very reminiscent of the Roman, Greek, and Eastern styles of bathing.



Szentendre

Szentendre is a riverside town in the county of Pest near Budapest. It is known for its museums (most notably the Open-Air Ethnographic Museum), galleries, and artists. Due to its historic architecture and easy rail and river access, it has become a popular destination for tourists staying in Budapest. There are many facilities, including souvenir shops and restaurants, catering to these visitors.



You have been given access to an e-learning site that contains all pre-course readings. We would especially encourage you to look carefully at the case study we have uploaded there. Tasks that relate to the case study (and to the readings) will be handed out during the course.

I. NATO Resources

1. *Wales Summit Declaration*, 5 Sept 2014.
2. *NATO's Readiness Action Plan* (factsheet February 2015).
3. *The Readiness Action Plan* (updated 1 Sept 2015).
4. 'Hybrid War – does it even exist?', *NATO Review*.

II. Other Sources

5. *Implementing the NATO Wales Summit: From Strategy to Action*, Chatham House (Part II, February 2015).
6. Matthew Kroenig, 'Facing Reality: Getting NATO Ready for a New Cold War', *Survival*, vol. 57:1 (Feb–March 2015), pp. 49–70.
7. Response by a number of scholars, 'NATO and Russia', *Survival*, vol. 57:2 (April–May 2015), pp. 119–144.
8. Luis Simon, 'Assessing NATO's Eastern European Flank', *Parameters*, vol. 44:3 (autumn 2014), pp. 67–79.
9. Michael Ruhle, 'NATO and the Ukraine Crisis', *American Foreign Policy Interests*, vol. 37 (2015), pp. 80–86.
10. Richard D. Hooker, 'Operation Baltic Fortress, 2016: NATO Defends the Baltic States', *RUSI Journal*, vol. 160:3 (June–July 2015), pp. 26–35.
11. Elisabeth Braw, 'Bully in the Baltics', *World Affairs*, vol. 177:6 (March–April 2015), pp. 31–38.
12. 'Cabinet of Ministers approves request for permanent NATO presence in Latvia', *The Baltic Times*, 27 May 2015.
13. *Nordic-Baltic Security and US Foreign Policy – A Durable Transatlantic Link?*, Finnish Institute for International Affairs, August 2015.
14. Edward Lucas, *The Coming Storm: Baltic Sea Security Report* (Center for European Policy Analysis, June 2015).

COURSE DIRECTORS/LEAD MENTOR



Maureen BROWN

Maureen is a former UK chief police officer who has extensive national and international experience at the strategic level. During Maureen's UK career she held strategic command roles with responsibility for policing operations. Since 2008 Maureen has advised strategic governments/police leaders and has led EU Mission Support Teams to look at international policing or police reform programs in a wide range of countries affected by conflict. From mid-2011–12 she was the lead UK policing adviser to the new Libya government and since January 2013 has provided strategic planning guidance to the Ministry of Interior and National Security in Guyana and Somalia and on leadership development in China. Maureen also has international experience in course development, training, and providing mentoring support to senior EU and international leaders. She is a member of the UK Gov Security and Justice Senior Cadre, adviser to the UN Challenges Forum Secretariat and the Folke Bernadotte Academy in Sweden, and a tutor for the UK College of Policing.



Peter MOSSOP

Peter currently serves as a Democratic Governance Officer at the OSCE Office for Democratic Institutions and Human Rights (ODIHR) where he mainly monitors developments and works on issues related to democracy, in particular democratic institutions. His main focus areas currently relate to political participation, political parties, and parliaments. His specific focus relates to new forms of political participation and e-democracy. Peter is a Swedish civil servant and prior to joining the OSCE he worked for different government bodies among them the Ministry for Foreign Affairs. He has also worked as a human rights advocate at Civil Rights Defenders. Peter holds a degree in sociology/political science from the University of Gothenburg.

COURSE MENTORS



Jean P. FROEHLY

Since July 2014, Jean has been head of the Director's Office and senior political advisor to the director of the OSCE Office for Democratic Institutions and Human Rights (ODIHR). As a German career diplomat, Jean was posted to the German Embassies in London, Kiev, Vilnius, and Moscow, and was deputy head of office of the Deputy Foreign Minister (Minister of State) in the Federal Foreign Office in Berlin, and to the Permanent Mission of the Federal Republic of Germany to the OSCE in Vienna. Before joining the German Federal Foreign Service, he was a research fellow at the German Council of Foreign Relations (DGAP) and worked, inter alia, as a consultant for the Centre d'Analyse de Prevision (CAP) of the French Foreign Ministry. He studied international relations and law in Germany and France and graduated from the Institut d'Etudes Politiques de Paris (Sciences Po). He speaks German, French, English, and Russian.



Bernhard KNOLL-TUDOR

Prior to his appointment as director of SPP's Global Policy Academy, Bernhard worked for the OSCE, an international organization devoted to 'hard' security as well as to human rights diplomacy. He was involved in policy design and public relations, both at the level of field missions (Bosnia and Kosovo) and at the OSCE Office for Democratic Institutions and Human Rights (ODIHR) in Warsaw. Bernhard earned a master in law at the University of Vienna and an MA in international relations and economics at Johns Hopkins/SAIS with a focus on IR theory (Bologna and Washington, DC). His PhD (European University Institute, Florence) on the subject of United Nation governance of non-state territorial entities was published by Cambridge University Press in 2008.



Karin LIMDAL

Karin is the former political adviser to the EU mission in the Occupied Palestinian Territories; EUPOL COPPS, and the former head of the Press and Public Information Office of EULEX Kosovo. Before the launch of EULEX she worked as a political adviser/public information adviser for the European Union Planning Team for Kosovo (EUPT). Prior to joining the EUPT she worked for the Aceh Monitoring Mission (AMM) in Indonesia as well as for the Temporary International Presence in the city of Hebron (TIPH), where she later returned as the mission's political adviser. She is currently engaged as a lecturer and mentor while writing a handbook for communication advisers on behalf of the Swedish Folke Bernadotte Academy. Karin, who holds a master's degree in political science from the University of Gothenburg divides her time between Italy and Kuwait.



Robert TEMPLER

Bob is professor of practice at CEU's School of Public Policy. He was the director of the Asia Program at the International Crisis Group from 2001 until 2012. He opened a dozen offices around the region and was involved in the research and writing of 400 reports on conflicts in more than 20 countries. He has done considerable work on Islamism throughout Asia as well as developed reports on governance, post-conflict development, constitution writing, and security sector reforms. He was formerly a correspondent in several Asian countries and taught at the University of California at Berkeley. He is the author of *Shadows and Wind: A View of Modern Vietnam*. His articles have appeared in numerous publications around the world.

COURSE PARTICIPANTS



Ravshan ABDULLAEV

School of Public Policy at CEU | Tajikistan

Ravshan is a master's student at CEU's School of Public Policy specializing in public administration. Before joining CEU, Ravshan spent five years as director of the biggest local NGO in Tajikistan, the Eurasia Foundation of Central Asia–Tajikistan, which focuses on access to justice, promoting good governance and youth development. He was served as editor of the monthly magazine *Tajikistan – Economic Review* and was a reporter for the Institute for War and Peace Reporting and avesta.tj news agency. Ravshan is a panel member for the evaluation of the 'media sustainability index' and the 'civil society sustainability index' in Tajikistan and cooperates with BBC and Deutsche Welle as well as with local media as an expert on Tajikistan's economy and politics. He also has experience in consulting work with numerous international organizations including the World Bank, OSCE, and USAID. Ravshan received his diploma in International Economics from the Technological University of Tajikistan and has a degree in World Economy from the Tajik-Russian Modern University in Dushanbe.



Nighina AZIZOV

Parliament of the Republic of Moldova | Moldova

Co-founder of the Moldova Chapter of the Women's Democracy Network, Nighina is the chief of staff to the deputy speaker of the Moldovan Parliament. In 2012, she was elected political secretary of the Liberal Democratic Party of Moldova (LDPM) Women's Organization for which she coordinates international affairs and training programs. Nighina is enrolled in a PhD program at the Academy of Public Administration. Previously, she worked as coordinator of the LDPM Youth Department (2007–11). In this capacity, she was responsible for implementing the party's strategic plan for youth involvement, including organizing and running youth meetings and trainings. Nighina has participated in and coordinated numerous international conferences and workshops focusing on democracy, electoral campaigns, and youth leadership. She has a strong background in political theory, optimizing techniques in political negotiations, coordinating political, social activities, and legislative issues. She received her BA and master's degrees in political science from the State University of Moldova.



Tamara BORONNIKOVA
Ministry of Economy | Belarus

Tamara is deputy head of the Department for Public and Corporate Governance Improvement at the Ministry of Economy, with responsibilities including preparing and implementing governmental decisions, framing public policy in the field of property relations (public sector and privatization), implementing corporate governance practices in managing SOEs, and optimization of the structure of public bodies. Prior to joining the ministry, she worked as a chief adviser of the Forecasting and Economic Development Department at the Apparatus of the Council of Ministers of the Republic of Belarus where she prepared the prime minister's decisions and resolutions and drafted governmental decrees, laws, and presidential orders. Tamara holds a bachelor's degree from the Academy of Internal Affairs and is completing her master's degree (governance and law) at the Academy of Governance under the patronage of the president of the Republic of Belarus. She has also completed a program for crisis managers for bankrupt entities.



Eteri BUZIASHVILI
Ministry of Internal Affairs | Georgia

Eteri is a chief analyst in the Department of Information and Analysis. She has four years of experience in the analytical and advisory field, including one and a half years as a chief specialist in the Reforms and Development Department and several months working with the deputy minister of interior in an advisory capacity. In her current role, Eteri provides the leadership of the ministry with informational and analytical documents to enable them to make decisions in the frame of security issues. She received her bachelor of social and political studies at Akaki Tsereteli State University and an MA in international politics at the Georgian Institute of Public Affairs.



Andrei CURARARU
Supreme Security Council Service, Administration of the President | Moldova

Andrei has been a senior consultant with the Supreme Security Council within the Administration of the President since 2012. He served as the law faculty's vice-dean for studies at the Law Faculty of the Free International University in Moldova from

2010 to 2012, the university from which he earned a BLL and an LLM. In 2008 he taught a semester at the John Garang Institute in South Sudan. He is presently pursuing his PhD on the topic of 'constitutional solutions for secessionist problems on the European continent.' Andrei is also leading a team of experts that is drafting the National Security Strategy of the Republic of Moldova. His areas of expertise are European integration, constitutional law, and security studies.



Mariam DANELIA
Administration of the Government | Georgia

Mariam has worked as a main specialist at the Government Administration of Georgia, Department of Policy Analysis, Strategic Planning and Coordination since 2014. She graduated last year from Tbilisi State University with a BBA degree. Currently she is an MBA student at Caucasus School of Business, continuing to acquire theoretical knowledge in the field of economy. She is involved intensively in government planning and innovation unit tasks, including formation and coordination of a policy planning system, identifying general and sectoral development priorities, ensuring connection between policy planning and budget planning, development of public administration reform in Georgia, and elaboration of the document of sustainable development goals of the country. Prior to taking up this position, she was employed as a junior specialist by the Loans Management Department of Silk Road Bank in Georgia.



Iryna KHALOPITSA
Ministry of Foreign Affairs | Belarus

Iryna works at the Ministry of Foreign Affairs of the Republic of Belarus as an attaché of the Information Department. From 2009 to 2014 she studied at the International Relations Faculty of the Belarusian State University, specializing in history of international relations, theory of international relations, current issues of foreign policy of world regions, conflict management and negotiation theory, and regional conflicts. During her studies she successfully completed the international course 'The Baltic Sea Region: Culture, Politics, Societies.' The course is organized as an international cooperative program between universities in the Baltic Sea region coordinated by Uppsala University. Iryna also took part in different student conferences. She has published articles in student academic journals.



Andriy KOBZARENKO

OSCE Special Monitoring Mission to Ukraine | Ukraine

Andriy is a Ukrainian political analyst specializing in issues of national and regional security and foreign policy. He spent six years at the National Institute for Strategic Studies, the key government think tank providing analytical support and political recommendations to the president. In 2015 he joined the political section of the OSCE Special Monitoring Mission in Ukraine where he largely focuses on the analysis of trends in the security situation and domestic political processes. Andriy holds a PhD degree from Kyiv Taras Shevchenko University and master's degrees from Kyiv University (international relations) and Lancaster University (conflict, development and security).



Hayk KONJORYAN

National Assembly | Armenia

Hayk has bachelor's and master's degrees from the Department of History at Yerevan State University (YSU). Since receiving his PhD in world history from YSU in 2013, he has been working as a lecturer in the History Department. For the past couple of years, he has been actively engaged in political publicist activities. He was the founder and anchorman of the political program 'Subtitles' for the news agency 1in.am, and is an analyst for the Iragir.am website and a writer for the political program 'AGORA.' His most prominent political program is 'A Few Questions,' where he reports on issues such as Armenian youth policy, human rights, and democracy. He has been a member of the Youth Parliament of Armenia since 2011 and for over two years served as the political adviser to MP Edmon Marukyan where he actively participated in law-making and the political processes.



Khayyam MEHDIYEV

Central Bank of the Republic of Azerbaijan | Azerbaijan

Khayyam received a bachelor's degree in finance and banking and a PhD in monetary policy (2012) from the Financial University in Moscow. After earning his doctorate, he spent a year working as a lecturer in the university's Money and Credit Relationships and Monetary Policy Department. He started

his professional career in the Global Financial Services Department of LLC Ernst & Young's Moscow office before moving to CJSC Credit Europe Bank where he worked in risk management. In 2013, he returned to Azerbaijan and worked at the Central Bank of the Republic of Azerbaijan in the Prudential Policy and Methodology Department. He was also invited to be a lecturer at the Academy of Public Administration under the President of the Republic of Azerbaijan. He is the author of several publications and a book on the Russian and Azerbaijan economy.



Oleg NAUMENKO

Administration of the President | Ukraine

Oleg is a member of the strategic communications team within the Administration of the President of Ukraine. His main responsibilities include developing effective public relations and messaging strategies for Ukraine's military and law enforcement agencies. Oleg works on streamlining communication between state offices and the media as well as ensuring successful collaboration between the President's Office, the Ministry of Defense, and the General Staff of Ukrainian Armed Forces. He is also closely engaged in content production, and writes press releases and op-ed articles to project Ukraine's voice on the international scene. In 2014, Oleg graduated from the University of Cambridge. Oleg has experience with both sides of communications, having interned as a journalist at KyivPost and as a volunteer at Euromaidan Press. His time at the Parliament of Canada and at the press office of the Governor of California provided him with useful insights about state communications practices that he is currently introducing in Ukraine.



Hovhannes NIKOGHOSYAN

Information and Public Relations Center, Administration of the President | Armenia

Hovhannes is an adviser to the director of the Information and Public Relations Centre, a think tank operating under the Administration of the President of the Republic of Armenia. He was a Magdalena Yesil Visiting Scholar at Sanford School of Public Policy, Duke University, from 2012 to 2013 and recently graduated from the advanced certificate program of the Fletcher School of Law and Diplomacy, Tufts University (2014). Hovhannes has been a visiting lecturer at the Russian-Armenian (Slavonic) University since 2010, and a lecturer at the American University of

Armenia since January 2015, teaching international conflicts, security, and human rights. He holds a master's degree (with honors) in international relations (2008) and a PhD in political science (2011) – both from the Slavonic University (Yerevan).



Oxana PAIERELE

Ministry of Regional Development and Construction | Moldova

Oxana has been the deputy head of the International Relations and Investments Department at the Ministry of Regional Development and Construction since 2012. The department provides foreign assistance and EU integration advice to the ministry. Its purpose is to promote the ministry's policy and projects by initiating national and international agreements, participation, and negotiation at bilateral commissions for economic cooperation and other international, cross-border committees, as well as the implementation of the Association Agreement provisions with focus on regional development and cross-border/regional-level cooperation. Her responsibilities include monitoring the foreign assistance sector, analyzing the international partnership process, and supporting the National Coordinator of the EU Strategy for the Danube Region. Oxana holds a master of public administration from the State University of Moldova and is currently a PhD candidate at the Public Administration Academy.



Zurab PARJIANI

State Security and Crisis Management Council | Georgia

Zurab is the senior adviser at the State Security and Crisis Management Council of Georgia. His responsibilities include providing advice to the head of the council and the cabinet office (PM of Georgia) on security, defense, and political matters, and coordinating major policy and strategic documents and government activities related to the EU's Common Security and Defense Policy. Prior to this he worked at the Ministry of Defense as a main specialist at the Analytical Department and rose to the deputy head within the Defense Policy Division. His expertise covers defense and hard security issues, in particular concerning regional affairs. During his time at the Ministry of Defense, in 2010–11, he worked as a Voluntary National Contribution (VNC) at the NATO headquarters in Brussels. Zurab graduated from the law faculty of the Sukhumi Branch of the Tbilisi State University in 2004. In 2013 he graduated from the College of International Security Affairs

of the National Defense University (Washington, DC), with a master's degree in international security affairs.



Aleksandre PRUIDZE

Administration of the Government | Georgia

Aleksandre currently works as a policy advisor at the Foreign Relations Unit within the Department of Political Analysis, Strategic Planning and Coordination of the Administration of the Government of Georgia. In his current position he is involved in preparing policy briefs and memos on important foreign policy issues for the PM and the administration's chief of staff. Aleksandre previously worked as a journalist at various media outlets in Georgia, including as the host of a radio program. He is a sociologist by training. At present he is enrolled in a master's degree program in sociology at Ivane Javakhsishvili Tbilisi State University's Social and Political Science Department.



Olga S. STELMAKH

Parliament of Ukraine | Ukraine

Olga is a chief legal counsel at the Parliament of Ukraine. She has been in the policy sector for more than ten years, seven of which she served as public officer which have given her extensive governmental and parliamentary experience. As a Paris-11 University alumna, she worked both nationally and internationally (European Space Agency and German Aerospace Center), combining public service with academic work and legal practice. Her main scientific interest lies in the field of space security, space governance, international space cooperation and commercial space. She has published extensively both in Ukraine and abroad, and was engaged in studies conducted by the International Academy of Astronautics. In 2013, Olga was honored with the International Astronautical Federation Emerging Space Leaders Recognition Award. She is a member of the International Institute of Space Law, Women in Aerospace Europe, Ukrainian Aerospace Association, and Ukrainian Bar Association.



Ana TABAN

Ministry of Foreign Affairs and European Integration | Moldova

Since 2012, Ana has been the spokesperson and the head of the Press and Information Office of the Ministry of Foreign Affairs and European Integration of the Republic of Moldova. She is responsible for promoting Moldova's foreign policy directions inside and outside the country and also coordinates several governmental communication projects regarding EU integration. Prior to taking up this position, she worked as a political reporter at the national newspaper 'The Time' and at Romanian Public Television 'TVR.' She has also been involved in promoting education among young women in her country and took part in two national programs: the National Mentoring Program for Women 'Inspired' and the LeaderSHE-Young Women Leaders' Academy.



Sargis TOROSYAN

Administration of the President | Armenia

Sargis is an adviser at the Administration of the President of the Republic of Armenia within the Department of Law. He also lectures at the Armenian-Russian (Slavonic) University at the Department of Constitutional and Municipal Law. Sargis graduated from Yerevan State University's Faculty of Law (bachelor's and master's degrees). He holds a PhD from the Public Administration Academy and has participated in many international courses, such as the Winter Academy at the Hertie School of Governance. Sargis started his professional carrier at the Ministry of Health, before moving to the Ministry of Justice. He started as an assistant to the first deputy minister and later headed the Department of Legislation Analysis and Improvement, and remained in this position until last year. Throughout this period, he gave lectures at Yerevan State Medical University (Department of Medical Law) and at the Justice Academy of RA (annual training of Administrative Court judges).



Shorena ZAKARIADZE
Ministry of Defence | Georgia

Shorena has been working for the Ministry of Defense since 2005. She is currently a main specialist at the NATO Integration Division of International Relations and Euro-Atlantic Integration Department. She is in charge of coordinating and monitoring the successful implementation of the NATO-Georgia framework initiatives. She holds a bachelor's degree in translation (German language) from the Georgian Technical University. She holds two master's degrees: in international affairs (with a concentration in security) from the Georgian Institute of Public Affairs and from the European Institute (Nice) in European and international studies. Shorena also completed a six-month intensive senior course on international security at the NATO Defense College (Rome) and the program for advanced security studies at the George C. Marshall Centre for European Security Studies.



Tanja K. MANNERS

Senior Program Manager, SPP Global Policy Academy

Tanja spent the past decade working in education both in front of the classroom and behind the scenes, teaching mathematics in Micronesia and Austria and working in administration at the Institute of Education, University College London and King's College London. She has a degree in applied mathematics from Brown University and a master's degree in comparative education from the Institute of Education of the University of London. She has just moved to Hungary after spending a year as an education consultant in Shanghai.



Livia MARSCHALL

Program Coordinator, SPP Global Policy Academy

Livia joined CEU as a program assistant at the Roma Access Programs Unit in 2014. She was appointed to her present role as part-time program coordinator at SPP's Global Policy Academy in 2015. She holds an MA in cultural anthropology and English language and literature from Eötvös Loránd University (ELTE) in Budapest. During her university years, she conducted fieldwork in a Hungarian Roma community and has participated in various Roma advocacy projects. Livia is also currently working as a curator at Gallery8–Roma Contemporary Art Space.



Ilona PUSKÁS

Events Manager and Program Assistant, SPP Global Policy Academy

As a devoted communications professional, Ilona liaises with creative practitioners, the business sector, and the media. She has a background in cultural project management. Involved in contemporary fine art, she has been researching the role of the curator in facilitating sustainability and solidarity in curatorial praxis. She earned an MA in art and design management from the Moholy-Nagy University of Art and Design and a BA in communication and media studies (specialization in journalism) from Eötvös Loránd University (ELTE) in Budapest.

OBSERVERS



Andrey BUTSMAN
OSCE Centre in Bishkek

Andrey is the National Programme Officer within the Politico-Military Dimension of the OSCE Centre in Bishkek (CiB). He is dealing with activities related to crisis management, conflict prevention, and youth. Andrey has been working for the OSCE/CiB for seven years. Before that he used to participate in a number of OSCE Election Observation Missions in which he was responsible for analysing the media environment during the election campaign. Andrey has received his Master's degree from the OSCE Academy in Bishkek in the field of political science. He is interested in downhill skiing and tennis. He is married and has one daughter.



Jacopo LEONE
OSCE Office for Democratic Institutions and Human Rights (ODIHR)

Jacopo works as an Associate Democratic Governance Officer at ODIHR where he monitors political developments and assists OSCE participating States on good governance issues related to democracy, in particular democratic institutions. His main focus areas relate to political parties, local governance institutions, new forms of political participation and e-democracy. Jacopo is an Italian/British political analyst who previously worked at the OSCE Mission in Kosovo, NATO and the European Parliament, among others. Jacopo holds a MSc degree in international and European politics from the University of Edinburgh.



Jason WORLLEDGE
Executive Director, European Academy of Diplomacy

Jason has been with the EAD since 2011, largely responsible for the development of the International Programs Department. Since 2013, Jason has held the position of executive director, overseeing all day-to-day operations and program development,

Biographies

including the Visegrad School of Political Studies. Jason has earned an MBA from London Business School, a BS in organizational psychology (WVU) and a BA in advertising and marketing (University of Maryland). Jason began his professional career as a counter narcotics specialist in the United States Marine Corps, serving five years supporting NSA and DOD missions in South America. In addition to his professional activities at the EAD, Jason leads workshops on leadership, organizational development, and team building skills.

OSCE Office for Democratic Institutions and Human Rights (ODIHR)

OSCE-ODIHR is one of the world's principal regional human rights bodies. Based in Warsaw, Poland, ODIHR is active throughout Europe, the Caucasus, Central Asia, and North America. The office promotes democratic elections, respect for human rights, tolerance and non-discrimination, and the rule of law. Established in 1991, ODIHR employs nearly 150 staff from 30 countries. The office's activities are funded through a core budget, which is approved annually by participating states, as well as through voluntary contributions.

Folke Bernadotte Academy (FBA)

The FBA is the Swedish government agency for peace, security, and development, and has the overall mission to support international peace and crisis management operations. The FBA is part of Sweden's contribution to international peace and security, and its efforts to improve the lives of men and women, and boys and girls living in conditions of poverty and repression. The FBA recruits personnel for international peace operations led by the UN, EU, and OSCE, and conducts training, research, and policy analysis and development. Believing in partnerships, the FBA cooperates with a wide range of Swedish and international organizations.

CEU School of Public Policy, Global Policy Academy (GPA)

SPP's Global Policy Academy organizes academically rigorous and policy-relevant courses that are designed not so much as traditional training seminars but rather as hubs for sectoral dialogue and experience exchange. The Academy leverages the broad and deep expertise of SPP faculty to address the needs of policy professionals who wish to broaden their knowledge as they serve the public good. Participants from the public, private, and nonprofit sectors enroll in GPA courses to gain relevant practice-oriented skills grounded in research-based knowledge. They also take advantage of the School's global reach to grow and enrich their professional networks in an exceptional learning environment.

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