



EYE ON EUROPE

STOCKHOLM NETWORK THE LEADING PAN-EUROPEAN THINK TANK AND MARKET-ORIENTED NETWORK

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MANAGING THE INEVITABLE NEED



The combination of rising energy demand, rising hydrocarbon supply worries, and public concern about greenhouse gas emissions has led economies around the world to embrace a new generation of nuclear power plants as a green alternative to coal-fired power generation and a secure alternative to gas-fired generation. This new generation of nuclear represents a clear win for the European public, but raises new regulatory challenges for how to fund the multi-generational impact of nuclear generation on a market basis.

Today, oil and gas production is under threat of disruption throughout the Middle East and West Africa, and we have seen the corrosive impact of politics on oil and gas production in Venezuela, Mexico, and, to a lesser extent, Russia. These events often disrupt physical supplies to western markets—because oil and gas value-chains are global. Moreover, even when they do not disrupt physical supplies, they

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PATIENT MOBILITY: FILLING THE VOID WHERE PUBLIC SYSTEMS FAIL

Our society is becoming increasingly internationalised. Goods, many types of services, labour (from some countries) and capital are moving between the countries of the European Union more frequently than ever before.

In the past, healthcare always seemed to be exempt from this globalised marketplace but the latest trend in Europe is that even patients are beginning to travel abroad for treatment. A paper by leading health expert, Magdelene Rosenmöller, launched by the Stockholm Network at an Amigo Society meeting in Brussels recently, shows that new and innovative ways of delivering cross-border healthcare are being created – despite the lack of a firm lead from Brussels. Research also shows that a pan-European market for

healthcare is developing in spite of rather than because of the EU's service directive, which currently excludes health and social care.

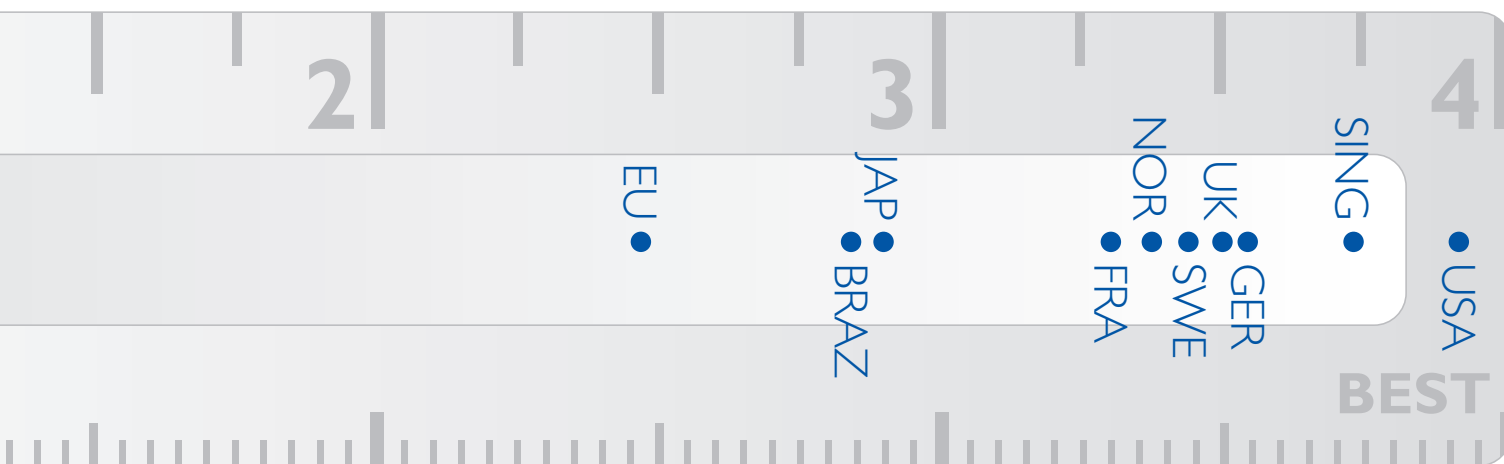
Rosenmöller describes the creation of the 'euregio' organisations on the Dutch-German border; the increase in cross-border contracting between Germany and the Czech Republic, and a host of other examples of patient mobility taking place. "This new European generation, accustomed to crossing frontiers with ease and able to purchase goods and services from any part of the European Union, is less likely to accept constraints on where it can obtain health care", she says.

EU health commissioner Markos Kyprianou's desire to give patients the right to healthcare treatment in any of the 25 Member States is

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DIRECTOR'S REPORT



Since the last issue, there have been numerous changes afoot at the Stockholm Network. With great sadness, we bade goodbye to our Assistant Director, Sacha Kumaria at the end of September and also to Terence O'Dwyer, Manager of the Health & Welfare Programme, in August. Both of them made an invaluable contribution to the growth of the Network and they will be much missed.

Three new staff have since been appointed and we welcome them all warmly to the Network. Cara Walker has been appointed as Head of Communications, responsible for internal and external communications including liaison with our member think tanks. Francesca Ficai has been appointed as a Senior Researcher, covering health, welfare and energy policy. Last but not least, Paul Domjan has been appointed as our Energy Fellow, and has already represented the Network at a Westminster Fringe debate on the future of nuclear power, at a Conservative Party Fringe event on Russian energy and at an Amigo

society meeting in Brussels on the deregulation of Europe's energy market.

To accommodate our growth, we have now moved to larger premises. However, we remain within the same building at Britannia Row, so all our contact details remain the same.

On the policy side, our latest innovation is the creation of our IP Index for the high-tech sector, which will be launched on 14 November in Brussels. Created by the Stockholm Network in association with *Managing Intellectual Property* magazine and The Progress & Freedom Foundation, the Index will allow policymakers in the field of IP to see how countries in the EU and beyond compare to one another and what this means for the prospects for innovation in future.

What is the level of IP protection available to IT companies in different countries? Can IP components relevant to the IT sector be identified? Can they be quantified and measured? Most importantly, can we really compare the level of IP protection provided to the IT industry in different countries?

Which of these countries has a stronger IP-IT environment? The US, the UK, Germany, France, Sweden, Norway, Brazil, Japan, or maybe

Singapore? At the launch we will present the IP-IT Index in public for the first time and explain its rationale, methodology and specific components, as well as the scores of some of the leading markets.

And, while the EU may be lagging behind in innovation, at least we can argue that tools like this show that think tanks are still one step ahead of policymakers when it comes to new ideas!

MANAGING THE INEVITABLE NEED CONTINUED

have a major impact through world oil price movements. These world price movements are directly passed on to customers because the cost of fuel accounts for a large share of the cost of the consumer of oil and gas-fired power generation. According to the US Department of Energy, fuel accounts for 70% of the total cost of natural gas-fired power generation, compared with 27% for coal and only 11% for nuclear.

Thus, increasing insecurity in oil and gas supply has produced both physical and economic insecurity. This has led many countries to look for cheaper and more secure options for power generation. While some have hailed renewable energy as the key technology of the future, the reality is that renewable generation technology is not yet able to provide substantial base-load power generation (that which is needed to provide for the minimum expected consumer demand at a given time). Rather, Germany and other countries that have chosen to replace thermal generation with renewables have found that renewables are unable to meet their needs. The irony of Germany's decision to give up nuclear is that Germany now imports much of its power from nuclear plants just across the border in France.

Thus, we must accept that, for the foreseeable future, renewables are a positive addition to the power mix, but not a replacement for thermal generation of base-load power. This leaves countries with two thermal options when choosing to replace oil or gas-fired generation: coal and nuclear. Coal power is a secure option, to the extent that coal is plentiful, cheap, and evenly distributed globally. However, many have concluded that the environmental costs of using coal are unacceptable.



This calculus has led an increasing number of countries to choose nuclear power as the base load fuel of the future. On the one hand, nuclear energy has excellent green credentials, and advances in reprocessing of spent fuel and reactor safety further limit the environmental impact. Similarly, uranium offers many security benefits over oil and gas. Nuclear fuel is produced in stable, reliable countries (e.g. Australia, Canada, and now Kazakhstan), as well as some less reliable African producers and Russia. Nuclear supply chains are short—nuclear fuel is difficult to transport, so plants are usually supplied from nearby sources. The risk of an interruption of fuel supplies, whether due to supplier or transportation failure, are further mitigated by the fact that nuclear fuel doesn't take up much space, so can easily be stockpiled in large quantities in advance—cushioning against potential supply problems.

Around the world, this case has already been accepted, and has led to substantial new build of nuclear power plants globally. In Europe, as well, a nuclear-sceptical public is beginning to embrace nuclear energy as a green, secure source of base-load power. This raises two key challenges for European regulators. First, how can Europe fund the costs of long term disposal of nuclear fuel? In the US, this has been addressed through a per-megawatt change that is invested to provide an endowment to fund spent fuel storage now and into the future. Second, how can the cost of the government acting as an insurer of last resort be made explicit in order to show the true market cost of nuclear power generation? Other fuel sources receive similar hidden subsidies, for example diplomatic and military activity to secure hydrocarbon supplies from the Persian Gulf and public health costs of pollution from coal. However, without explicitly quantifying the scale of these subsidies it is impossible to know the real cost of different power generation options. Nuclear power seems the best option—a fully market-based system for choosing power sources would make this certain.

By Paul Domjan

PATIENT MOBILITY: FILLING THE VOID WHERE PUBLIC SYSTEMS FAIL CONTINUED

also backed up by public opinion research. In a survey conducted in 2004 and 2005 on public attitudes to the future of healthcare, conducted by Populus for the Stockholm Network, patients showed a marked willingness to travel abroad for treatment, providing their government was prepared to pay for it. The survey found that 64% would travel to another country for treatment if their own health system paid, including 76% of young people.

At the recent Amigo Society seminar, CEO of the Federation of Enterprises in Belgium (FEB), Rudi Thomaes, called for Belgian policy makers to take advantage of its excellent reputation for medical services to attract more foreign patients. According to a report published by

FEB, the Belgian healthcare system is considered to be one of the best in the world because of its high level of accessibility and high quality. Today, Belgian hospitals care for more than 35,000 patients, primarily from the European Union. But as Thomaes pointed out, Belgium could easily accommodate closer to 60,000 patients. The number is therefore likely to increase over the next few years and should boost overall growth and employment levels in Belgium.

Health consumer expert Johan Hjertqvist, President of the Health Consumer Powerhouse, a Brussels-based 'do-tank' also pointed out that the majority of Europeans expect travelling abroad for treatment to become more common in the future. "Three out of four people think that travelling abroad

overnight for treatment will be common practice by 2020, and national borders will no longer be an obstacle," Hjertqvist said.

But, as underlined by both speakers, if we wish patients to be able to take full advantage of the options available to them through cross-border treatment, other areas of European health care systems, such as access to information for patients, need to be developed and improved. Only when patients are seen as consumers and given the information they are entitled to, will cross-border treatment become common practice in our society.

By Anne K Jensen and Jacob Arfwedson



PROFILE: INTERTIC

INTERTIC, the International think-tank on Innovation and Competition, is an academic organisation that coordinates and promotes research by independent international economists working on issues of innovation, competition, protection of IPRs, antitrust policy and other economic topics of relevance to the understanding of markets, especially in the 'New Economy'.



WHAT THEY DO

Founded in 2004 in Milan by a group of European economists, Intertic is an international think tank with global interests and audience. Its aim is to become a reference point for academic and professional economists, students, researchers from related fields, policymakers and journalists interested in issues concerning innovation, competition, market structure, protection of IPRs, industrial policy, antitrust analysis and in the promotion of free market ideals. Intertic coordinates research by some of the most important economists in these fields from European and American universities, promotes their work, organises conferences and enhances the visibility of important academic findings to the public.

Members of Intertic publish academic articles in leading international economic journals, and their research is also well recognised by policymakers. Their unique experience is also made available to the public and private sectors for specific projects and consulting activities.

WHAT THEY BELIEVE

Executive officers, members and other contributors of Intertic are independent economists with international reputations for their academic activity. Nevertheless their research is linked by a common trust in the importance of free competition to enhance economic efficiency, of the protection of IPRs to promote innovation and growth and in the need for an economic-based approach to industrial and competition policy that is aimed at maximising consumer welfare.

WHAT THEY HAVE DONE

Intertic has promoted and coordinated research on issues of innovation and competition, technological progress and antitrust policy leading to hundreds of academic articles, books, working papers and memos. Some of these are freely available on the Intertic website, by now a standard source, visited daily by thousands of researchers, students, policymakers and journalists from around the world. The website includes theoretical, empirical and policy-oriented articles organised by subject, media briefings for the press, a book section and even videos. While most content is in English, there are also sections in other major languages.

Publications by executive officers and members of Intertic have appeared in top economic and law journals (including *The American Economic Review*, *The RAND Journal of Economics* and many others). Articles and interviews with Intertic staff have appeared in international newspapers and magazines (such as *The Economist*), and international TV channels. Participation and organisation of seminars, workshops and conferences in the main European and American universities and research institutes guarantees a wide circulation of their ideas in the academic and non-academic field.

Particularly attentive to European policy, in 2005, Intertic ran a campaign for the protection

of IPRs for computer-implemented inventions in the EU, and in 2006 it has been supporting a reform of EU antitrust rules, moving toward a consumer-based approach protecting competition and not competitors. Recent events include a Round-table on Competition Policy, focused on the reform of Article 82 of the EC treaty on abuse of dominance. It was organised in July 2006 as a joint CRESSE-INTERTIC event on the Greek island of Corfu. A panel of top European and American economists, legal experts and EU Commission officials presented their views of the proposal, specifically the benefits of implementing a more economics-based approach aimed at enhancing efficiency in the assessment of abusive practices.

FORTHCOMING ACTIVITIES

Intertic will continue to promote new academic research on the economics of innovation and competition. It will also sponsor a range of new seminars and conferences on EU antitrust issues and protection of IPRs, in particular; the 2007 Intertic conference on antitrust policy for the new economy. Other events will be organised in association with the Università degli Studi di Milano.



PROFILE: LIBERTÉ CHÉRIE

Liberté Chérie (LC) means ‘beloved freedom’ in French. Founded in 2003, it is a classical liberal activist group whose goal is to promote free-market reforms in France, a country paralysed by state interventionism and socialist trade-unions. Totally funded by private donors, LC’s main achievements consist of having set off several massive demonstrations, rallying thousands of people to protest against harmful and unjustified union strikes.

WHAT THEY DO

Since it was founded, in 2003, Liberté Chérie has hugely diversified its activities. At first, it was only a Parisian group of protesters, but it quickly spread all over France and became a federation of local associations. Today, LC has 20 local chapters located in France’s major cities, and new ones are currently being created that will provide a larger field of action for LC.

In other respects, LC’s action is now divided into three main activities: updating the website with articles and comments on current affairs; organising events, including conferences, summer universities, and a weekly debate series called “Le café Liberté”; and last but not least, launching counter-demonstrations against union strikes. One of LC’s main concerns is to catch the attention of the media so that their message is relayed to a bigger audience. Therefore, they dedicate a lot of time to maintaining good relations with journalists.

WHAT THEY BELIEVE

LC’s staff is made up of classical liberals who believe, above all, in freedom of choice. Their ideal would be a country where the government was reduced to its strictest minimum, leaving civil society to organise itself economically and socially. Since it has proven its inefficiency on numerous occasions, the state should not be involved in economic and social matters.

A solid judicial system and the means of enforcing it are essential for sustaining the rule of law, and these are the only sectors where the government should be able to intervene. In France, one can observe the exact contrary:



Liberté
Chérie

www.liberte-cherie.com

the Justice Department budget is ridiculous and some areas – especially the *banlieues* – are not even controlled by the police. On the other hand, the welfare system is still onerous, burdensome and inefficient.

Recently, LC has decided to focus on five specific issues which particularly undermine France’s economy and standard of living: unemployment, education, healthcare, pensions and trade unions. Articles which deal with these problems are regularly published on the official website. They are written either by its numerous activists or by experts in a given field.

Liberalisation of the French public monopolies is also one of LC’s main interests. This issue is closely linked to the union problem as the unions are predominant in the public sector (public transport, energy generation, education) and therefore able to paralyse entire cities, by stopping work to pressurise the government to increase wages. Allowing private competition against those public companies would significantly restrict the unions’ potency.

WHAT THEY HAVE DONE

LC has become famous by organising counter-demonstrations. In June 2003, the unions had already been on strike for three months in the public transport sector and in high schools because of a minor proposed pension reform.

So the then newly founded association LC decided to react by setting off their own demonstration to rally all the people who usually remain silent, but who were fed up with the unions’ tyranny. It was very successful: 80,000 people rallied and the strikes ended.

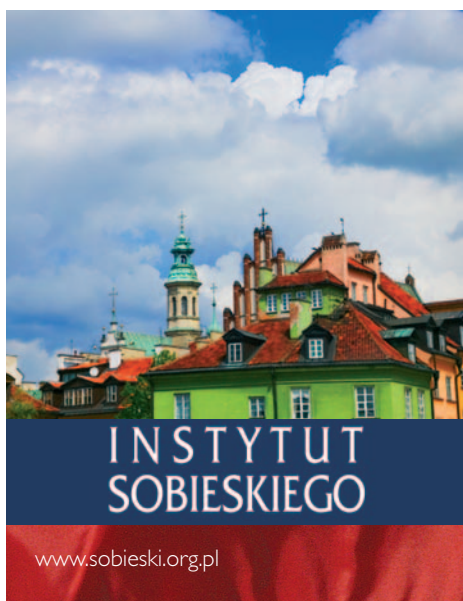
Since then, LC has organised several counter-demonstrations - one last winter in Marseille against another month-long public transport strike, which became one of LC’s biggest media successes, as every TV and radio channel reported the event the following night. More recently, LC organised four counter-demonstrations in three weeks against the unions who prevented students attending university classes, again attempting to force the government to drop a minor labour reform plan. LC managed to rally up to 6,000 angry students and parents, finding acclaim in the media once more.

FORTHCOMING PLANS AND ACTIVITIES

Today, LC wants to focus on recruitment and training of new activists, especially at the student level. LC has now understood that they will need to increase their number if they want to enhance their efficiency. Also, improvement of their fund-raising techniques is likely to become one of LC’s main priorities.



PROFILE: THE SOBIESKI INSTITUTE



The Sobieski Institute is an independent, multidisciplinary centre for analysis and research encompassing a wide range of social, economic and political topics. Their research projects have attracted many well respected international and domestic researchers, scientists, historians, lawyers and political scientists, whose expertise enables them to develop a wide-reaching research program that focuses on issues which are significant for Poland's development.

WHAT THEY BELIEVE

The core values of the Sobieski Institute can be summarised as: the upholding, protection and development of strong but limited government; individual liberty and responsibility; economic freedom; and a commitment to social order based on natural law.

WHAT THEY DO

Their aim is to positively influence the international image of Poland and to make a lasting impact on its policies and development. Their motto, "Creating ideas for Poland" best summarises the character of their activities.

The Sobieski Institute has developed its research programme around a breadth of topics including energy policy, public finance and economics, technology and innovation, politics and law. With experts specialising in areas as diverse as genetic engineering, urban planning and health and environmental protection, it is able to investigate a range of policy fields.

The primary focus of the Sobieski Institute's publishing program is the International Political Review (IPR) – a specialist scientific quarterly that disseminates and dissects modern European and American political thought.

The IPR incorporates expert analyses, comments on the policies of individual state governments, and recent speeches from leading politicians. The journal is published in collaboration with an Editorial Board, comprised of significant publicists and socio-economic and political experts: Konrad Szymanski (editor-in-chief), Grzegorz Gorny, Pawel Szalamacha, Lukasz Warzecha, Piotr Zaremba. Moreover, the IPR cooperates with numerous international academic and specialist organisations, including the Institute of European Affairs in Dublin, the Economic and Social Research Institute, the Acton Institute, the *Weekly Standard*, *Chronicles*, *The Washington Post*, the *Harvard International Review* and *The Atlantic Monthly*, providing its readers with reprints of the best articles from these publications.

WHAT THEY HAVE DONE

The Sobieski Institute was established in 2003 by Pawel Szalamacha and Dr Ryszard Sowinski who recognised the need for an independent, specialised forum for the exchange of thoughts and views on the social, political and economic future of Poland.

In their first three years, they have researched and proposed a number of ideas and suggestions that have had a demonstrable effect on Polish policy. These have included:

- Pawel Dobrowolski's project on public hearings which formed the basis for a new statute and act on lobbying;
- The research programme, 'Poland – a home of liberty', which received favourable press coverage and the support of other opinion-makers

- Dr Ryszard Sowinski's project on tax solutions favourable for management, which was positively received by many financial specialists.

In 2005, the Institute acquired the rights to the aforementioned journal, International Political Review, the only scientific publication in the Polish press which analyses international aspects of various state policies.

FORTHCOMING PLANS

The Sobieski Institutes plans for the future include a number of conferences and educational courses, alongside the continued publication and expansion of the International Political Review. On November 30th, 2006, they will be hosting an international seminar on e-government, highlighting the experiences of the various countries to have dabbled in this arena, and the lessons that can be learned by those with plans to do so. They have plans for conferences on nuclear power and the future of any European constitution before the end of 2006. They will also be hosting study-groups on financial investment and sound business practice, and on the transparency of NGO activity in Eastern Europe and the USA. They are also in the process of drafting a white paper on accountability in the Polish public administration.



PROFILE: CLUB 2015

Club 2015 is a private independent think tank that consists of young experts in various fields including international relations, law, economics, sociology, history, philosophy, banking, tourism, and IT. The Club's members believe this enables them to apply a uniquely multidisciplinary approach to all the subjects of their research. Club 2015's main goal is to contribute to the overall progress of their country and the region by providing consulting services and advice to key players in the social, economic and political arena in the region. Club 2015 is located in the city of Banja Luka, in the Republic of Srpska, in the north-west of Bosnia and Herzegovina.

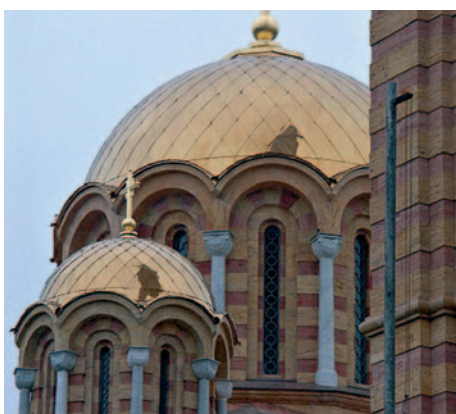
WHAT THEY BELIEVE

Club 2015 believes in market-oriented economy, democracy, rule of law and respect of human rights. The fundamental principles of Club 2015's work are the promotion of affirmative dialogue between politicians, the NGO sector and the general public, and constructive criticism of society in order to anticipate problems and offer practical solutions.

Club 2015 believes in and encourages open debate over complex social issues; they present reports, recommendations and simulations and in that way try to influence formulation and implementation of policies in different fields. They actively prepare frameworks for the introduction of painful transition reforms, with particular focus on education, pension system, health care and agricultural reform in the transition process.

Along with these issues, they are also working on nurturing an enduring security agenda relevant for Western Balkans, incorporating the possibility of joining NATO and the Partnership for Peace.

Being aware of the challenges that globalisation brings, Club 2015 merges real-life and virtual knowledge communities aiming to exchange and apply professional experiences from other environments. Club 2015 works to identify



CLUB 2015

www.club2015.org

positive regional and global political, social and economic trends, and to prepare the public for future challenges.

WHAT THEY HAVE DONE

Club 2015 has recently worked on three crucial issues in Bosnia and Herzegovina: higher education reform, pension reform and agricultural reform. Reports on these issues, containing in-depth analyses and recommendations have been prepared for the National Assembly of the Republic of Srpska. Club 2015 has also published and distributed these reports to other stakeholders and the media. They have also organised public debates on these issues in order to get feedback from concerned stakeholders and to increase public awareness of the necessity of reform.

FORTHCOMING ACTIVITIES

Club 2015 will continue to work on reforming the higher education, pensions and agriculture sectors. On the subject of pension reform, they plan to organise an international conference that would bring together experts from the region and the world. They are preparing a public awareness campaign regarding pensions reform, why it is needed, who the participants must be, and which are the best models of reform.

Club 2015 will be more involved in lobbying for introduction of higher standards in the field

of education, in particular higher education to bring it in line with the Bologna process, through round tables, seminars and publications.

Club 2015 will also work on providing more space for an open debate over NATO and Partnership for Peace issues. Club 2015 will intensify its cooperation and work with the Republic of Srpska National Assembly, especially on capacity building within the Assembly. This includes education of MPs about important issues related to EU accession, principles of modern parliamentary systems and networking with European MPs for the purposes of experience exchange.

image: www.pbbase.com/langrant

ABOUT THE NETWORK

The Stockholm Network is the leading pan-European think tank and market-oriented network. It is a one-stop shop for organisations seeking to work with Europe's brightest policymakers and thinkers. Today, the Stockholm Network brings together 120 market-oriented think tanks from across Europe, giving us the capacity to deliver local reform messages and locally-tailored global messages across the EU and beyond.

Combined, the think tanks in our network publish thousands of op-eds in the high quality European press, produce many hundreds of publications, and hold a wide range of conferences, seminars and meetings. As such, the Stockholm Network and its member organisations influence many millions of Europeans every year.

Policy Issues

The Network is a forum for sharing, exchanging and developing pan-European research and best practice. Interested in ideas which stimulate economic growth and help people to help themselves, we promote and raise awareness of policies which create the social and economic conditions for a free society. These include:

- Reforming European welfare states and creating a more flexible labour market.
- Updating European pension systems to empower individuals.
- Ensuring more consumer-driven healthcare, through reform of European health systems and markets.
- Encouraging an informed debate on intellectual property rights as an incentive to innovate and develop new knowledge in the future, whilst ensuring wide public access to such products in the present.
- Reforming European energy markets to ensure the most beneficial balance between economic growth and environmental quality.
- Emphasising the benefits of globalisation, trade and competition and creating an understanding of free market ideas and institutions

What do we do

We conduct pan-European research on, and create a wider audience for, market-oriented policy ideas in Europe. Our website contains a comprehensive directory of European free market think tanks and thinkers. We advertise forthcoming events (our own and those of



partner organisations) and facilitate publication exchange and translation between think tanks. We also post regular news flashes and updates on European think tanks and their activities.

When was the Stockholm Network founded?

The Stockholm Network was founded in 1997 by Helen Disney, a British journalist and policy specialist. The spread of market-oriented think tanks and independent policy research institutes across Europe from the mid-1990s onwards, created a niche for a network hub, capable of providing a bird's eye view of the policy environment. The network's early aims, which have continued to the present day, were to find an efficient method of connecting like-minded policymakers and thinkers; to encourage collaboration on joint research projects in order to share the most successful policy innovations and arguments more widely; and to ensure a wider audience and a more co-ordinated approach to the dissemination of market-oriented ideas within Europe and beyond its borders.

Who funds the Stockholm Network?

The Network is funded by a wide range of individuals, corporations and foundations. A mixture of for-profit and not-for-profit organisations, some SN supporters are global enterprises, while others are small or medium in size. Subscriptions from individuals, commercial enterprises, and a range of NGOs including other think tanks make up the bulk of our funding. We also derive a small income from the sale of our publications and research materials to the public, bookshops, government agencies and private companies. Corporate subscribers come from a wide range of sectors that currently include information technology, energy, pharmaceuticals, healthcare, public affairs and venture capitalism. Subscribers do not have a veto over the outcome of Stockholm Network research or any influence over its media output.

“We face a broad range of economic challenges over the next decade. Learning from the experiences of market-based reform elsewhere in Europe and the world can help us set the best course for Britain. The Stockholm Network is an invaluable resource in facing that challenge.”

Matthew Hancock, Economic Advisor to Shadow Chancellor George Osborne MP

Why should I support the Stockholm Network and its work?

The Stockholm Network is in the business of creating in Europe an intellectual climate in which human prosperity and your organisation can thrive. We strive to maintain the best knowledge of European market-oriented think tanks, ideas and thinkers, directing you swiftly to the expert or organisation you need. We already have a proven track record in influencing the policy debate and our network and influence is growing all the time.

How could you or your organisation benefit from SN membership?

- Expand your database by meeting new contacts from across Europe
- Receive weekly Stockholm Network email updates and quarterly newsletters
- Receive Stockholm Network Books and Publications
- Get invitations to Stockholm Network Events and Activities

Would you like to join the Stockholm Network?

Please contact us on +44 20 7354 8888 or email info@stockholm-network.org

MEET THE TEAM



HELEN DISNEY is Director of the Stockholm Network. Her background is in public policy and the media.

Formerly an editorial writer for *The Times* and an editorial writer and commentator for the *Daily Express*, Helen continues to write regularly on a range of public policy topics for such publications as the *Daily Express* and *Sunday Express*, *Public Finance*, *Public Service Magazine*, and *The Sprout*, a satirical Brussels-based magazine, as well as regular weekly entries for the Centre for the New Europe's health weblog, CNE Health.

Helen has been the Director of the Stockholm Network since 1997, and is a founding member of the organisation.

PAUL DOMJAN is Energy Fellow at the Stockholm Network. He has previously served as the first Energy Security Advisor to the US European Command where he developed an energy security strategy for the US European Command for Europe, Eurasia, and Africa. He was responsible for coordinating US energy security policy in this area within the Department of Defense, with other agencies of the US government, with foreign government, with major energy companies, and with civil society organisations. Prior to this appointment, Paul was deputy political analyst in the scenario planning group at Royal Dutch/Shell, where he was responsible for political issues in Europe, Eurasia, the Middle East, and North America. He worked extensively on European and Eurasia energy transportation issues and developed the political scenarios that drove Shell's gas strategy analysis systems for Eurasia and North East Asia. He has consulted on supplier development in the oil and gas industry for the World Bank. He is now an advisor on these issues to the National Bank of Kazakhstan. Mr. Domjan is currently a British Marshall Scholar at Wolfson College, University of Oxford with a speciality in the political and economic geography of oil and gas producing countries.

DR TIM EVANS is the Stockholm Network's Director of Development. He works across the spectrum of policy issues to ensure that the Stockholm Network continues to promote its work and develop support across a range of constituencies and interests.

A former President and Director General of the Centre for the New Europe (2002-2005), between 1993 and early 2002 Dr Evans was the Executive Director of Public Affairs at the Independent Healthcare Association in London where he oversaw the political affairs and public relations of one of the UK's independent health and social care sector. He also served as chief economic and political advisor to the Slovak Prime Minister, Dr Jan Camogursky, between 1991-92.

ANNE KRISTINE JENSEN is the Stockholm Network's Project Manager for Trade, I.P. and Competition. She joined the Network in October 2004 following a period as an intern. She is responsible for organising events and frequently contributes to and edits Stockholm Network publications.

SIMON MOORE joined The Stockholm Network in early 2006 following the completion of a successful internship period. In addition to administrative work and website maintenance, Simon edited *Beyond the Borders*, a companion piece to The Stockholm Network's *State of the Union* publication, he is also the editor of *Eye on Europe* and compiles the Network's Weekly Update e-newsletter.

KATIE PERRIOR is the Media Director of the Stockholm Network. She joined us in July 2005 to help promote our work in the British, European and International media. She is the co-founder and director of The Research Shop, an independent media agency which specialises in out-sourced, ad-hoc media research.

Katie acted as a media consultant to the award winning television programme, 'Who Wants To Be A Millionaire?', and has worked for several

politicians, notably the Conservative Party Chairman and the Shadow Home Secretary during high profile campaigns. Most recently, she has also worked for ITV and Channel 4 News, and is a local councillor; and Conservative Spokesman for Community Safety, for the London borough of Bexley.

DR MEIR PUGATCH heads the intellectual property and competition programme at the Stockholm Network and edits its monthly e-newsletter, *Know IP*. He is based at the School of Public Health, University of Haifa in Israel, where he is a lecturer on intellectual property policy, management and the exploitation of knowledge assets and entrepreneurship.

Dr Pugatch is also a guest lecturer at the Department of International Relations, Hebrew University Jerusalem, where he lectures on the international political economy of trade policy.

CARA WALKER is responsible for communicating the work of the Stockholm Network, mainly through the coordination and management of the Network's events and publications. In addition to this, she is responsible for press and media coordination.

After graduating with a 2:1 in Ancient History from Bristol University, she was appointed as Iain Duncan Smith's Constituency Secretary. She then went on to become the Director of the Atlantic Bridge, a free market transatlantic think tank. Later on, she worked for the Parliamentary Resources Unit, where her research primarily focused on Foreign Affairs, International Development and Defence. Cara has recently returned from a year in Sydney where she worked in Consumer Public Relations.

MEMBER ORGANISATIONS



The Stockholm Network is the leading pan-European think tank and market-oriented network. Spanning almost 40 countries and over 120 think tanks, our unique organisation has the capacity to deliver local messages and locally-tailored global messages across the EU and beyond.

Through our publications, weekly newsletter, and special events, members are able to exchange ideas and make an impact on a wide range of public policy topics and ideas.

If you know of a new organisation you think would benefit from Stockholm Network membership, please contact our office at info@stockholm-network.org and let us know.

“Too many of Western Europe’s economies are sclerotic and in desperate need of reform. The Stockholm Network plays a crucial role in linking Europe’s market-orientated think tanks, promoting the ideas that are essential if Europe is to have a brighter future”. Nick Herbert MP

- 1 Adam Smith Institute
www.adamsmith.org/
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