

# 20 YEARS: OUR REPORT

**20 YEARS OF CASE    NOVEMBER 2012**

## **CASE AT 20: MOVING FORWARD**

OVER THE TWENTY YEARS OF ITS OPERATIONS, CASE — THE CENTER FOR SOCIAL AND ECONOMIC RESEARCH BASED IN WARSAW, POLAND — HAS EVOLVED FROM A NATIONAL AND REGIONAL TO A TRULY GLOBAL THINK TANK.

THIS BROCHURE HIGHLIGHTS CASE'S MOST SIGNIFICANT ACHIEVEMENTS AND THE EVOLUTION OF THE FOUNDATION THROUGH THE THREE "STAGES" OF ITS LIFE TO THIS DAY, FROM ITS INCEPTION TO THE CURRENT GLOBAL SPAN. CASE IS NOW A WELL-ESTABLISHED INTERNATIONAL THINK-TANK, WITH A NETWORK OF HIGHLY RESPECTED FELLOWS AND EXPERTS, AND A STRONG NETWORK OF AFFILIATE ORGANIZATIONS. CASE PRIDES ITSELF IN BEING ABLE TO PROVIDE QUALITY POLICY ADVICE TO GOVERNMENTS AND REGIONAL AND MULTINATIONAL ORGANIZATIONS, AS WELL AS TO CIVIL SOCIETY IN THE COUNTRIES WHERE WE OPERATE.

CASE HAS ENTERED ITS SECOND 20 YEARS OF OPERATION WITH VIGOR AND PASSION FOR ITS MISSION. WE HOPE THAT THE READERS OF THIS SHORT BROCHURE WILL APPRECIATE THE SIGNIFICANCE OF CASE'S ACHIEVEMENTS, AND WILL HELP US BUILD ITS FUTURE, WITH THEIR SUPPORT AND COLLABORATION.



**EWA BALCEROWICZ**  
CHAIRWOMAN OF THE SUPERVISORY COUNCIL



**LUCA BARBONE**  
PRESIDENT OF THE MANAGEMENT BOARD

## **CASE ACCORDING TO THE 2011 GLOBAL GO TO THINK TANK RANKING**

ACCORDING TO THE AUTHORITATIVE MC GANN REPORT "THINK TANK RANKINGS IN THE WORLD" CONDUCTED IN 2011, CASE IS NOW AMONG THE 30 MOST INFLUENTIAL THINK-TANKS IN THE WORLD. ITS POSITION IN CENTRAL AND EASTERN EUROPE IS VERY STRONG, WITH A PLACEMENT OF 3RD OVERALL. CASE ALSO APPEARS IN THE TOP LIST IN THE EUROPEAN UNION. THIS IS THE RECOGNITION OF THE POSITIVE EVOLUTION OF THE FOUNDATION THROUGHOUT THE TWO DECADES OF ITS OPERATION.

## TWENTY YEARS OF CASE: THE THREE “STAGES”

**CASE** WAS ESTABLISHED BY A GROUP OF POLICYMAKERS AND EXPERTS INVOLVED IN THE FIRST PHASE OF POLAND’S ECONOMIC TRANSFORMATION OF 1989-1991, AND BEGAN ITS ACTIVITIES IN 1992. IN THIS SHORT PUBLICATION, WE PRESENT HIGHLIGHTS OF ITS TWENTY-YEAR HISTORY, GROUPED INTO THE THREE DIFFERENT “STAGES” THAT HAVE LED TO TODAY’S CASE.

**IN THE BEGINNING**, ROUGHLY UNTIL THE MID-1990S, WITH POLAND’S EXPERIENCE CONSIDERED A SUCCESSFUL EXAMPLE OF RADICAL APPROACH TO MARKET REFORMS, CASE AND ITS EXPERTS CONCENTRATED ON POLICY ADVICE AND ANALYTICAL RESEARCH, BOTH IN POLAND AND IN FSU COUNTRIES.

**STARTING FROM THE LATE 1990S**, CASE CONTINUED TO OFFER POLICYMAKERS ANALYSIS AND ADVICE BASED ON INTERNATIONAL EXPERIENCE/BEST PRACTICE IN VARIOUS POLICY AREAS WHILE BUILDING ITS INTERNATIONAL EXPERTISE AND CAPACITY THROUGH THE CASE NETWORK OF ASSOCIATE ORGANIZATIONS, WHICH CONTINUES STRONGLY TO THIS DAY.

**NOW, THROUGH THE 2000S AND TO THIS DAY**, AFTER THE MARKET TRANSITION OF THE FORMER COMMUNIST ECONOMIES WAS LARGELY ACCOMPLISHED, CASE EXTENDED ITS MISSION AND EVOLVED INTO A GLOBAL POLICY RESEARCH AND POLICY ADVICE INSTITUTE, WORKING ACROSS SEVERAL GEOGRAPHIC AREAS (THE EUROPEAN UNION, THE COUNTRIES OF THE EASTERN PARTNERSHIP, THE RUSSIAN FEDERATION AND CENTRAL ASIA, THE WESTERN BALKANS, MIDDLE EAST AND AFRICA, ASIA), WITH PROJECT FUNDING PROVIDED BY SEVERAL PRESTIGIOUS INSTITUTIONS (EUROPEAN COMMISSION, THE WORLD BANK, UN AGENCIES, GOVERNMENTS, AND PRIVATE SECTOR). ALL ALONG, CASE HAS MAINTAINED A STRONG POLISH PRESENCE, CONTRIBUTING TO PUBLIC DISCUSSION ON ECONOMIC AND SOCIAL ISSUES. CASE’S PUBLICATIONS, CONFERENCES AND SEMINARS HAVE BEEN AND REMAIN EXAMPLES OF CREATION AND SHARING OF UP-TO-DATE KNOWLEDGE FOR RESEARCHERS AND POLICYMAKERS.

LAST BUT NOT LEAST, OVER THE YEARS CASE HAS CONTRIBUTED TO CAPACITY BUILDING THROUGH ITS OWN STAFF, MANY OF WHOM HAVE GONE FROM BEING YOUNG RESEARCHERS TO MATURE AND INFLUENTIAL POLICYMAKERS BOTH IN POLAND AND IN THE REST OF EUROPE.

### CASE’S MISSION

OUR MISSION IS TO PROVIDE  
OBJECTIVE ECONOMIC ANALYSIS  
AND TO FOSTER THE QUALITY  
OF POLICY-MAKING  
TO IMPROVE THE LIVES  
OF EUROPEANS AND THEIR NEIGHBOURS.

## THE EARLY YEARS – SUPPORT TO “TRANSFORMATION” IN POLAND AND IN THE FSU

### THE BEGINNINGS

**CASE** WAS REGISTERED AS A FOUNDATION BY THE POLISH COURT IN **1992**. THE FOUNDERS AIMED TO CREATE AN INDEPENDENT AND MODERN RESEARCH INSTITUTION STIRRING AND PROVOKING DEBATE ON IMPORTANT SOCIAL AND ECONOMIC ISSUES. ONE OF THE FIRST SUCH INITIATIVES IN POLAND, THE OBJECTIVE OF **CASE** WAS TO SUPPORT ECONOMIC AND POLITICAL TRANSFORMATION IN POLAND AND OTHER POST-COMMUNIST COUNTRIES, THROUGH RESEARCH, PUBLICATIONS, EDUCATIONAL ACTIVITIES AS WELL AS DIRECT ASSISTANCE IN THE FSU COUNTRIES. OUR GEOGRAPHIC AGENDA, HOWEVER, WAS NOT LIMITED TO POLAND AND FSU BUT ALSO COVERED CEE, ESPECIALLY VISEGRAD COUNTRIES.

FROM THE VERY BEGINNING THE INITIATIVES UNDERTAKEN BY **CASE** STIRRED DEEP DEBATE IN THE ENTIRE REGION. THE RESEARCH RESULTS OF ONE OF THE LARGEST PROJECTS FINANCED BY USAID AND ENTITLED “SECOND STAGE OF ECONOMIC AND POLITICAL TRANSITION IN POLAND” LED BY MAREK DĄBROWSKI AND LESZEK BALCEROWICZ WERE PRESENTED AT THE FIRST INTERNATIONAL CONFERENCE ORGANIZED BY **CASE** IN 1997. SINCE 1993 THE GROUP OF EXPERTS LED BY BARBARA BŁASZCZYK WORKED ON THE TOPIC OF PRIVATIZATION AND COMPANY RESTRUCTURING IN POLAND AND OTHER POST-COMMUNIST COUNTRIES, WHICH RESULTED IN VARIOUS PUBLICATIONS. MOST OF THE PROJECTS WERE BASED ON EMPIRICAL AND COMPARATIVE STUDIES IN THE REGION.

THE SCOPE OF **CASE** ACTIVITIES FROM THE START WAS VERY AMBITIOUS, TAKING INTO ACCOUNT THAT THE BEGINNINGS OF THE ORGANIZATION WERE VERY MODEST. **CASE** STARTED ITS OPERATIONS WITH ITS HUMAN CAPITAL AS THE ONLY TANGIBLE ASSET. FOR THE FIRST COUPLE OF MONTHS IT DID NOT EVEN HAVE AN OFFICE: IT TOOK A WHILE TO RENT A SMALL ROOM IN THE CENTRE OF WARSAW. NO PERMANENT STAFF WAS EMPLOYED DURING THE FIRST THREE YEARS OF ACTIVITY.

**CASE** WAS JUMP-STARTED BY CRUCIAL INSTITUTIONAL GRANTS RECEIVED FROM STEFAN BATORY FOUNDATION AND THE FORD FOUNDATION, WHICH ALLOWED IT TO INCREASE ITS IN-HOUSE CAPACITY.

#### THE FOUNDING MEMBERS:

**TADEUSZ BACZKO**  
**EWA BALCEROWICZ**  
**BARBARA BŁASZCZYK**  
**WŁADYSŁAW BRZESKI**  
**KRZYSZTOF CHMIELEWSKI**  
**ANDRZEJ CYLWIK**  
**MAREK DĄBROWSKI**  
**ANNA FORNALCZYK**  
**STANISŁAWA GOLINOWSKA**  
**JACEK ROSTOWSKI**

### THE EARLY YEARS IN THE EYES OF LESZEK BALCEROWICZ

#### *How would you describe CASE in the early nineties?*

**CASE** was a pioneering private research institute in the post-socialist world dedicated to the study of the transition problems. The very creation and development of **CASE** was a contribution to transition itself.

#### *What would you single out as the most important contribution of CASE in its early years?*

The impact upon policies through advice and consulting by **CASE** experts during crucial early years of transition.

#### *What are the lessons learned during your time at CASE?*

I was active in **CASE** projects when I was outside the public sector. I remember **CASE** as a very efficient organization with a very clear sense of a mission. Despite its young history at the time, **CASE** already enjoyed a good reputation in the countries of operation.



**Leszek Balcerowicz**  
 Professor, Warsaw School of Economics  
 Deputy Prime Minister and Minister of Finance of Poland 1989-1992, 1997-2000, President of the National Bank of Poland 2001-2007

## THE EARLY YEARS – SUPPORT TO “TRANSFORMATION” IN POLAND AND IN THE FSU

### EARLY POLICY ADVICE: SUPPORT TO ECONOMIC REFORM IN THE FSU COUNTRIES

BETWEEN 1991 AND 1995 A GROUP OF EXPERTS LED BY MAREK DĄBROWSKI COOPERATED IN THE PREPARATION OF A REFORM PROGRAM FOR THE FIRST REFORMIST GOVERNMENTS OF **RUSSIA, UKRAINE, BELARUS, KAZAKHSTAN AND KYRGYZSTAN**. THEIR WORK SPANNED SEVERAL KEY AREAS OF REFORM: FROM MACROECONOMIC POLICY (INCLUDING MONETARY AND FISCAL POLICY), DEALING WITH DISSOLUTION OF THE RUBLE ZONE, FINANCIAL AND BANKING SECTOR REFORMS, PRICE LIBERALIZATION, BUDGET CONSTRAINTS AND PRIVATIZATION, DEMONOPOLIZATION, SOCIAL POLICY, LIBERALIZATION OF FOREIGN TRADE, INSTITUTIONAL REFORM AND TRADE RELATIONS WITH OTHER COUNTRIES.

THESE PROJECTS WERE SPONSORED BY THE OPEN SOCIETY FOUNDATION AND STEFAN BATORY FOUNDATION AND THEY WERE CONDUCTED IN COOPERATION WITH MANY LOCAL INSTITUTIONS. PUBLICATIONS, MEMORANDA AND CONFERENCES THAT RESULTED FROM SEVERAL MISSIONS CONTAINED IMPORTANT POLICY RECOMMENDATIONS FOR EACH OF THE COUNTRIES.

### ERIK BERGLÖF ON HIS COOPERATION WITH CASE



CASE has been a pioneering institution in so many respects. It was the first modern policy-oriented think tank in Central and Eastern Europe; it broke new ground as it shared lessons from Poland with other transition economies in the region; and now it is bringing the development experience of the entire region to the transformation process in North Africa and the Middle East. Throughout its existence, CASE has remained true to its dedication to evidence-based and non-partisan policy-making, and it has generously supported newcomers signing up to this mission. CASE is now the natural hub for a vast network of likeminded researchers in its vast region of operation.

Throughout my own involvement in transition CASE has been a fixture. I first came into contact with its impressive work when, as a fresh PhD, I attended those remarkable conferences Anders Åslund organized in Stockholm in the revolutionary years of the early 1990s. As I became more deeply involved in Russia's transition I could always rely on the solid work by CASE economists, and when we started building CEFIR and began to take the New Economic School to a new level, CASE was a source of great inspiration. I was particularly impressed by how its researchers got their hands “dirty” and relentlessly penetrated the less than glorious nitty-gritty details of policy-making in the early transition economies. But what I will remember most of all was how generous and supportive CASE's leadership was when I was part of starting what could have been viewed as a competing Warsaw-based institution trying to attract back young Polish PhDs in exile. That was when the true commitment of CASE to its mission was most powerfully demonstrated to me.

**Erik Berglöf**

Chief Economist and Special Adviser to the President at the European Bank for Reconstruction and Development (EBRD)

## GROWING UP: A RESPECTED THINK-TANK CREATING AND EXTENDING THE CASE NETWORK

### CASE NETWORK

THE SECOND “STAGE” OF CASE’S HISTORY ROUGHLY SPANS THE PERIOD BETWEEN THE LATE 1990S AND THE EARLY 2000S. HAVING ACHIEVED A HIGH DEGREE OF VISIBILITY ON ACCOUNT OF ITS QUALITY POLICY ADVICE BOTH IN POLAND AND IN THE FSU, CASE BEGAN TO LAY THE FOUNDATIONS FOR THE CREATION OF ITS NETWORK OF AFFILIATE ORGANIZATION, STARTING WITH CASE KYRGYZSTAN IN 1998. WITH CASE GEORGIA, THE LATEST MEMBER OF THE NETWORK, ESTABLISHED IN 2011, THE CASE NETWORK BOASTS A SUBSTANTIAL PRESENCE IN THE CIS, AND INCLUDES THE FOLLOWING INSTITUTIONS: **CASE KYRGYZSTAN (1998), CASE UKRAINE (1999), THE IPM RESEARCH CENTER (1999), CASE MOLDOVA (2003), CASE BELARUS (2007), CASE GEORGIA (2011), CASE ADVISORS LTD (1999) (A CONSULTANCY FIRM IN POLAND), YE.T. GAIDAR INSTITUTE FOR ECONOMIC POLICY (MOSCOW)**

### JANUSZ SZYRMER ON CASE-UKRAINE

CASE Ukraine was established in 1999 as a successor to the Harvard Ukraine Reform Project carried out in 1996-2000 by CASE and the Harvard Institute for International Development. Its objectives have been to improve the knowledge of post-soviet transition and Ukraine's reforms; link Ukraine's policymaking community to a global economy; contribute to capacity building for market reforms and socio-economic development of Ukraine; provide support for institutional transformation, improvements in policy process, economic policy monitoring and education, and finally, to assist the Government of Ukraine in initiation, elaboration, and implementation of comprehensive reform programs.



**Janusz Szyrmer**

CASE Fellow and Chairman of the Supervisory Board of CASE Ukraine

### VLADIMIR MAU ON SUPPORT TO REFORMS IN THE RUSSIAN FEDERATION

The Gaidar Institute and I personally cooperated closely with CASE since the early 1990s. CASE experts were always very helpful in assisting economic transition in Russia and other countries of the region as they popularized the best policy practices and experience learned in various economies.

CASE and the Gaidar Institute conducted several joint projects related to Russia, Kyrgyzstan, Ukraine, comparing economic reform experiences in various countries. Over the last twenty years CASE has grown up and matured, becoming the internationally respected think tank with the outstanding research team and well known publications that we all admire.



**Vladimir Mau**

Rector, Russian Presidential Academy of National Economy and Public Administration  
Member of the Board, Gaidar Institute for Economic Policy  
Member of CASE Advisory Council

## GROWING UP: A RESPECTED THINK-TANK, CREATING AND EXTENDING THE CASE NETWORK

### THE CASE NETWORK MAKES A DIFFERENCE

THE **CASE NETWORK** REPRESENTS **CASE'S** CONTINUING EFFORT TO INCREASE THE RANGE AND QUALITY OF ECONOMIC INFORMATION AVAILABLE TO DECISION MAKERS AND THE PUBLIC ACROSS THE POST-COMMUNIST WORLD, AS WELL AS TO FOSTER VIBRANT THINK TANK SECTORS IN THESE SOCIETIES.

CASE AND ITS AFFILIATE ORGANIZATIONS HAVE SUCCESSFULLY COOPERATED ON VARIOUS PROJECTS. HERE, WE PRESENT TWO IMPORTANT INITIATIVES WHICH INCLUDED SEVERAL ORGANIZATIONS FROM THE CASE NETWORK:

#### EU EASTERN NEIGHBORHOOD: ECONOMIC POTENTIAL AND FUTURE DEVELOPMENT [ENEPO]

THE ENEPO PROJECT, CARRIED OUT BETWEEN 2006 AND 2009 BY 11 RESEARCH INSTITUTIONS FROM EUROPE AND FSU, FIVE OF THEM REPRESENTING THE CASE NETWORK, WAS ONE OF THE MOST IMPORTANT AND LARGEST PROJECTS LED BY CASE. ENEPO'S MAIN GOAL WAS TO EXAMINE THE POTENTIAL OF THE EUROPEAN NEIGHBORHOOD POLICY TO UPGRADE THE RELATIONS BETWEEN THE ENLARGED EU AND FSU COUNTRIES IN THE SPHERES OF TRADE, INVESTMENT, LABOR MIGRATION, INSTITUTIONAL HARMONIZATION AND TECHNICAL COOPERATION, TO SPEED UP ECONOMIC AND SOCIAL DEVELOPMENT IN FSU COUNTRIES AND THEIR GOVERNANCE REFORMS, WITH SPECIAL ATTENTION GIVEN TO MUTUAL INTERDEPENDENCE BETWEEN THESE AREAS.

THE OUTPUTS OF THIS PROJECT INCLUDED NUMEROUS PAPERS, REPORTS AND POLICY E-BRIEFS PUBLISHED BY CASE AND OTHER PARTICIPATING INSTITUTIONS, AS WELL AS SEVERAL PUBLICATIONS IN ACADEMIC JOURNALS AND THE BOOK TITLED „EU EASTERN NEIGHBOURHOOD. ECONOMIC POTENTIAL AND FUTURE DEVELOPMENT” PUBLISHED BY SPRINGER. DISSEMINATION IN SEVERAL FORA, BOTH ACADEMIC AND INSTITUTIONAL, HAS HELPED INFORM THE DEBATE ON THE FUTURE OF EU COHESION POLICIES.

#### THE IMPACT OF THE GLOBAL FINANCIAL CRISIS ON PUBLIC SERVICE DELIVERY IN ECONOMIES OF THE FORMER SOVIET UNION

THIS RESEARCH PROJECT (2010-2011) WAS ALSO UNDERTAKEN TOGETHER BY CASE AND ITS THREE AFFILIATE ORGANIZATIONS BASED IN KYRGYZSTAN, MOLDOVA AND UKRAINE. ITS MAIN GOAL WAS TO EXAMINE THE IMPACT OF THE GLOBAL FINANCIAL CRISIS ON TWO KEY SECTORS OF PUBLIC SERVICES — EDUCATION AND HEALTHCARE — FOCUSING ON SIX COUNTRIES: BELARUS, GEORGIA, KYRGYZSTAN, MOLDOVA, RUSSIA AND UKRAINE. THE PROJECT MEASURED THE IMPACT THE FINANCIAL CRISIS HAD ON THE QUALITY AND RELIABILITY OF PUBLIC SERVICES AND ANALYZED POLICY MEASURES UNDERTAKEN BY GOVERNMENTS TO MITIGATE THEM. THE POLICY CONCLUSIONS AND RECOMMENDATIONS DERIVED FROM THIS STUDY WERE INTENDED TO ENABLE NATIONAL POLICY-MAKERS AND INTERNATIONAL INSTITUTIONS SUPPORTING REFORMS OF PUBLIC FINANCE MANAGEMENT, TO IMPROVE THE TARGETING OF LIMITED PUBLIC RESOURCES BOTH BETWEEN AND WITHIN INDIVIDUAL SECTORS.

THE MAIN FINDINGS WERE DISSEMINATED DURING THE FINAL WORKSHOP IN KYIV AS WELL AS IN SEVEN POLICY PAPERS, SIX COUNTRY STUDIES (ON (BELARUS, GEORGIA, KYRGYZSTAN, MOLDOVA, RUSSIA, AND UKRAINE) AND ONE REGIONAL PAPER AND ONE POLICY BRIEF, PUBLISHED IN THE CASE SERIES.

## CASE TODAY: AN INTERNATIONAL THINK TANK WITH STRONG POLISH ROOTS

IN ITS THIRD AND CURRENT “STAGE”, **CASE** WENT GLOBAL BY CHOICE, EXTENDING THE SPAN OF INTERVENTION FROM POST-COMMUNIST TRANSITION IN 1990S AND EARLY 2000S TO EUROPEAN/GLOBAL ISSUES. THE DECISION TO BECOME A MORE GLOBAL INSTITUTION WAS THE REFLECTION OF GENERAL GLOBALIZATION AND REGIONALIZATION OF POLICYMAKING, WHICH DEMANDS AN ADEQUATE EXPERTISE ON A GLOBAL BASIS. AT THE SAME TIME, **CASE** HAS STRIVED TO MAINTAIN AND EXTEND A PRESENCE IN POLAND’ ECONOMIC AND SOCIAL DEBATES, THROUGH RESEARCH AND POLICY DISSEMINATION. **CASE’S** GLOBAL REACH INCLUDES ITS ACTIVE MEMBERSHIP IN RESEARCH NETWORKS INVOLVING SEVERAL INTERNATIONAL THINK-TANKS. **CASE** IS AN INSTITUTIONAL MEMBER OF SUCH PAN-EUROPEAN NETWORKS AS:

**ARETT** (THE ASSOCIATION OF RUSSIAN ECONOMIC THINK-THANKS)

**ENEPRI** (THE EUROPEAN NETWORK OF ECONOMIC POLICY RESEARCH INSTITUTE)

**EUROFRAME-EFN** (THE EUROFRAME – EUROPEAN FORECASTING NETWORK)

**ERAWATCH** (A EUROPEAN WEB-BASED SERVICE SUPPORTING EVIDENCE-BASED POLICY-MAKING)

**FEMISE** (FORUM EURO-MÉDITERRANÉEN DES INSTITUTS ÉCONOMIQUES)

**PASOS** (THE POLICY ASSOCIATION FOR AN OPEN SOCIETY)

GEOGRAPHICALLY, **CASE’S** ACTIVITIES ARE MOSTLY CONCENTRATED ON THE EU, EU CANDIDATES AND POTENTIAL CANDIDATE COUNTRIES, NEIGHBORING COUNTRIES OF THE FORMER SOVIET UNION, AND ON THE SOUTHERN MEDITERRANEAN REGION (WHERE, IN RESPONSE TO THE WAVE OF DEMOCRATIC PROTESTS IN THE MIDDLE EAST AND NORTH AFRICA, **CASE** HAS INCREASED ITS ENGAGEMENT), BUT WITH PRESENCE ALSO IN OTHER EMERGING MARKETS AND DEVELOPING ECONOMIES.

### ANDERS ÅSLUND ON HIS CLOSE ASSOCIATION WITH CASE AS THE CHAIRMAN OF THE ADVISORY COUNCIL

I have had the pleasure of keeping in close touch with CASE from the very beginning thanks to my old friendship with Ewa and Leszek Balcerowicz and Marek Dąbrowski. Ewa, Marek and Basia Błaszczyk have been the steady anchors of CASE, and CASE has been their sphere of professional friends. From the outset, CASE was a bulwark of applied transition economics, and how could meaningful transition economics be anything but applied. CASE staff have seized upon the problems that were at hand, whether macroeconomic stabilization or pension reform. They have studied the best practices and the local situation and offered concrete analyses and policy proposals, and often they have been the best available. CASE people have had two particular advantages. One is that they have been prepared to go to whatever country that has needed their help and stayed there for prolonged periods whenever necessary. Another comparative advantage is that the CASE people have been very skillful with languages, notably with Russian throughout the former Soviet Union. CASE has also kept up with European integration and developed the relevant inter-European connections and not least with the European Commission. In short, CASE has been one of the great champions of post-communist transitions, and by doing so it has also adjusted itself to novel, better times.



**Anders Åslund**

Senior Fellow, Peterson Institute for International Economics  
Chairman, CASE Advisory Council

## CASE TODAY: AN INTERNATIONAL THINK TANK WITH STRONG POLISH ROOTS

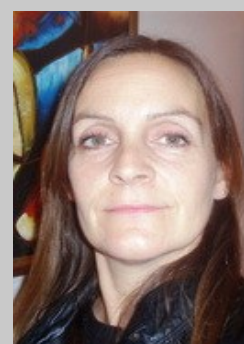
### CASE FELLOWS AND THE NETWORK OF EXPERTS

ONE OF THE MOST SIGNIFICANT STEPS UNDERTAKEN BY CASE AS IT BECAME MORE GLOBALLY-ORIENTED WAS THE INTRODUCTION IN **2009** OF THE **CASE FELLOWS** PROGRAM. CASE FELLOWS PLAY A KEY ROLE IN CONDUCTING AND ORGANIZING CASE RESEARCH ACTIVITY. CASE FELLOWS ARE DRAWN FROM THE RANKS OF SENIOR RESEARCHERS AND EXPERTS WITH OUTSTANDING AND INTERNATIONALLY RECOGNIZED ACADEMIC AND PROFESSIONAL RECORD IN ECONOMICS AND OTHER SOCIAL SCIENCES. THE GROUP OF CASE FELLOWS HAS INCREASED TO **29 MEMBERS** WITH VARIED BACKGROUNDS, RANGING FROM ACADEMIA TO PUBLIC POLICY POSITIONS. THEY HAIL FROM POLAND AND 18 OTHER COUNTRIES.

TOGETHER WITH THE CASE FELLOWS, CASE ALSO BOASTS AN EXTENSIVE, MULTI-SKILLED INTERNATIONAL NETWORK OF APPROXIMATELY 350 EXPERTS WORKING ON A NUMBER OF SUBJECT AREAS. IN ADDITION TO LARGE NUMBER OF POLISH EXPERTS, CASE DRAWS ITS EXPERTISE FROM ACROSS THE WORLD, PARTICULARLY FROM EUROPE, NORTH AMERICA, CIS, MIDDLE EAST AND NORTH AFRICA. CASE EXPERTS ARE DRAWN FROM THE ACADEMIC COMMUNITY, THE NON-PROFIT SECTOR, PRIVATE BUSINESS, FORMER STAFF OF INTERNATIONAL ORGANIZATIONS AND THE PUBLIC SECTOR, WHICH, COMBINED WITH THE WIDE-RANGING GEOGRAPHIC BASES, ENSURES A DIVERSE AND MULTI-TALENTED NETWORK OF INDIVIDUALS WHO BRING A WIDE RANGE OF EXPERTISE, EXPERIENCE AND CONTACTS TO THEIR CASE ACTIVITIES - BE THEY RESEARCH, ADVISING OR EVALUATION.

### CASE FELLOW CAMILLA JENSEN, ON HER AFFILIATION WITH CASE

I think that the work that is being done at CASE, and other organisations interested in transition, may have a more lasting impact on the developing countries than traditional development economics. Because the event of transition has made us think about problems of development from a new angle and place the problems in a new perspective where the institutions occupy the central starting point for this investigation. So for me Poland and Poland's economic transition has certainly shaped the path that my career has taken. Later on, I started studying other countries facing similar problems of economic transition such as Cuba and Turkey. It was when I worked in Turkey that CASE invited me to join them with their new innovation of offering research fellowships. The great thing for me about working with CASE is that they are able to provide me with a 'homeground' which I do often lack as a researcher travelling and working in different countries. CASE has given me a virtual network of colleagues, where the highly specialized researchers as myself would otherwise find it challenging to identify the critical mass and collaborative opportunities that rarely exist outside the larger economics departments in the world. I hope that the network of CASE continues to expand and that research at CASE will unlock its potential to help solve the many developing problems facing their Eastern, Middle Eastern and Far Eastern neighbours. I do believe CASE is uniquely situated to play such a role.



**Camilla Jensen**  
CASE Fellow

Associate Professor and Director of Economic Studies, Nottingham University, Kuala Lumpur



## HOW CASE MAKES A DIFFERENCE TODAY

### CAPACITY BUILDING

**ADVISORY SERVICES ON MACROECONOMIC MANAGEMENT AND INSTITUTIONAL REFORM AT THE MINISTRY OF ECONOMIC DEVELOPMENT (MoED) OF AZERBAIJAN**

THIS TWO-YEAR INSTITUTION-BUILDING PROJECT (A PUBLIC-PRIVATE PARTNERSHIP FINANCED BY BP, THE MAIN OPERATOR OF AZERBAIJAN'S OIL AND GAS FIELDS) AIMED TO PROVIDE HIGH-QUALITY POLICY ADVICE AND TRAINING SERVICES TO THE MoED OF AZERBAIJAN, TO HELP UPGRADE THE QUALITY OF ECONOMIC POLICY MAKING AND ENHANCE THE INSTITUTIONAL AND HUMAN RESOURCE CAPACITY OF THIS KEY GOVERNMENT AGENCY. CASE EXPERTS CONCENTRATED THEIR WORK ON THREE BROAD TOPICS: MACROECONOMIC POLICY, STRUCTURAL AND INVESTMENT POLICIES AND SOCIAL POLICY.

THE FINAL AIM WAS TO PROVIDE THE MINISTRY OF ECONOMIC DEVELOPMENT WITH BETTER ANALYTICAL AND FORECASTING/ PROJECTION TOOLS AND BETTER TECHNICAL CAPACITY TO DIAGNOSE ECONOMIC SITUATION OF AZERBAIJAN AND ELABORATE AND PROPOSE ADEQUATE POLICY RESPONSES. THE PROJECT, WHICH CLOSED IN JANUARY 2012, WAS SUCCESSFUL IN PROVIDING AZERI POLICY MAKERS WITH NEW TOOLS FOR BETTER PLANNING OF PUBLIC RESOURCES.

### INFORMING POLICY DECISIONS

**ECONOMIC POTENTIAL FOR SHALE GAS PRODUCTION IN POLAND IN 2010-2025.**

WITH POLAND BECOMING THE NEWEST COMPETITOR ON THE NATURAL GAS MARKET IN EUROPE, CASE CARRIED OUT IN 2012 A STUDY ON THE POTENTIAL OF SHALE GAS FOR THE COUNTRY. THE SHALE GAS PROJECT HAD TWO RESEARCH GOALS: TO CREATE REALISTIC AND ECONOMICALLY FEASIBLE SCENARIOS FOR DEVELOPMENT OF SHALE GAS PRODUCTION TILL 2025 AND TO EXAMINE THE EFFECTS OF EACH SCENARIO ON THE POLISH MACRO-ECONOMY. THE STUDY PREPARED BY CASE EXPERTS SHOWS THAT SHALE GAS EXTRACTION MIGHT INDEED PROVIDE A STIMULUS TO POLISH ECONOMY OF IMPORTANCE SIMILAR TO THE EU ACCESSION IN 2004. THE SHALE GAS SECTOR COULD BE THE CATALYST FOR DEEP STRUCTURAL CHANGES IN THE ENTIRE ENERGY SECTOR. DEVELOPMENT OF SHALE GAS REQUIRES LARGE CAPITAL INVESTMENT IN THE EXPLORATION AND EXPLOITATION STAGES, WHICH CANNOT BE FINANCED SOLELY BY THE DOMESTIC ECONOMY. THEREFORE, FOR POLAND TO FULLY BENEFIT FROM THE POTENTIAL OF SHALE GAS, INTERNATIONAL COOPERATION IS A MUST. THIS MEANS THAT BUSINESS-FRIENDLY LEGAL AND TAX FRAMEWORKS HAVE TO BE CREATED TO ATTRACT FDI AND TECHNOLOGY TRANSFER FROM FOREIGN OIL & GAS COMPANIES. THE RESULTS OF THE STUDY HAVE BEEN WIDELY DISSEMINATED, WITH STRONG INTEREST AND DEBATE ON THE PART OF STAKEHOLDERS IN THIS IMPORTANT DISCUSSION.

### ANALYTICAL SUPPORT TO SOCIALLY CHALLENGING REFORMS

**COSTS AND BENEFITS OF LABOUR MOBILITY BETWEEN THE EU AND THE EASTERN PARTNERSHIP COUNTRIES (2011-2013)**

CASE IS LEADING A CONSORTIUM INCLUDING THE INSTITUTE FOR THE STUDY OF LABOR (IZA), THE CENTRAL EUROPEAN UNIVERSITY AND THE LONDON SCHOOL OF ECONOMICS ENTERPRISE, IN A PROJECT TO EXAMINE COSTS AND BENEFITS OF MIGRATION FROM THE EASTERN PARTNERSHIP (EAP) COUNTRIES (ARMENIA, AZERBAIJAN, BELARUS, GEORGIA, MOLDOVA AND UKRAINE) AND THE EUROPEAN UNION. CASE AFFILIATES IN BELARUS, MOLDOVA, GEORGIA AND UKRAINE ARE CONTRIBUTING AS WELL.

THE 18-MONTH PROJECT HAS INVOLVED SO FAR THE PRODUCTION OF DETAILED ANALYSES FOR THE SIX EAP COUNTRIES AND FOR FIVE EU MEMBERS ON THE FEATURES OF LABOR MIGRATION, THE POLICIES THAT HAVE HELPED SHAPE THEM, THE COSTS AND BENEFITS FOR SENDING AND RECEIVING COUNTRIES, AND OPTIONS FOR CHANGE. THE PRELIMINARY FINDINGS OF THE COUNTRY STUDIES WERE DISCUSSED AT A JOINT EU-EAP MEETING THAT TOOK PLACE IN CHISINAU, MOLDOVA, ON OCTOBER 18-19, 2012.

THE STUDY WAS COMMISSIONED BY THE EASTERN PARTNERSHIP INITIATIVE, TO EXPLORE THE POSSIBILITIES FOR IMPROVED POLICIES FOR LABOR MOBILITY BETWEEN EAP COUNTRIES AND THE EUROPEAN UNION. THE RECOMMENDATIONS OF THE PROJECT WILL BE DISCUSSED AT A SERIES OF REGIONAL FORA IN THE SPRING OF 2013.

## CASE IN NUMBERS

### PROJECTS

DURING ITS **20** YEARS OF OPERATION, CASE HAS MANAGED AND SUCCESSFULLY COMPLETED MORE THAN **300** INTERNATIONAL AND POLISH PROJECTS VARYING IN SIZE, TOPIC, NATURE, AND GEOGRAPHICAL COVERAGE. FROM THE EARLIER EMPHASIS ON TRANSITIONAL ISSUES (PRIVATIZATION, PRICE LIBERALIZATION, TRADE INTEGRATION), CASE RESEARCH AND POLICY ADVICE THEN MOVED INTO EUROPEAN INTEGRATION, FISCAL REFORMS AND INSTITUTIONAL STRENGTHENING, MIGRATION AND SOCIAL COHESION IN EUROPE, WTO MEMBERSHIP, ENERGY AND INFRASTRUCTURE, AND MANY OTHERS. OVER **50** FURTHER PROJECTS HAVE BEEN CONDUCTED BY CASE AFFILIATE ORGANIZATIONS, ON THEIR OWN AND WITH COLLABORATION FROM CASE.

### PUBLICATIONS

CASE HAS REGARDED DISSEMINATION OF ITS WORK AS A PRIMARY COMPONENT OF ITS MISSION. OUR PUBLICATIONS HAVE BEEN A KEY TOOL OF KNOWLEDGE MANAGEMENT, THE MOST VALUABLE AND IMPORTANT OUTCOME OF EACH RESEARCH. OVER THE PAST **20** YEARS CASE DEVELOPED SEVERAL PUBLICATION SERIES, WHICH ARE NOW FULLY WEB-BASED AND AVAILABLE TO RESEARCHERS AND INTERESTED PARTIES:

- CASE NETWORK STUDIES & ANALYSES
- CASE REPORTS
- JOURNALS BRE BANK-CASE
- CASE E-BRIEFS

OTHER SERIES, NOW DISCONTINUED, INCLUDE:

- POLISH ECONOMIC OUTLOOK (1999-2010)
- TRZECI ETAP REFORM (2004-2005)
- ZESZYTY INNOWACYJNE (2003-2004)
- GLOBAL ECONOMY (2001-2005)
- CASE—CEU WORKING PAPERS (1998-2002)

ALL OUR PUBLICATIONS CAN BE FOUND AT [HTTP://WWW.CASE-RESEARCH.EU/EN/PUBLICATIONS](http://www.case-research.eu/en/publications)

### FOSTERING PUBLIC DEBATE

CASE'S HEADQUARTERS IN WARSAW HAVE ALSO BEEN FOR YEARS A TRADITIONAL VENUE FOR POLICY DISCUSSIONS IN THE FORM OF SEMINARS, SMALL AND LARGE, ON A VARIETY OF TOPICS, ANIMATED BY RESEARCHERS FROM ALL OVER THE WORLD. A COOPERATION WITH BRE-BANK HAS ALSO CREATED A VENUE FOR SEMINARS TARGETED TO THE POLISH PUBLIC DEBATE:

- **122** BRE BANK-CASE SEMINARS (SINCE 1991)
- **7-10** CASE POLICY RESEARCH SEMINARS ANNUALLY, HELD IN THE CASE OFFICE IN WARSAW

## CASE IN NUMBERS

### 15 YEARS OF CASE INTERNATIONAL CONFERENCES

PERIODICALLY, CASE ORGANIZES INTERNATIONAL CONFERENCES WHICH GATHER RESEARCHERS, ANALYSTS, POLICYMAKERS AND REPRESENTATIVES OF THE BUSINESS COMMUNITY FROM EUROPE, NORTH AMERICA, AND MANY ASIAN AND MIDDLE EASTERN COUNTRIES. CASE INTERNATIONAL CONFERENCES HAVE FOCUSED ON THE MOST CURRENT AND CRITICAL ECONOMIC POLICY ISSUES FACING EUROPE AND THE GLOBAL ECONOMY.

SEVEN SUCH CONFERENCES HAVE BEEN ORGANIZED TO DATE:

- ECONOMIC SCENARIOS FOR POLAND (WARSAW, JANUARY 18, 1997);
- TEN YEARS AFTER: TRANSITION AND GROWTH IN POST-COMMUNIST COUNTRIES (WARSAW, OCTOBER 15-16, 1999);
- BEYOND TRANSITION: DEVELOPMENT PERSPECTIVES AND DILEMMAS (FALENTY, APRIL 12-13, 2002)
- EUROPE AFTER THE ENLARGEMENT (WARSAW, APRIL 8-9, 2005)
- WINDS OF CHANGE: THE IMPACT OF GLOBALIZATION ON EUROPE AND ASIA (KYIV, MARCH 23-24, 2007)
- THE RETURN OF HISTORY: FROM CONSENSUS TO CRISIS (FALENTY, NOVEMBER 20-21, 2009)
- EUROPE 2020: EXPLORING THE FUTURE OF EUROPEAN INTEGRATION (WARSAW, NOVEMBER 18-19, 2011)



## A FINAL NOTE

A SPECIAL THANK-YOU IS DUE TO ALL THOSE WHO HAVE LED CASE'S OPERATIONS AND HAVE PROVIDED VISION AND DIRECTION IN THE PAST 20 YEARS. THANKS TO THEIR ENGAGEMENT AND EFFORTS CASE HAS GROWN INTO THE WORLD-CLASS INSTITUTION OF TODAY:

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UNBOUNDED THANKS ARE ALSO DUE TO ALL THE STAFF OF CASE HEADQUARTERS (ECONOMISTS, PROJECT OFFICERS, ACCOUNTANTS, IT SPECIALISTS, OFFICE PERSONNEL, COMMUNICATION SPECIALISTS, ETC.), WHO HAVE WORKED LONG HOURS DAY IN AND DAY OUT OVER THE PAST TWENTY YEARS TO ENSURE THAT CASE ACTIVITIES RUN SMOOTHLY AND ITS MISSION CAN BE FULFILLED.

AND, LAST BUT NOT LEAST, A THANK-YOU TO THE CASE ADVISORY COUNCIL FOR THEIR VISION AND GUIDANCE:

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## **HOW YOU CAN HELP:**

### **CASE ENDOWMENT**

CASE began to build its Endowment in 2004. The initial support of PLN 1,290,000 came from a grant provided by the Trust for Civil Society in Central and Eastern Europe and administered by the Stefan Batory Foundation. Further contributions have originated from the accumulated CASE financial surpluses, income from Endowment investments and other donations (for example, of the BRE Bank Foundation in 2005).

In the coming years CASE will continue building its Endowment in order to ensure a sustainable foundation for supporting its research and policy advising activity at the highest professional level. To achieve this goal, we are pleased to invite all friends of CASE, private donors and business community to support financially this initiative.

**CONTACT US** If you are interested in supporting CASE Endowment or if you would like to receive more information of how you can help CASE in its second twenty years of operation.

CASE—Center for Social and Economic Research  
al. Jana Pawła II 61 office 212  
01-031 Warsaw, Poland,  
phone +48 222 062 900, fax +48 222 062 901  
e-mail: [case@case-research.eu](mailto:case@case-research.eu)  
[www.case-research.eu](http://www.case-research.eu)