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SUPPORTING POLICY RESEARCH

**OCTOBER 19-21, 2015**  
**INTERNATIONAL  
WORKSHOP FOR  
MANAGERS OF  
RESEARCH  
ORGANIZATIONS IN THE  
WESTERN BALKANS AND  
THE EU**

**ON GOVERNING RESEARCH ORGANIZATIONS  
AND THEIR ROLE AND PERSPECTIVES IN THE  
CONTEXT OF EU INTEGRATIONS**

 **ANALITIKA**  
Center for Social Research

**UNI  
FR**  
  
UNIVERSITÉ DE FRIBOURG  
UNIVERSITÄT FREIBURG

**October 19-21, 2015**

**Sarajevo**  
**Bosnia and Herzegovina**

**starting time:**  
**9 a.m.**

**PRELIMINARY  
PROGRAM**

**Apply online**  
by July 15, 2015 at:  
[http://www.surveygizmo.com/  
s3/2191781/application-form-  
managers-workshop](http://www.surveygizmo.com/s3/2191781/application-form-managers-workshop)

# INTRODUCTION

Organizations involved in policy research and applied social science research in the Western Balkans region, such as research institutes and think tanks, are facing a number of obstacles to their work. These include unpredictable socio-political contexts, insecure sources of funding, high staff turnover and a shortage of trained staff, and increasing competition.

The purpose of this international workshop is to address the needs of managers (directors, executive directors, deputy directors and research directors) of research organizations that are facing some of the challenges mentioned.

The event will offer an insight into the state of the art of theory and practice of managing research organizations through presentations by managers from leading think tanks and research institutes from the region and EU. It will provide ample opportunity for an exchange of experiences and networking between participants.

The workshop will cover the following 6 broad pillars of management responsibilities in think tanks and research institutes:

1. Research process management and quality control processes;
2. Management of communications and advocacy;
3. Standard operating procedures;
4. Human resource management and staffing processes;
5. Governance, oversight, and management of external inputs into programmatic work; and
6. Sustainability: fundraising, financial management, and strategic planning.

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## CRITERIA FOR PARTICIPATION

The workshop is intended for representatives of established research organizations (think tanks, centers and institutes) that meet the following criteria.

- The organization is located in one of the Western Balkans countries: Albania, Bosnia and Herzegovina, Croatia, Kosovo, Macedonia, Montenegro, and Serbia.
- The organization has published applied social science research or policy-relevant research (such as policy papers and policy studies). A minimum of three such outputs have been published in the past two years.
- The organization has participated in at least 1 advocacy activity/campaign in the past two years.
- The organization has at least 4 full-time employees, including a full-time director/manager.
- The organization is registered as a separate legal entity or can demonstrate a level of managerial independence from a larger institution (i.e. university) it is a part of.

## WHO SHOULD APPLY?

The workshop targets senior managers of research centers, primarily directors, executive directors, presidents, development directors, and research directors from Western Balkans research organizations.

# PRELIMINARY PROGRAM

## DAY 1: OCTOBER 19, 2015

09:00 – 09:30

### Welcome note

09:30 – 11:00

### Session 1: Introduction: Mapping think tanks and research institutes in the Western Balkans

In the introductory session, the participants will have a chance to get to know each other and present their own institutions as well as their approaches to management of research organizations. Participants will also have a chance to express their expectations from the event and put forward issues that should be addressed during the event.

11:00 – 11:15 Coffee break

11:15 – 12:30

### Session 2: Research process management and quality control

As a research organization grows, ever more challenging becomes the task of managing research processes and ensuring the quality of research outputs. Crucial questions that will be addressed in the second session are: *How can we stimulate productivity, while retaining quality and delivering on time? How can external researchers be engaged and the quality of outputs maintained? How can we assess the scope of work and the needed resources?*

12:30 – 13:30 Lunch break

13:30 – 15:30

### Session 3: Managing communication and advocacy processes

This session focuses on building a reputable research brand, effectively communicating research findings and developing effective advocacy strategies. Within this broad framework, the session will also touch upon the use of new technologies, such as social media, for the communication and promotion of research. Moreover, as research organizations cannot be separated from their staff, strategic approaches to the branding of individual researchers will be considered.

15:30 – 15:45 Coffee break

15:45 – 17:45

### Session 4: Standard operating procedures

Standard operating procedures are crucial for quality assurance, consistency of work, knowledge management, evaluation, productivity and efficiency of research organizations. The session will focus on institutionalization of policies, procedures, and guidelines that ensure standardized performance within the research organization, from the field research, writing and editing, to event management and communication.

## PARTICIPATION COSTS

The costs of travel, food and accommodation for accepted applicants from the organizations based in the Western Balkans will be fully covered by the organizers.

In case the applicant is selected, his/her home institution will be required to pay a participation fee of 50 EUR.

## DAY 2: OCTOBER 20, 2015

09:00 – 09:30

### **Introductory note**

09:30 – 11:00

### **Session 5: Human resource management and staffing processes**

A key precondition for the sustainability of research institutes and think tanks is the quality of their staff. Given the difficulties of attracting and retaining talent, issues of recruitment, evaluation and staff development are at the top of managers' agendas. This session will address policies and practices that research organizations develop to stimulate creative and productive working environments, create cohesive organizational cultures that motivate people, encourage a sense of responsibility and personal growth, and strengthen the link between personal and organizational goals.

11:00 – 11:15 Coffee break

11:15 – 13:00

### **Session 6: Internal governance, oversight, and management of external inputs into programmatic work**

In order to ensure credibility, proper quality control, and effective decision-making, research centers and think tanks have to put great effort into establishing effective governance mechanisms. This session will therefore discuss the approaches to engaging with governing boards, and will reflect upon different models of organizational setup that may ensure effective decision-making processes and productive workflows.

13:00 – 14:00 Lunch break

14:00 – 16:00

### **Session 7: Sustainability: Fundraising, financial management and strategic planning**

This session will address issues of sustainability and funding of research organizations. In particular, it will consider various approaches to the diversification of funding and to strategic planning for research organizations. Participants will discuss, among other topics, the planning of resources, the development of commercial services and strategic approaches to investing, creating endowments and saving.

## SELECTION PROCESS

The selection will be done by a joint committee formed by the Regional Research Promotion Programme (RRPP) in the Western Balkans, the Think Tank Fund of the Open Society Foundations, and Analitika – Center for Social Research.

The number of places is limited to 30.

## KEY-NOTE SPEAKERS AND PRESENTERS

Keynote speakers and presenters will be senior managers from some of the leading think tanks and research institutes based in the European Union and the Western Balkans. The final list of speakers will be available at the end of August 2015.

## DAY 3: OCTOBER 21, 2015

09:00 – 09:30

### **Introductory note**

09:30 – 11:30

### **Session 8: Shifting policy landscapes: The role and perspectives of research organizations in the context of EU integration of the Western Balkans countries**

The last day of the workshop will focus on contextual factors in the Western Balkans and EU and how they influence the ways in which research organizations position themselves and approach policy processes and stakeholders. The session will feature a presentation of the findings of the forthcoming publication of the “nationalization” of the EU enlargement in the Western Balkans, carried out by a team of international researchers of the European Policy Center, Brussels (TBC), followed by a debate. In addition, the session will address crucial socio-political development on the Western Balkans landscape and how they impact the work of research organizations, especially in relation to authoritarian tendencies, growing civic unrest, and financial and legal insecurity.

11:30 – 11:45 Coffee break

11:45 – 13:00

### **Session 9: A closing session**

This last session will offer a brief summary of key points and highlights from all sessions held during the three days of the workshop.

13:00 – 14:00 Farewell lunch

## FORMAT OF THE EVENT

Each session will include an introductory presentation by a manager from one EU-based research center, and a manager from one Western Balkans research center, followed by discussions.

## ABOUT THE WORKSHOP

This workshop is jointly funded by the Regional Research Promotion Program (RRPP) in the Western Balkans and the Think Tank Fund of the Open Society Foundations.

**Regional Research Promotion Programme** ([www.rrpp-westernbalkans.net](http://www.rrpp-westernbalkans.net)) is aimed at fostering and promoting social science research in the Western Balkans (Albania, Bosnia and Herzegovina, Kosovo, Macedonia, Montenegro and Serbia). RRPP is coordinated and operated by the [Interfaculty Institute for Central and Eastern Europe \(IICEE\) at the University of Fribourg](#) (Switzerland). The programme is fully funded by the [Swiss Agency for Development and Cooperation \(SDC\) of the Federal Department of Foreign Affairs](#).

**The Think Tank Fund** of the Open Society Foundations works to ensure decision makers and relevant stakeholders in the countries of operation use high quality, evidence-informed research to develop and implement policies that lead to and sustain more open and prosperous societies. Active in more than 20 countries across Europe and the South Caucasus, the Think Tank Fund devises country-by-country funding strategies based on needs assessments, cooperation with local Open Society foundations, and careful selection of grantees. More information about the Think Tank Fund is available at: <http://www.opensocietyfoundations.org/about/programs/think-tank-fund>

The workshop is organized by **Analitika – Center for Social Research (Bosnia and Herzegovina)**. More information on Analitika is available at: <http://www.analitika.ba/>

## CONTACT

In case you have any questions regarding the workshop please contact us at: [info@analitika.ba](mailto:info@analitika.ba)

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