

**Opening the Doors of Policy-Making: Central Asia and South Caucasus  
(UDF- GLO-09-281)**

***Call for Applications: Policy Skills Development Fellowship Program  
in Azerbaijan***

*An opportunity open to the activists of civil society in Azerbaijan  
who would like to strengthen skills  
in policy research, analysis, writing, and advocacy*

Prague, 14 December 2011

**PASOS – Policy Association for an Open Society** (for details see <http://pasos.org>) is managing the project **Opening the Doors of Policy-Making: Central Asia and South Caucasus**. The project is made possible with the financial support of the **United Nations Democracy Fund (UNDEF)**.

PASOS is at the moment announcing an additional tender the aim of which is to select one citizen activist – a **Project Fellow** - from **Azerbaijan**, who will be provided an opportunity to develop skill in policy recommending, policy papers writing and/or policy advocacy planning. This is to be achieved by enabling the selected Project Fellow to work on his/her own policy project under the mentorship of PASOS experts for **three months**, including **three weeks'** stay in a well-established European think-tank.

In order to be awarded the fellowship, the candidate is required to propose a concrete policy issue of demonstrable importance to Azerbaijan, which will be addressed in an analytical paper or in a plan of policy advocacy campaign. It is also requested to provide information making it possible to match candidate's interests with the capacities of one or more European think-tanks, preferably members of PASOS, who may host the Project Fellow for three weeks as an inter **during January – April 2012**.

Please read carefully the attached tender details. The deadline for submit the applications is **midnight, Azerbaijan time, on Monday 9, January 2012**.

We are looking forward to your application and wish you every success.

Best regards,



**Jeff Lovitt**  
**PASOS Executive Director**



**Petr Jan Pajas**  
**PASOS Project Manager**

## Opening the Doors of Policy-Making: Central Asia and South Caucasus (UDF- GLO-09-281)

### *Call for Applications: Policy Skills Development Fellowship Programme for Azerbaijan*

*An opportunity open to any active citizen of Azerbaijan  
to strengthen the skills  
in policy research, analysis, writing, and advocacy*

#### 1. Objectives of the Programme

The PASOS **Policy Skills Development Fellowship Programme** will assist the engagement of civil society participation in policy making and policy implementation as a part of the promotion of democratic practices in the countries of the Southern Caucasus and Central Asia. **This additional tender is targeted specifically on Azerbaijan.** The tender aims on selecting one Project Fellow from Azerbaijan whom it will be enabled to develop skills for professional work in civil society organisations. The Project Fellow will be given an opportunity to initiate, or further develop, his/her own project and to draw on the experience and expertise of PASOS experts – Project Mentors, providing long term distance coaching, and within a 21 days long internship stay at a well-based European think-tank. This should enable to improve the way in which specific policy issues chosen by the selected Project Fellow are tackled in Azerbaijan. Mainly, the Project Fellow should get better understanding how to:

- Conduct in-depth policy analysis and write a policy paper, including well-targeted policy recommendations, or
- Prepare an advocacy campaign on chosen policy issue.

The selected Project Fellow will be supported through distance learning provided by experienced experts contracted by PASOS as Project Fellows' Mentors will coach the selected Project Fellow in developing his/her work during the fellowship period of time starting in January 2012 and lasting until end of April 2012. Within this period of time the Project Fellow will also be placed an intern for 21 days to one of the well-established independent think-tanks operating in the Europe. The hosting organization will be selected taking into account its record of experience in policy research and analysis, as well as in proposing and/or advocating for policy solutions related to furthering democratic transformation and improving policy-making processes in the EU, its member-states, and in other countries.

Besides distant guidance by experienced mentors in preparing and finalizing the proposed policy work, the programme will continue by a **Regional Networking Conference** to be organised in the Central Asia region during May – June 2012. The event will provide the Project Fellows from the eight countries of Central Asia and Southern Caucasus to be exchange their acquired experience, and to become partner in networking with other Project participants, as well as PASOS researchers and target countries policy-makers.

The Project Fellow is expected to learn more about, and apply, methods of policy research and analysis, e.g. public opinion surveys and research using data-mining, evidence-based policy analysis, appropriate choice of policy advocacy tools and other approaches applied in the hosting think-tank. The work of the Project Fellow should focus on specific issues of importance to Azerbaijan. This may include issues like e.g.:

- Gender equality

- Access to education opportunities
- Development of parliamentary democracy
- Improvement of processes in free and fair elections
- Building democratic awareness among the general public
- Increasing media freedom
- Protecting the environment, and natural and cultural wealth of the country
- Better use of energy, water and human resources of the country and the region
- Migration and demographic stability
- Strengthening of human rights protection efforts
- Any other policy issue of importance currently in Azerbaijan.

The results of the Project Fellow's work will be submitted to the PASOS quality standards control procedures, as applied in the hosting think-tanks and/or mentor's institutions. The **PASOS Selecting and Awarding Committee** will select from the fellows' work one project as the policy project of highest quality and expected impact. The winning project author will be announced, and **an award of USD 1,000** will be presented to the winner **at the Regional Networking Conference** held in Central Asia during May - June 2012.

## 2. Eligibility criteria

Applications are invited from individuals meeting the following criteria:

- To have professional interest or professional ambitions to become a researcher/policy analyst/professional staff member of a civil society organisation advocating for policy issues or monitoring policy-making in a specific policy field
- To be a citizen of Azerbaijan.

A condition for obtaining the fellowship award is a clearly stated interest to work for the benefit of the people of Azerbaijan as an independent expert.

## 3. Mentoring

Project Fellow will work for three month under the guidance of the **Project Mentor, Mr. Piotr Kaźmierkiewicz**, an expert of the **Institute of Public Affairs** located in Warsaw, Poland, who will be supported by **Dr. Linda Austere**, expert of the **Centre for Political Studies PROVIDUS** in Latvia. The mentors contracted by PASOS will assist the selected Project Fellow in defining the scope of the research, choosing research and analytical methods, and in structuring the work so as to gain as much as possible from the potential available at the hosting organization within the three-week period of internship.

The **distant mentoring** ultimate goal is to prepare the chosen output of the Project Fellow's work finalized during the fellowship period for publication in accordance with the PASOS quality standards control procedures before submitting the completed policy project for evaluation by the PASOS Selecting and Awarding Committee.

## 4. Fellowship budget

**PASOS will cover** for the selected Project Fellow the following: (i) international and local **travel** to the host think-tank; **visa fees** where necessary up to the amount of **USD 600**; (ii) **subsistence and accommodation** support of up to **USD 120 per day for the three weeks** (21 calendar days) spent at the host organisation.

Each **host organisation will receive US\$ 1,500** to cover the tutoring and overhead costs of hosting the fellow. This is inclusive of all taxes.

## 5. Submission of Proposals

Applications must include ALL of the following materials written in the language preferred for the fellowship – English or Russian:

- i) **Letter of interest** in competition for a fellowship award (not more than 1 page).
- ii) **Research proposal**, describing the topic of the chosen policy research or policy problem to be solved or policy advocacy campaign to be prepared, and **description of the proposed project on the chosen topic** (maximum four standard A4 pages (1,200 characters per page)) describing:
  - The topic choice justification
  - Proposed methodology to be used in case of research work, or description of previous data or research on which the analytic paper will be based, or available human and organisational resources in case of preparing an advocacy campaign
  - Description of the policymaking structures at the national or local level that will need to be influenced to bring about policy change in the chosen policy field (including identification of those policy stakeholders who might be receptive to implementing policy changes), and a description of the main target groups expected to be influenced by the project (research or analysis target groups, addressees of the advocacy campaign etc.
  - Description of expected outcomes of the work, as well as the expected impact on policy decisions of the project's policy recommendations, and a description of how the impact will be measured.
- iii) **Any other information** that may help to gauge the local or national context for which the research/paper/advocacy is to be produced.
- iv) **A structured Curriculum Vitae** including:
  - Identification data – gender indicator (Mr./Ms./Miss), given name(s), family name, year of birth, posting address, mobile or phone number, e-mail address
  - Professional data - highest education level and/or any academic titles received, main former and current professional positions held, main fields of interest and knowledge
  - Other personal data – main hobbies, special health and diet-related needs, etc.
  - Bank identification data – name and address of the bank, its bank identification or SWIFT code, name of the account to which the scholarship should be transferred, and the bank account number (preferably the international bank account number IBAN), as well as data about the correspondence bank where appropriate<sup>1</sup>.

## 6. Deadline for applications

**Those interested in the fellowship are invited to submit their application.** All documents as described in Part 5 above should reach PASOS Secretariat office electronically before **midnight, Azerbaijan Time, on Monday, 9 January 2012**. It is requested to use for this purpose the specific e-mail address [opendoors@pasos.org](mailto:opendoors@pasos.org).

## 7. Additional information that might be provided to PASOS

Besides the requirements related to the proposed task as described in Part 6 above, **PASOS would**

<sup>1</sup> On special request and in case of specific reasons it will be made possible to use services of the Western Union company for the transfer of the fellowship award money.

**appreciate to obtain** from each applicant his/her:

- Assessment of the needs of the region/country/community in further skills development for enhancing citizens' participation in policy making;
- Any recommendations of names and positions of personalities in the public administration who might be interested in co-operation on policymaking with the applicant or other civil society organisations within Azerbaijan or internationally, and who might accept an invitation to the “**Think Tanks – Public Administration Co-operation Workshop**” to be held in Central Asia in May – June 2012, followed by the Regional Networking Conference of policymakers;
- Description of the governing institutional structures of Azerbaijan and its international position, or a recommendation of persons who may be able and competent to provide it.

**Provision of these recommendations is not mandatory for the applicant and shall not influence the selection process.**

## 8. Selection Procedure

Selection of the Project Fellow will be based on the submission of a sound proposal reflecting the criteria set out in the call for proposals, received within the given deadline for application.

A **Fellowship Selection and Awards Committee** composed of five voting members and non-voting PASOS Secretary/Project Manager will select the Project Fellow, as well as a single completed fellowship project out of eight expected to be submitted, which will be awarded the special prize of USD 1,000.

Voting members will represent the following think-tanks: FRIDE (Spain), IPA (Poland), LGID (Hungary), PRAXIS (Estonia), and PROVIDUS (Latvia).

Basic criteria for selection will include the innovative features of the proposed fellowship project, its timeliness, and potential to influence relevant policymakers as reflected in the applications submitted.

Selection will be completed by a **matching procedure**, in which a selected Project Fellow will be assigned to the think-tank that is best suited in terms of its fields of research, interest in the fellow's topic, and as regards available capacities and human potential.

The contracting procedure for both fellows and host think-tanks will then follow upon mutual agreement of all parties involved and with respect to the project conditions outlined above.

PASOS will primarily inform the applicants on the results of the selection on individual basis. After the confirmation of contracts with fellows and hosting think-tanks, but not later than on **31 January, 2011**, the applicants will be informed electronically about selection and matching results.

## 9. About the project partners

PASOS - [www.pasos.org](http://www.pasos.org)

**PASOS (Policy Association for an Open Society - PASOS)** is a network of 50 independent policy centres operating in the EU, Southeast and East Europe, South Caucasus and Central Asia. The association promotes and protects open society values, including democracy, the rule of law, good governance, respect for and protection of human rights, and economic and social development by

supporting policy centers. In order to fulfil its mission, PASOS carries out projects and activities such as facilitating cross-border projects, organising networking events, and providing skills development training opportunities in order to strengthen the capacity of its members (independent think-tanks) and other independent think-tanks and advocacy CSOs in the PASOS region. PASOS Secretariat seat is in **Prague, Czech Republic**.

**Centre for Public Policy PROVIDUS, Riga, Latvia – [www.providus.lv](http://www.providus.lv)**

**PROVIDUS (Centre for Public Policy PROVIDUS)** is an influential think-tank in Latvia, whose aim is to facilitate comprehensive policy change in areas important for Latvia's development. PROVIDUS also provides expertise to other countries undergoing democratic transformation, basing its expertise on good governance, including anti-corruption, criminal justice policy, tolerance and inclusive public policy, and the European policy. Its activities include: publishing research and policy analyses, providing expertise to the government in the policy-making process, advocacy and monitoring, consultancy services and training, as well as promoting public participation in the policy process. Besides these, PROVIDUS holds an annual Public Policy Forum, and provides institutional home for the largest on-line policy resource in Latvia – **politika.lv**.

**FRIDE - Fundación para las Relaciones Internacionales y el Diálogo, Madrid, Spain - [www.fride.org](http://www.fride.org)**

**FRIDE (Foundation for International Relations and Dialogue)** is a European think-tank for global action, which provides innovative thinking and rigorous analysis of key debates in international relations. Its mission is to inform policy and practice actors of the EU how to make EU more effective in supporting multilateralism, democratic values, security and sustainable development. FRIDE benefits from political independence and the diversity of views and intellectual background of its international team. Based in Madrid, Spain, with offices also in Brussels, Belgium, FRIDE seeks to contribute to international debates by providing conclusions stemming from its own empirical research on the development and promotion of democracy, the increasing role of emerging powers, the role of international development cooperation in advancing universal values, global governance and multilateralism, the complexity of threats to peace and security, and on fragile states and energy security issues.

All of FRIDE's projects are accompanied by a specific outreach and communications strategy, in order to increase impact and ensure the optimal completion of objectives

**Institute of Public Affairs, Warsaw, Poland - [www.isp.org.pl](http://www.isp.org.pl)**

**IPA (Institute of Public Affairs)** is one of the leading Polish think tanks and an independent centre for analysis and research, established in 1995. Through its studies, expert's opinions and recommendations focusing on key issues of public life, IPA discharges its mission to serve citizens, the state and the public at large. IPA cooperates with experts and scholars from various research institutions in Poland and abroad. The results of research projects are presented at seminars and conferences, and published as books, reports and communiqués; they are disseminated among parliamentarians, members of the Government and administration, and academics, as well as journalists and NGO activists.

**LGID - Local Governance Innovation & Development, Ltd, Budapest, Hungary - [www.lgidev.com](http://www.lgidev.com)**

**LGID (Local Governance Innovation & Development, Ltd.)** is a development consulting firm with a special focus on municipal and local government development throughout Central and Southern Eastern Europe, the New Independent States and other regions worldwide. Since its establishment in 2002, LGID has been successfully providing training and technical assistance services to central, regional and local governments. It operates in the areas of public administration and public sector reform, decentralization and efficient management of public services. LGID succeeded in establishing extensive network of international and local partners worldwide by working with international consortia on projects funded by European Commission, USAID (US Agency for International Development), United Kingdom Department for International Development, and United Nations Development Program (UNDP). As a result, LGID has gained profound experience in global development issues with a particular focus on municipal/local government development and public administration reform.

**PRAXIS - Center for Policy Studies, Tallin, Estonia - [www.praxis.ee](http://www.praxis.ee)**

**PRAXIS (PRAXIS Center for Policy Studies)** was founded in 2000 as the first independent non-profit think tank in Estonia and developed into a highly respected, independent, quality oriented and knowledge-based policy-developer. Its mission is to improve and contribute to the policy-making process in Estonia by conducting independent research, providing strategic counsel to policy makers and fostering public debate. Therefore PRAXIS's aims are to manifest crucial public policy problems in the society, to offer alternative solutions for effective tackling of societal problems, to offer high quality and independent policy analysis and research, to foster public debate and civic participation in public policy process and support the principles of participatory democracy in the society, to develop the skills and understanding of policy analysis, and to support the use of independent expert knowledge and analysis in the public policy process

## **10. About the donor**

**UNDEF (United Nations Democracy Fund)**, established in July 2005 as a United Nations General Trust Fund, supports democratization around the world by funding projects that strengthen the voice of civil society, promote human rights, and encourage the participation of all groups in democratic processes. The large majority of UNDEF funds reach local civil society organization in countries within the transition and consolidation phases of democratization. In this way, UNDEF plays a novel and unique role in complementing the UN's traditional work – the work with Governments – to strengthen democratic governance around the world. UNDEF subsists entirely on voluntary contributions from Governments; in 2010, it surpassed 110 million dollars in contributions and now counts 39 countries as donors, including many middle- and low-income States in Africa, Asia and Latin America. UNDEF projects fall under one or more of six main areas: (1) Community development; (2) Rule of law and human rights; (3) Tools for democratization; (4) Women; (5) Youth; and (6) Media.