

The Open Society European Policy Institute Strategy Update 2015-16

August 2015

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OSEPI's director will be on sabbatical for the academic year from 1 September 2015. Consequently, OSEPI will produce strategy updates in 2015, 2016 and 2017, and a full new four-year strategy in June 2018.

1. Changing context

Changes in Europe: The European Union remains in deep economic, political and leadership crises, but it is still our best bet for advocacy on open society issues in Europe. The EU institutions are more values-based than many national governments and international organisation. OSEPI is adapting to a colder political environment by finding new routes to influencing policy. Electorates are turning inwards, seeing more threats and risks in foreign policy than opportunities – which makes the EU more cautious as an external actor in promoting rights and values. At national level, identity politics is flourishing, which causes populist parties to turn against migrants and minorities, and even the principle of rights protection in some parts of the EU.

OSF has to face the prospect of losing majority support for open society causes in some parts of Europe. That prospect is already affecting the political environment in Brussels, requiring OSEPI to make our case in innovative ways, bringing new arguments and evidence that can shift policy debates.

Changes at OSF: The new methods of collaboration across OSF – such as shared frameworks, joint working groups and new regional offices – are leading to better coordination. However, these additional internal systems and entities mean that advocacy staff are spending significantly increased time on internal processes rather than external engagement to influence policy. As the Open Society Initiative for Europe (OSIFE) defines its priorities more closely, OSEPI is collaborating very closely to ensure that EU and national-level goals are pursued in tandem.

Changes at OSEPI: OSEPI is implementing structural changes to increase the advocacy impact of our small team. Policy advocates now have more support on logistics thanks to the recruitment of an events and outreach coordinator, and more use of interns. We are tracking networks and contacts more systematically.

In 2015-16, OSEPI's director Heather Grabbe will be on leave for an academic year. We have used the preparation period as an opportunity to consolidate changes to OSEPI's management structure and distinguish roles more clearly (including supervision and coordination). During the director's leave, two senior staff will have the opportunity to take up acting roles. Their growth in experience and profile over the year will allow the director, on her return, to concentrate more on high-level representation, strategy, senior management within OSF, and support to George Soros's personal advocacy, with the deputy director and team leaders taking over more of the daily management and strategy implementation (new OSEPI structures in Annex 1). During the director's absence at the top of the team, two temporary junior policy staff will provide support at the bottom.

2. Fields and concepts

In our first strategy, OSEPI's interpretation of the distinction between field and concept was based on the premise that under 'fealty to field' we are more responsive whereas under 'own concept' we are more proactive. This differentiation necessarily simplified our role, our relationship with the network and our agency in our work. It was one way to define a complicated set of responsibilities and relationships, but it did not reflect the full complex reality. We have experienced four tensions in using this distinction:

Response vs agency: 'Fealty to the field' and 'own concepts' always overlap in reality. Work that we have taken forward as an own initiative is never isolated from the network. Work in response to the network often feeds an own initiative. But in order to respond to all the possible EU angles from the network, we would have to remove our own concepts from our workload. There needs to be a balance that ensures OSF makes best use of its advocacy resources to influence the EU, which also requires that OSEPI is able to present a coherent open society narrative in Brussels.

Depth vs scope: There is a constant tension between our resources and capacities to dig deep into an issue (by increasing expertise and leading direct policy advocacy) rather than scratching the surface of many issues (implying advocacy support, information-gathering and advice). To have an impact, advocates usually need to delve deeply into an issue and engage many policy actors to influence outcomes. But multiple network demands pull them in the other direction.

Support vs leadership: On any issue, advocates have to assess whether OSEPI and OSF should be publicly in the lead or – whether for reasons of security, capacity or duplication with the field – it would be better to take a supporting role. For OSEPI staff, that decision is often clear. But for colleagues inside or outside the network, that tension may be not understood or seen from a different perspective.

Geographic vs thematic focus: Structurally, OSEPI's policy team is divided between internal EU policies and external EU policies (see annex 1, p.8). There are some issues that overlap but this structural division is the most logical in terms of our target institutions and policy-makers. In this document however, the distinction between the two teams is secondary to the thematic focus of the work. In other words, we describe our priorities using an OSF and global rather than an EU lens. '*Protecting and promoting the open society within the EU*' and '*The EU's global role*' could just as easily be the two main definitional pillars of our work.

When writing our next strategy update in 2017, we will revisit these tensions to see how best to define, plan, manage and evaluate our work, both within the context of our policy environment and OSF's own definitions and best practice. Sections 4 and 5 below illustrate how we incorporate our strategy developments with the OSF language of categories of work.

3. Advocacy working methods

OSEPI is working with OSF-DC and other colleagues in an **advocacy working group** that aims to identify advocacy tools; improve how advocates prioritise and manage demands; ensure cross-entity collaboration that allows for timely advocacy responses; develop methods to review progress and impact; and improve the balance between core advocacy tasks, crisis advocacy and the demands of internal OSF processes.

As this work progresses in 2015 and into 2016, OSEPI is refining its advocacy typology to improve the effectiveness of staff deployment. We will build on the differentiation in our first strategy between **defensive advocacy, responsive advocacy and pro-active advocacy**.

Advocacy efforts are most effective when **consultation structures and relationships** are in place that allow for regular and timely sharing of information. This is especially important for crisis response advocacy, for example around Ukraine, migration across the Mediterranean, or the coup attempt in Burundi. Advocacy is much more likely to succeed when it is based on a combination of solid understanding of policy constraints and opportunities (OSEPI's specialism), and evidence and experience from the field experience (assets from OSF entities).

In addition to policy expertise, OSEPI staff have to know the interplay of actors, institutions and politics in order to spot and create opportunities for influencing decision-makers and select entry-points. The 'assets' of an advocacy office on any particular issue are these qualitative relationships and knowledge of process and people around that issue. This understanding also helps us to see when OSF is best placed to take the lead in forming coalitions or instead to facilitate the work of other civil society organisations; whether to conduct direct advocacy or use informal networks of contacts with like-minded policy-makers; and whether to work as discreet conveners or to support the efforts of others.

4. Strategy adjustments and changes to priorities

OSEPI's work in 2015-16 will be guided by outstanding objectives from our current strategy¹ and changes in priorities in response to changes in context. We are also tracking horizon issues that may require a change in priorities in future. This section presents some of the immediate shifts in our strategy based on the original structure of that document.

OSEPI's **internal EU policy team** (section 3. IV. 'Fealty to fields and places' of our 2014-17 strategy) continues to aim to protect fundamental rights, and achieve inclusion and equality in the EU. In 2015-16, this means working towards a fundamental rights strategy, improving the respect for fundamental rights by EU institutions, and mainstreaming fundamental rights into EU law and policy-making. We aim to improve rule of law and fundamental rights protection across the 28 member-states, in particular in Italy and Hungary, but also in Slovakia and Romania.

OSEPI's **external EU policy team** continues to further the objectives in sections 3. I, II and III of the 2014-17 strategy – to improve governance and development through EU external policies and funding; to extend the highest European standards in enlargement and Eastern neighbourhood countries; and to protect, support and ensure participation of civil society and human rights defenders through EU policy. For 2015-16, key priorities will be to increase EU political and financial support for Ukraine and

¹ *Open Society European Policy Institute: Goals and Strategies for 2014-2017*. Available on KARL as 'OSEPI strategy (2014-2017)', at <https://karl.soros.org/communities/osi-brussels-eu-advocacy-calendar/files/osepi-strategy-2014-2017/2014-17-osepi-strategy-final.pdf/>

the Eastern Partnership; improve electoral integrity and governance reform in Central Africa through EU initiatives; secure a democratic and peaceful transition in Burma; and improve the EU's support for an enabling environment for civil society through its external policies and funding.

The context for work listed under 'own concepts and initiatives' in the 2014-17 strategy has changed more than for the objectives under 'fealty to fields and places'. The goal **Reinforce human rights and democracy in EU foreign policies and funding** (4.I) was especially relevant in the early period of the establishment of the European External Action Service. We have had some success in using conditionality towards third countries, establishing formal mechanisms for civil society participation in EU common security and defence (CSDP) mission planning and evaluation, and the development of stronger EU policies in energy and natural resource extraction disclosure and supply chains. In particular, OSEPI has been at the forefront of civil society engagement with CSDP missions, most recently contributing to a change in the EU's approach to conflict minerals. The main changes to the context of our work are new leadership of the EEAS, a new Action Plan for the Human Rights Strategic Framework, and the review of the Eastern Partnership and Global Strategy for External Policy due in 2015-16. We will continue to adjust priorities and resource allocation as these external factors present new opportunities and constraints.

Section 4.II **Guarantee fundamental rights, rule of law and equality within the EU** is an own concept that illustrates the rapidly changing character of European politics. In 2013, we were optimistic about the role of the Council of Europe as a standard-setter and new opportunities following the promised accession of the EU to the European Convention on Human Rights. However, Azerbaijan's chairmanship of the Council of Europe undermined that body, while EU accession to the Convention and the creation of a new European Public Prosecutor have stalled – so we have reduced our ambitions and changed our allocation of resources in different parts of this concept.

Positive developments include a new EU rule of law monitoring mechanism, now in its pilot stage. OSEPI led and completed a project on equality data that aimed to expand collection of ethnically disaggregated data in non-discriminatory ways. The protection and rights of migrants and asylum-seekers, a lesser focus in 2013, has now emerged as a major priority.

Our goals in Section 4.III **Promote global standards for transparent governance and accountability of both public and private sectors** have seen some progress and they are now increasingly shared with other OSF entities. For example, work towards EU rules on extractives industries disclosure and against shell companies could now be classified under responsive/fealty work in partnership with OSF's new Fiscal Governance Program. European participation in the Open Government Partnership has increased, but this has yet to be taken up by any EU institution other than the Ombudsman. Moving forward, we have split these two areas of work into different concepts.

Our work under Section 4.IV **Counter xenophobia in the European elections and the 2014-19 term of the EU institutions** has also shown contextual and internal OSF shifts. The 2014 elections saw an increase in xenophobic and anti-EU candidates winning elections. At the same time, the populist bloc is far from monolithic in the European Parliament. Understanding and responding to populism continues to be a research focus at OSEPI because it affects all advocacy aimed at open society objectives.

From the work already completed and adjustment of priorities,² the following shifts in work for 2016 are already evident:

² A visualisation of our criteria for setting priorities is in Annex IV.

Priorities moving up:

- Activating **infringement** proceedings. The European Commission is now becoming more active in using infringement proceedings, as we have long advocated, especially to redress exclusion of and discrimination against Roma in the Czech Republic, Hungary, Italy and Slovakia. OSEPI will keep pushing by providing evidence and arguments in regular engagement with the Commission.
- Creating EU advocacy opportunities for OSF's shared framework on **drones** and targeted killings.
- Drawing attention to backsliding and new problems in the **Western Balkans**.
- Improving EU protection and support of an **enabling environment for civil society** in its external policies, as well as in parts of Europe where it is under stress. This moves our 'enabling civil society' work to both the internal and external policy teams, and upgrades it from fealty/field to more pro-active advocacy.
- Strategising on **migration**, working closely with George Soros, OSIFE, IMI and other colleagues to respond to the crisis in the Mediterranean but also to reduce administrative detention for undocumented migrants and asylum-seekers in Europe, and to improve the due process norms used in expelling migrants from the EU.
- Influencing EU legislation targeting **illicit financial flows** and regulations that would disclose the source and amount of taxable revenues generated by large multinational companies.
- Influencing the **strategy review of EU foreign policy** will guide the next decade of EU external action. We are already shaping the content and process of the High Representative's review, to ensure that human rights and other norms are fully covered, and that civil society is included, as well as contributing ideas and evidence.
- Working with OSIFE to map **Russian influence** within Europe and targeting of OSF and grantees. The spread of anti-open society concepts such as '**illiberal democracy**' and populism are having an increasing impact on EU policies from migration to foreign relations.

Priorities moving down: Some issues have been completed and require lower intensity work, while others have moved from pro-active to on-demand, whereby we keep minimal resources focused on the issue, but respond when and where we can. These include:

- Central Asia: ad hoc advocacy support.
- Turkey: ad hoc advocacy support and support to the next report of the Independent Commission on Turkey as required.
- Equality data: completed.
- MENASWA: ad hoc advocacy support and engagement.
- The post-2015 shared framework will involve some additional work up to UNGA 2015. Follow up on financing for development and indicators may follow but less intensely than during the shared framework period.

In addition, there are **horizon issues** that may require a priority shift and subsequent change in staff time allocation. For example:

- As the new **Asia-Pacific Regional Office** takes shape, our engagement may expand beyond Burma.
- As **George Soros** shifts the focus of his personal advocacy, we advise him and his office on approaches to EU policy and leaders, and organise and follow up on his activities.

- The new Commission is leading an effort to **reduce regulation** which we are watching closely to ensure that recent advances in rights protections and social and economic justice through EU legislation are not lost.
- A worst-case scenario for the **UK referendum on EU membership** mooted for 2016-17 could have a domino effect on the EU.

5. Categories of work

One of the most significant changes in OSF in recent years is the new systematic approach to strategies, budgets and workplans. A comprehensive set of themes and sub-themes has emerged from the strategy and budget team that now enables work to be tracked across the network. As we move through 2016, we will increasingly use the categories of work terminology in our internal reporting. The strategy adjustments outlined in section 4 will be more closely linked to the definitions in our budget. Our strategy update for June 2016 will represent our work for 2017, using the structure and terminology of the categories of work.

The shift to this new system will be logical and with minimal disruption as OSEPI's work is already categorised using similar terminology. For our 2016 budget, our work comes under five main themes: Economic Governance and Advancement; Justice Reform and the Rule of Law; Migration; Equality and Anti-Discrimination; and Human Rights and Democratic Practice. The division of these main themes into sub-themes, concepts and approaches is evident in our budgeted work areas for 2016. Annex II shows a full breakdown of OSEPI's work using this framework and with explicit connection to our original strategy and OSF partners. A brief summary of each category of work:

Economic Governance & Advancement includes two main bodies of work. Both are aimed at anti-corruption. The first is a concept, working closely with the Fiscal Governance Program, on 'Advancing Financial Transparency Regulations to Reduce Revenue Leakages and Corruption'. The focus is on the EU's policies to define a global standard for accountable resource and fiscal governance. The second is in support of the field on anti-corruption efforts. It includes advocacy on anti-corruption efforts in EU external action and support to third countries in close collaboration with the broader OSF network.

Human Rights & Democratic Practice includes work on two concepts and one shared framework. The first concept targets 'EU Governance and Institutional Reform'. The second incorporates all the work of the external policy team on 'Human Rights and Democracy in EU Foreign Policies and Funding'. The shared framework under this theme is on 'Lethal Drones and Target Killings'. OSEPI will focus on the specific goal relating to Europe: the adoption of guidance on the support use of drones for targeted killings, aligned with OSF goals, by at least one prominent EU member state.

The theme of **Justice Reform & The Rule of Law** includes the major body of work for the internal policy team under the concept 'Fundamental Rights, Rule of Law and Equality within the EU'. The goal is to move the EU towards the adoption of a fundamental rights strategy and towards an effective EU framework for the rule of law.

Migration has emerged as a major priority for OSEPI. Europe's response to the migration crisis on its borders has been fragmented as the Commission's ambition for a holistic EU approach was rejected by member states. Operational inefficiencies for reception have led to humanitarian emergencies in Greece and Italy. The political dividend for national politicians to promote ambitious and progressive policies is minimal, but leaders are now looking again at EU-level action as the flow of migrants increases. Our overall goal is change the framing of EU migration policy, especially in how the EU negotiates with countries of origin and transit.

Equality & Anti-Discrimination covers three concepts: Advance Equality, Non-Discrimination and Social Inclusion of Marginalized Groups; Anti-Gypsyism; and New Routes to Policy Change. The first targets more rigorous enforcement of EU racial anti-discrimination law, including through reference to access to housing and education for Roma in specific member states (Italy, Czech Republic, Slovakia, Hungary, Greece); and monitoring the enforcement of EU policies against racism and xenophobia, including sustained engagement against ethnic profiling. The second, Anti-Gypsyism, targets effective national strategies for Roma inclusions and OSEPI's objective to keep Roma rights on the agenda of the EU's institutions. The final concept involves commissioning research (where not otherwise available) and convening public and private meetings with EU-level policy-makers to offer new policy approaches to address xenophobia at EU level. Topics will include hate speech within the European Parliament, the threat posed by xenophobic populists to the open society at EU level and specifically discrimination against Roma.

6. 2015-16: Objectives and schedule

1) CONSOLIDATE OSEPI

June 2015 – August 2016: Consolidate new structure and teams to meet **four objectives**:

- 1) enhance the profile and impact of our advocacy in Brussels;
- 2) improve functioning of our policy, research, administrative and management teams within OSEPI and within OSF;
- 3) build confidence in new supervision methods and relationships; and
- 4) develop OSEPI's internal OSF cooperation and communication.

2) CONTRIBUTE TO NETWORK STRATEGIES AND PORTFOLIO REVIEWS

September 2015 – August 2016: Engage with other OSF units to track changes in their strategic priorities and advise on EU-level advocacy possibilities and opportunities.

3) REGULAR REPORTS ON ACTIVITIES AND OUTCOMES

Outcomes and Activities Reports for OSF's president and other colleagues will be timed as follows:

- 1) end of November 2015, covering September to November;
- 2) end of February 2016, covering December 2015 to February 2016;
- 3) end of May 2016, covering March to May; and
- 4) end of August 2016, covering May to August, including a review of the sabbatical year.

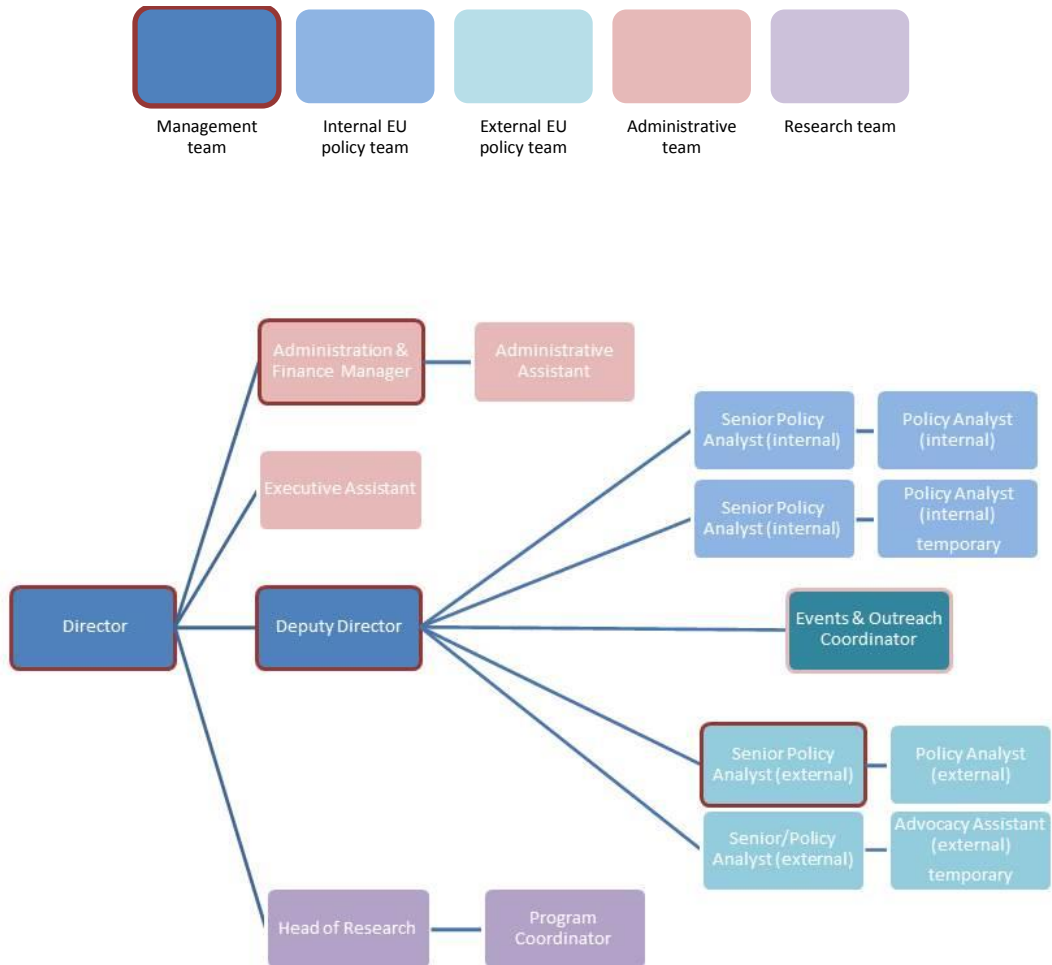
4) ADVISE ON EU ADVOCACY IN NEW OSF STRATEGIES

On-going engagement on new strategies within the network. OSEPI will advise on the EU advocacy component of the strategies of all OSF entities, and then use them to inform our strategy updates.

5) STRATEGY WRITING

OSEPI will produce another strategy update in June 2016 which incorporates the full category of work terminology and structure. A further update will follow in 2017 before a complete strategy review in 2018.

Annex I: OSEPI's structure



Annex II: Categories of work

Categories of work currently set out costs for activities rather than salaries. The division of work below does not represent the amount of *human* advocacy resources on each set of issues or importance within OSEPI's strategy.

ECONOMIC GOVERNANCE & ADVANCEMENT

- **Anti-Corruption (sub-theme):**

CONCEPT: Advancing Financial Transparency Regulations to Reduce Revenue Leakages and Corruption

Planned activities: analysis, research and direct policy advocacy, coalition building and cooperation, policy briefs and media engagement, high-level OSF advocacy, events (high-level roundtable, working-level seminars).

Link to strategy: the EU's policies (including directives) help to define a global standard for accountable resource and fiscal governance.

2014-17 strategy reference: Section IV, III p.7-8, OSEPI's Own Concepts and Initiatives, Promote global standards for transparent governance and accountability of both public and private sectors.

Partners: FGP, OSIFE, Information Program, OSF-DC

- **Anti-Corruption (sub-theme):**

FIELD: Fealty to Anti-Corruption

Planned activities: Support to CSOs and initiatives on anti-corruption policies. Facilitating OSF input to the EU anti-corruption report and policies towards improved natural resource governance. Analysis of anti-corruption efforts in EU external action and support to third countries.

Link to strategy: Advocacy activities on anti-corruption and natural resource management align OSF's regional priorities.

2014-17 strategy reference: Combination of two areas from 2014 strategy - Section 3, I, p.3-4, Fealty to places and fields, Improve governance and development through EU external policies and funding; and elements of Section IV, III p.7-8, OSEPI's Own Concepts and Initiatives, Promote global standards for transparent governance and accountability of both public and private sectors.

Partners: AfRO, OSPC-DC, NFs in Ukraine, Moldova and Georgia, Eurasia Program, Burma, APRO, Africa NFs.

Strategic or geographic changes from prior years: particular emphasis on Ukraine due to ongoing crisis; continued attention to Burma and DRC.

HUMAN RIGHTS & DEMOCRATIC PRACTICE

- **Civic Engagement & Inclusive Participation in Democratic Governance (sub-theme)**

CONCEPT: EU Governance and Institutional Reform

Planned activities: analysis, research and direct policy advocacy, coalition building and cooperation (including through the Open Government Partnership), policy briefs and media engagement, high-level OSF advocacy, events (high-level roundtable, working-level seminars).

Link to strategy: the EU's practice of governance through codes of conduct, guidelines, consultations, disclosure rules, and participatory practices designed to close the gap between institutions and citizens help to define a global standard for accountable governance. This includes the EU's promotion, protection and support of civic space to allow for participation inside and outside Europe.

2014-17 strategy reference: Focus on one area (EU policy-making) from Section IV, III p.7-8, OSEPI's Own Concepts and Initiatives, Promote global standards for transparent governance and accountability of both public and private sectors.

Partners: FGP, OSIFE, Information Program, OSPC-DC

- **CONCEPT : Human rights and democracy in EU foreign policies and funding**
Planned activities: policy papers, fact-finding missions, events for civil society and CSDP structures, civil society coalition coordination, participation in and support of gender-focused coalitions (WIIS, GMF, EWL), public advocacy on EU and human rights in external action, policy briefs on elections support in EU external action, support to senior OSF meetings in Brussels, facilitation of grantee and partner advocacy visits. Participation in EU policy reviews (regional and global) with associated activities.
Link to strategy: OSEPI aims to improve governance and development in specific locations outside the EU through EU external policies and funding, including in enlargement (Balkans and Turkey) and Eastern neighbourhood countries. This includes the EU's policies to protect, support and engage with civil society and human rights defenders, policies on inclusive reform of the legal framework for financing of political parties and electoral campaigns, support for elections with integrity including through co-financing civil society election situation rooms and focusing on women's political participation in EU foreign policy.
2014-17 strategy reference: This is a large proportion of the external policy team's work. As a concept it reflects the initiative and expertise the analysts bring to various issues across a range of external EU policies. It includes elements from three parts of the original strategy under Fealty to fields and places: 3, I, p.3-4, Improve governance and development through EU external policies and funding; 3, II, p.4, Extend the highest European standards in enlargement and Eastern neighbourhood countries; and 3, III, p.4-5, Protect, support and ensure participation of civil society and human rights defenders.
Partners: AfRO, APRO, OSIFE, National Foundations, OSPC-DC, OSF elections group; Eurasia Program.
Strategic or geographic change from prior years: OSEPI will focus more resources on the Balkans than previously. Central Asia and MENASWA activities may be reduced either due to competent coverage by other organisations in Brussels or a lack of EU policy advocacy input.

- **Security & Rights (sub-theme)**
SHARED FRAMEWORK : Lethal Drones and Target Killings
Planned activities: advocacy activities at national and EU level including travel to EU member states, meetings and events in Brussels and capitals. Research may lead to OSEPI publication if useful for the shared framework.
Link to strategy: OSEPI participates in the OSF shared framework on lethal drones and targeted killings, with a focus on the specific goal relating to Europe: secure, by the end of 2017, the adoption of guidance on the support use of drones for targeted killings, aligned with OSF goals, by at least one prominent EU member state.
2014-17 strategy reference: Section 5, p.9.
Partners: OSJI, HRI and other OSF entities participating in the Shared Framework."

JUSTICE REFORM & THE RULE OF LAW

- **CONCEPT : Fundamental rights, rule of law and equality within the EU**
Planned activities: direct EU policy advocacy, awareness raising meetings (targeted roundtables, parliamentary hearings), conference participation when relevant, facilitation of meetings and consultations between national stakeholders and EU institutions, travelling to relevant capitals with international stakeholders, supporting advocacy of local stakeholders.
Link to strategy: OSEPI aims to move the EU towards the adoption of a fundamental rights strategy and towards an effective EU framework for the rule of law (to enable monitoring and response to human rights violations within specific EU member states). We also aim to make clinical legal education a recognised form of legal education by EU institutions and entities, so that funding lines for clinics can be developed.

2014-17 strategy reference: This concept builds on elements in 4, II p.7, OSEPI's own concepts and initiatives, Guarantee fundamental rights, rule of law and equality within the EU.

Partners: OSIFE, HRI, OSJI

MIGRATION

Planned activities: support to meetings between European NGOs, local advocates, EU and Italian institutions; awareness-raising events, travel to relevant capitals with stakeholders, field/local visits, partnership development with relevant parts of OSF and external partners to further relevant advocacy-oriented research; continue convening inside-track group of senior policy makers (Amato group).

Link to strategy: OSEPI aims to decrease the use of detention within the EU and Italy, achieve a protection-oriented reform of asylum policy, establish solidarity and redistribution mechanisms, change the format and framing of the EU's migration policy, especially with reference to relations with countries of origin and transit.

2014-17 strategy reference: migration advocacy builds on the approach to irregular migration under 'own concepts and initiatives', 4, II, p.7, Guarantee fundamental rights, rule of law and equality within the EU.

Partners: IMI, OSIFE, OSJI

Strategic or geographic changes from prior years: activities will intensify given the migration crisis and a greater focus of EU institutions and capitals on the topic.

EQUALITY & ANTI-DISCRIMINATION

- **CONCEPT : Advance Equality, Non-Discrimination and Social Inclusion of Marginalized Groups**

Planned activities: direct EU policy advocacy by OSEPI, support to local advocates in their engagement with EU institutions, awareness raising events (parliament hearings, MEP visits to relevant member states), travel to capitals for advocacy, monitoring of the situation on the ground through local advocates and the OSF network.

Link to strategy: more rigorous enforcement of EU racial anti-discrimination law, including through reference to access to housing and education for Roma in specific member states (Italy, Czech Republic, Slovakia, Hungary, Greece). EU institutional and member state support for inclusive, safe, and detailed collection of equality data (follow-up if necessary). Monitoring the enforcement of EU policies against racism and xenophobia, including sustained engagement against ethnic profiling.

2014-17 strategy reference: This concept combines work under Fealty to fields and places, 3, IV, p.5-6, Protect fundamental rights, achieve inclusion and equality in the EU; and own concepts and initiatives, 4, II, p.7, Guarantee fundamental rights, rule of law and equality within the EU.

Partners: RIO, OSIFE, HRI, OSJI

Strategic or geographic changes from prior years: greater focus on criminal sanctions against racism and xenophobia. Equality data initiative will require less OSEPI attention.

- **CONCEPT : New routes to policy change**

Planned activities: commissioning research (where not otherwise available) and convening public and private meetings with EU-level policy-makers to offer new policy approaches to address xenophobia at EU level. Topics will include hate speech within the European Parliament, the threat posed by xenophobic populists to the open society at EU level and specifically discrimination against Roma.

Link to strategy: these activities support the strategic objective of influencing policy debates on the systemic threats to open society in Europe; ensuring that the push-back against human rights and open society values more broadly does not go unchallenged and helping policy-makers to articulate the importance of preserving the institutions and laws which protect those values.

2014-17 strategy reference: This concept explicitly builds on the own concept and initiative, 4, IV, p.8, Counter xenophobia in the European elections and the 2014-19 term of the EU institutions.

Partners: OSIFE will be our principal partner for this sub-theme, but RIO will also be an important partner on relevant activities.

Change from previous years: this body of work goes beyond the initial set of activities in 2014 that focused on hate speech and xenophobia in the run up to the European elections.

Equality & Anti-Discrimination Anti-Xenophobia (sub-theme)

- CONCEPT : Anti-Gypsyism

Planned activities: direct EU policy advocacy, meeting support for local/national advocates with the EU institutions, MEP visits to Roma in relevant member states, travel to EU capitals with stakeholders, monitor the situation on the ground through local advocates and the OSF network, convening of NGO partners and advocacy coalitions, mediation between EU institutions and Roma advocates.

Link with our strategy: Effective national strategies for Roma inclusions and OSEPI's objective to keep Roma rights on the agenda of the EU's institutions.

2014-17 strategy reference: This new concept responds to the new attention to anti-gypsyism in EU policy. It builds on work under Fealty to fields and places, 3, IV, p.5, Protect fundamental rights, achieve inclusion and equality in the EU.

Partners: RIO, OSJI, HRI

Strategic or geographic changes from prior years: New initiatives or crises require a shift in focus (such as the European Roma Institute and countries where anti-Roma prejudice escalates to violence – e.g. currently in Bulgaria).

Annex III: Staff deployment

Management team (MT) – Administrative team (AT) – External EU policy team (EPT)
Internal EU policy team (IPT) – Research team (RT)

Heather **Grabbe**

Director (on sabbatical 1 September 2015 – 31 August 2016) MT

Neil **Campbell**

Deputy Director (Acting Director 2015-16) MT

Emma **Basker**

Head of Research RT

Annalisa **Buscaini**

Programme Assistant (as of 1 October 2015) RT

Srdjan **Cvijic**

Senior Policy Analyst (as of 3 September 2015)
Human rights in EU external action, drones, Western Balkans, MENASWA EPT

Bram **Dijkstra**

Advocacy Assistant EPT

Cynthia **Ekinda**

Administrative Assistant AT

Costanza **Hermanin**

Senior Policy Analyst - equality and migration IPT

Natacha **Kazatchkine**

Senior Policy Analyst - fundamental rights, justice and home affairs IPT

Iskra **Kirova**

Policy Analyst - Eastern Europe (non-EU) and Russia EPT

Marta **Martinelli** (Acting Deputy Director 2015-16)

Senior Policy Analyst - gender, democratisation, security governance, Africa EPT, MT

Ellen **Mulder**

Outreach and Events Coordinator AT

Violeta **Naydenova**

Policy Analyst – social inclusion and Roma IPT

Pearly **Raynal**

Administration and Finance Manager AT, MT

Alexandra **Wellard**

Executive Assistant to the Management Team AT

*OSEPI also hosts **two research assistants** on rotating six-month internships. During Heather's absence, we will employ **two temporary policy staff** - Bram Dijkstra, listed above, and an additional policy officer under recruitment.*

Other OSF staff located at OSEPI: Kersty **McCourt** (Open Society Justice Initiative), Senior Advocacy Advisor - pre-trial justice, criminal justice reform; Eric **Witte** (OSJI), Senior Project Manager – international criminal justice; and Debora **Guidetti** (OSIFE), Program Manager - discrimination and xenophobia in Western Europe

Annex IV: Criteria for priority-setting, with five examples

	EU leverage & relevance³	OSF assets⁴	OSEPI advocacy assets⁵	OSF priority⁶	Opportunities⁷	Advocacy by others⁸	Mode of OSEPI involvement⁹
Drones	Medium – mainly MS	Strong Shared Framework	Medium	Strong	Medium: Dutch presidency 2016	Weak	Proactive
MENA	Medium to strong	Weak	Weak	Medium to strong	Medium: Strong on Isr/Pal, less on others; ENP review	Medium to strong: EMHRN & others	On demand
SW Asia	Weak to medium	Weak to medium: foundations	Weak	Medium	Weak to medium	Weak to medium: ENNA on Afghanistan; less on Iran & Pakistan	On demand
Central Asia	Weak	Weak to medium: foundations but little advocacy input	Medium	Weak	Medium: Uzbek: cotton Turkmen: PCA Kazakh: PCA	Strong: IPHR, EUCAM, ASI	Watching brief
Burma	Medium	Strong	Medium	Strong	Medium	Weak	Proactive
Colour codes	<i>Weak</i>	<i>Weak to medium</i>	<i>Medium</i>	<i>Medium to strong</i>	<i>Strong</i>	<i>Strong</i>	<i>Colour codes</i>

³ **EU leverage and relevance:** How much leverage and influence does the EU have on the issue? How high a political priority is it in the EU?

⁴ **OSF assets:** What can OSF bring to the table? E.g. staff and grantees with expertise, research studies, policy recommendations.

⁵ **OSEPI advocacy assets:** What contacts, knowledge, policy understanding do we have that would make an impact?

⁶ **OSF priority:** How high is this issue a priority for OSF entities, shared frameworks or GS?

⁷ **Opportunities:** What processes and decisions can we influence? What political opportunities are open?

⁸ **Advocacy by others:** Is effective advocacy being done by grantees, NGOs, think-tanks and other allies?

⁹ **Mode of OSEPI involvement:** *Proactive* = full engagement on the issue. *Own initiative* = full engagement driven by OSEPI. *On demand* = responding to specific requests from OSF entities. *Watching brief* = minimal attention but information sharing with network and readiness to scale up if an opportunity arises.