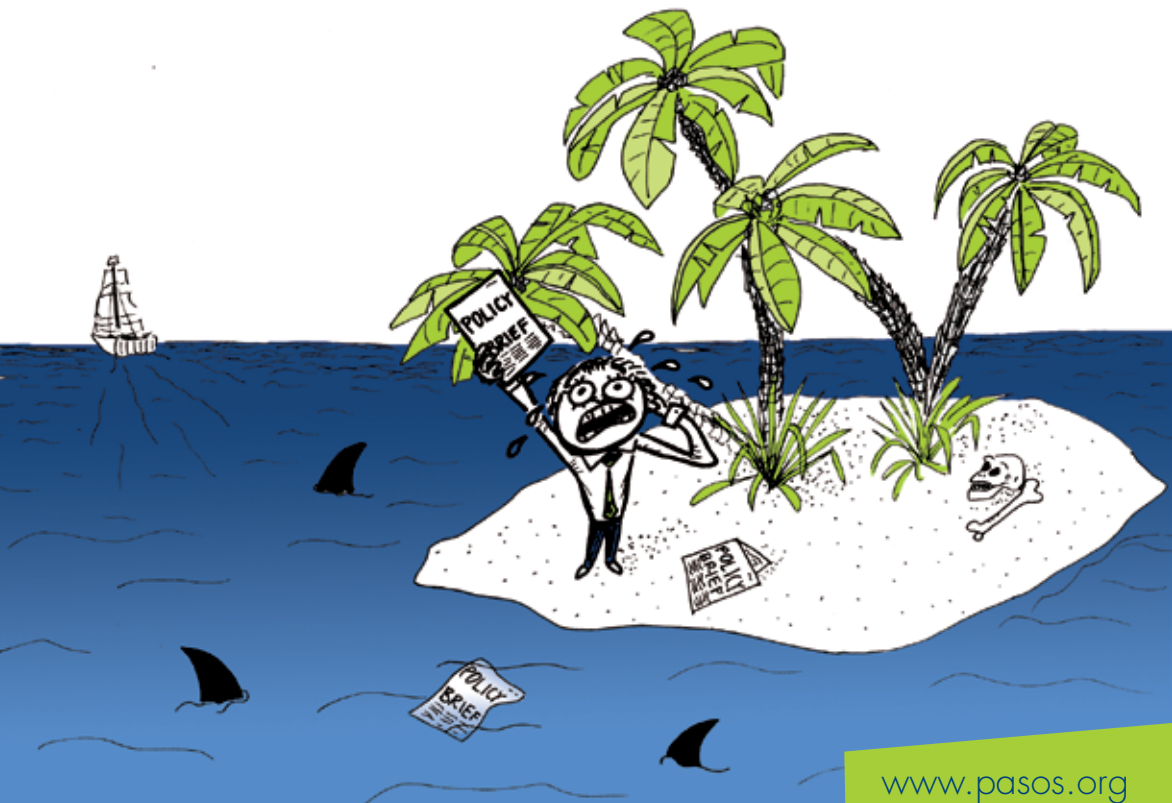


How to win respect and influence policymakers

*Principles for effective quality controls in
the work of independent think-tanks*



This publication, and the accompanying PASOS project on Improving the Governance, Quality and Impact of Independent Policy Centres, an initiative to develop quality standards for policy work, has been made possible by the support of the Local Government and Public Service Reform Initiative (LGI) of Open Society Foundations.



How to win respect and influence policymakers

*Principles for effective quality controls
in the work of independent think-tanks*

Editor: Jeff Lovitt

Illustrations: Tereza Nozarová, gangsterry@gmail.com

Printed in Prague, Czech Republic, by GÖFI-PRINT s.r.o., September 2011

*© 2011 PASOS (Policy Association for an Open Society),
Sdružení pro podporu otevřené společnosti - PASOS*

ISBN 978-80-905105-2-4

*PASOS
Těšnov 3
110 00 Praha 1
Czech Republic*

*Tel/fax: +420 2223 13644
Email: info@pasos.org
www.pasos.org*



How to win respect and influence policymakers

*Principles for effective quality controls in
the work of independent think-tanks*



How to win respect and influence policymaking
Principles for effective quality controls in the work of independent think-tanks

CONTENTS

<i>Introduction: Squaring the quality circle</i>	4
<i>Principles for effective quality controls in the work of independent think-tanks</i>	13
- <i>Principle One: Produce relevant and timely analysis</i>	14
- <i>Principle Two: Encourage creativity and innovation</i>	16
- <i>Principle Three: Build confidence with partners through transparency in project design</i>	18
- <i>Principle Four: Evidence-based policy analysis is more likely to generate better policy outcomes</i>	20
- <i>Principle Five: Be transparent about research methodologies</i>	22
- <i>Principle Six: Respect internationally recognised ethical standards in social research</i>	24
- <i>Principle Seven: Verify reliability of data before drawing policy conclusions</i>	26
- <i>Principle Eight: Include context analysis and impact assessment as core components of policy analysis</i>	28
- <i>Principle Nine: Internal and external peer review processes strengthen the credibility of policy analysis</i>	32
- <i>Principle Ten: Know your audience, and inform policymakers to foster more effective policymaking</i>	34

Introduction: **Squaring the quality circle**

by Jeff Lovitt and Petr Jan Pajas

Why should we take seriously the latest piece of policy advice on how to transform pre-school education in Hungary, reform the state pensions system in Lithuania, or revamp the European Union's relations with the energy-rich states of Kazakhstan and Turkmenistan? Or, to put it more holistically, how can a think-tank not only produce credible, timely policy analysis, but also demonstrate the underlying approach and quality controls that underpin that credibility?

This is the sort of question that prompted this publication that sets out core principles for quality control in think-tank policy work. This is not a set of rules, or methodologies, as these can be established and constantly fine-tuned only in a given policy area, for example, where a particular academic or expert discipline is concerned, such as econometric modelling, or other areas where specialist knowledge and training is required.

Moreover, the principles outlined here (and in the accompanying PASOS guide to ethics in policy work, **Thinking Ethically!**)¹ touch on a range of features of think-tank practice, not only quality controls concerning the policy analysis and underlying research itself, but also communications and advocacy, and how an independent policy centre manages the risks and opportunities of joint project work with other think-tanks.

The focus on independent think-tanks arises from the nature of PASOS (Policy Association for an Open Society), a network of 50 plus independent think-tanks spanning Central and Eastern Europe and Central Asia. Upon joining the network, PASOS members commit to being independent and non-partisan in their work and practices. This does

¹ *Thinking Ethically! A think-tank code of good governance by Petr Jan Pajas (edited by Jeff Lovitt), PASOS, Prague, 2011*

not mean they do not have strongly held values, e.g. democratic values, belief in a free-market economy, etc, but that they are not institutionally engaged in party-political activities.

A first milestone in policy quality standards

This publication is not the beginning of the conversation; but nor is it a definitive account of the principles and standards involved. There is a need to go into greater depth in specialist policy areas and into the issues surrounding choice of research and survey techniques, transparency of methodology used, and practices to minimise the bias of researchers.

The publication benefited from the active engagement of a cross-section of PASOS members, who attended a day's brainstorming on the standards in Prague on 17-19 February 2010. The result is a publication that draws on, and cites, a number of their approaches, codes, and methodologies, and we are indebted to those who attended and to others who have provided input and comments. This gives the initiative a greater sense of ownership by the practitioners to whom it is addressed.

It is intended to be a living publication, and will be given continued life on the internet at www.pasos.org, where different standards, guidelines, and methodologies will be showcased, and where we will continue to update the project, and to enrich the principles and standards with the experience - and lessons learned - of practitioners in policy advice.

What marks out a think-tank?

Before outlining the principles and standards, it is important to clarify whose work it addresses. A think-tank (or policy institute) is distinct from a purely academic institute primarily by virtue of the application of its research and analysis through advocacy, namely a think-tank conducts not only research but also advocacy in the given policy areas of its focus. Likewise, a think-tank is not just a panel of pundits turning out opinion pieces and "quotable" soundbites for the media. In its work and outreach, a think-tank does conduct rigorous research, and does contribute commentary and interviews to the

media, but the combination of research and analysis with advocacy targeted to influence policy sets apart a think-tank from other organisations. This is necessarily reflected in the types and format of its publications and communications, given their different objectives and audiences.

According to Jacek Kucharczyk and Piotr Kaźmierkiewicz, think-tanks “often draw heavily on academic methods and staff, yet they must not be run like a university department or academic research institute, which they are not. They need to react quickly to policy initiatives of the governments and the EU in a nearly journalistic manner that would be understandable and attractive enough to be noticed, but are expected to provide answers based on in-depth analysis gained through long-term preoccupation with a wider field of study.”

Are think-tanks ready for a “seal of excellence”?

So, what might be the impact on the work of think-tanks of adhering to a set of principles and standards in their work?

First of all, it will enable them to show through candour and transparency the philosophy and methodologies underlying their work, thus enhancing the rigour and credibility of their policy outputs.

Secondly, it will strengthen their reputation among the recipients of policy advice, and donors, as institutions with integrity and independence.

Thirdly, it will give them a recognised standing for their independence and authoritative analysis within the policy community. Moreover, by applying a set of principles and standards in projects with each other, it will increase the confidence of think-tanks in the work of their partners, because they all adhere to the same quality standards in policy work.

Can there be a yardstick, an ISO standard, or “seal of excellence”, for policy work? This is a question that cannot be answered so easily, not least because this would require wide agreement on not only the principles and standards, but also on methods

of measuring quality and evaluating its implementation - which would inevitably differ greatly between a project assessing public attitudes to European integration in the western Balkans, and a project evaluating equality of pay among women and men in the Baltic states. Well-established academic standards or survey methodologies already exist in many fields, and we do not want to duplicate these - although it is useful to be able to point new policy analysts to the existing literature.

At the seminar held in Prague, there was also some well-considered caution raised: let's not be overly proscriptive, as we do not want to censor and inhibit creativity and innovation. Quality is not only about the originality of the research, and the rigour and absence of preconceptions in the research and surveys conducted; it also involves the quality in terms of writing, presentation, and of course communication of the resulting conclusions and recommendations to effectively targeted policymakers and other relevant stakeholders.

Moreover, who would judge and award such a "seal of excellence"? Short of such a "seal", PASOS launched in 2010 the first ever annual PASOS Think-Tank Awards for excellence in policy work. With a world-class jury comprising policy experts with experience in both think-tanks and in government, these awards can provide a framework for both gauging quality, and also on the one hand for identifying continuing needs and shortcomings in policy work in the PASOS region, and on the other hand for charting trends in think-tank practice.

Policy standards. Why?

Why do think-tanks need standards, and how might they differ from the standards of academic research, journalism or other fields?

Kucharczyk and Kaźmierkiewicz argued that a successful think-tank is "one that maintains analytical rigour without getting slowed down as to not be able to deliver results within the short time-frames determined by the donors and required by the public. One that communicates complex ideas and presents viable policy choices without 'dumbing them down', falling into 'Euro-jargon' or getting bogged down into day-to-day political conflict. One that is clear as to why it is needed on a competitive market of policy

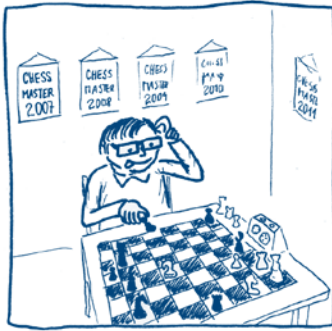
ideas and whose mission is apparent to any one working for it, sponsoring it, reading its publications or attending its events so that it is not mistaken for its direct competitors. Its managers should be able to read the 'signs of the times' and proactively modify the structure, operations and external relations of the institution so as to meet the competitive pressures while remaining distinctive on the market."

In addition to the above, a think-tank needs to gauge and target its audience, not just to what it should react, but to whom to propose advice and in which format (policy brief, op-ed, in-depth study and policy recommendations, etc). A think-tank's reputation precedes its work, and that reputation is shaped by the quality of its policy outputs, namely:

- *the rigour of its research and transparency of its methodologies*
- *the quality of its policy analysis*
- *the relevance and timeliness of its policy recommendations*
- *the appropriate use of different formats (print, electronic, audiovisual) and events (face-to-face briefings, expert roundtables, public debates)*
- *effective targeting of, and influence on, decision-makers*
- *its contribution to sustainable solutions to key political, societal and economic questions.*

*The target of this publication is primarily independent think-tanks, but also their partners and sponsors, many of whom raise the issues of credibility and reputation cited at the beginning of this introduction. Another important target is the end-user of policy analysis and recommendations, namely the wider research community and policymakers themselves, who need to know that a think-tank's research and policy advice is soundly based on quality research methods, objective analysis, and internal and external reviews. The **Center for Research and PolicyMaking (CRPM)** in Macedonia developed the imaginative approach of testing policy ideas not only on colleagues and other policy experts, but also on both a taxi-driver and a chess grandmaster who has no television.*

The seminar in Prague in 2010 concluded that it would be best to start with principles directly relevant to joint policy projects, addressing the challenges faced where there is the scope for misunderstanding between centres with different approaches concerning project methodology and project management (including financial management).



As a whole, the participants favoured an approach that would set out core principles, then in a later stage chart existing quality standards/methodologies in different areas of policy expertise with recommendations as to which would fit particular types of projects.

What next?

The shape and timing of the roll-out of the policy principles and standards will be the subject of deliberation by the PASOS membership, including plans on how to proceed, in particular the application of the principles and standards to pilot projects, which will make it possible to evaluate their relevance and impact, and of course to update them in the light of their application in different contexts.

The viability of eventual use of a “seal of excellence”, and corresponding certification procedures, will have to be carefully considered depending on the ability to monitor and certify every project. One option would be more to rely on the certification of a stated commitment to meet a set of declared ethical principles and to adhere to a set of principles and standards concerning quality controls. Unless a verification and evaluation procedure is practicable (including affordable), such a unilateral subscription to the principles and standards might be the best approach - whereby each independent think-tank that declared it subscribed to the principles and standards would be responsible itself for living up to those standards rather than a “seal” that would indicate that the respective institute’s policy work had been subjected to external verification and certification procedures.

Nevertheless, the unilateral subscription to the principles and standards will require agreement on the core principles and standards necessary for application in joint projects, where necessary training or mentoring around the practical application of the standards, and a wider debate around the principles and standards.

This publication marks the conclusion of the first phase, namely the launch of the principles and standards; a subsequent phase can project them both into greater depth and into application. The reward for independent think-tanks should be more robust policy outputs that gain greater leverage in the policy community, winning respect and influencing policymakers. That in itself will amount to a “seal of excellence”, and we trust that the PASOS network will continue to take a lead in promoting excellence in policy work.

Principles for effective quality controls in the work of independent think-tanks

The following principles are a set of generally applicable guidelines to foster and maintain standards of quality in the work of independent think-tanks. They are not the final word by any means; they are designed to serve as the basis for further elaboration, and for generating good practice that will itself in its application generate amendments and refinements. If these principles were accepted in their entirety, that would signal a lack of ownership; on the contrary, they are there to be challenged, re-assessed over time, and even tailored to different contexts.

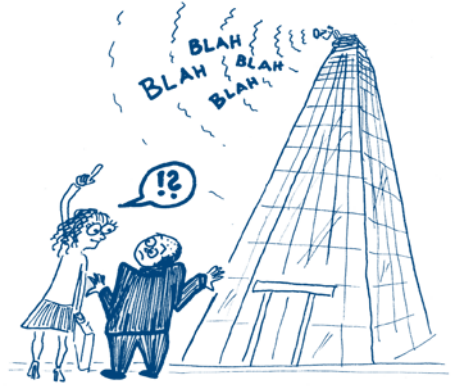
For instance, a number of factors and circumstances will always limit the practicability of implementation of all these principles. In particular, a short, timely policy brief might have to be published very quickly, limiting the practicability of a peer review exercise; moreover, even if such review processes were deemed applicable only to longer studies, there will be financial constraints. Many independent think-tanks do not have the luxury of untied funding, or core finances, that can facilitate the availability of core expertise that can respond to, or even better foresee the need for, new policy developments in a given policy area; however, to be a sustainable and credible source of independent policy analysis, the ability to produce up-to-date, pertinent policy analysis and recommendations is essential.

If these principles serve to assist independent think-tanks in becoming both more credible and more sustainable, that will be a very positive outcome; likewise, they can generate a debate within think-tank networks, such as PASOS, on how standards can be raised - to strengthen the credibility of independent think-tanks, but also to improve the quality of policy outcomes for society as a whole.

Principle One:

Produce relevant and timely analysis

Fresh policy analysis must make use of windows of opportunity for reform, while at the same time being forward-looking, shaping sustainable, long-term policy solutions that are adjustable over time as contexts change. To be able to do this, an independent think-tank should strive to develop core expertise with the flexibility to react to, or even pre-empt, policy developments in their core areas of policy expertise. This capacity requires core financial resources that are not project-dependent; it is a challenge to secure such resources, but one that can strengthen the reputation of the think-tank as a leading source of expertise and up-to-date analysis in the given policy area.



Principle Two:

Encourage creativity and innovation

Charting future trends, or analysing existing policymaking structures, can lead to a leap in thinking, or a leap in thinking can lead to new approaches to policymaking. Independent think-tanks should be encouraged, and in turn should encourage their own analysts, to not only understand established patterns of policymaking and policy implementation, but also to dare to challenge them. At the same time, the think-tanks should provide a rigorous justification of the challenge to the status quo, and outline the advantages of a new approach.

Principle Three:

Build confidence with partners through transparency in project design

Joint projects bring great potential in garnering expertise from different policy areas or different countries or regions. They also bring a responsibility to ensure that analysis of a different policymaking or legal context, or a different socio-economic setting, is comparable, and can generate comparative data. As with all policy projects, it is important at the design phase to agree on the objectives of the project, in particular what policy problems and challenges will the project address, and what and how might change be accomplished. Furthermore, the partners need to build confidence in each other from the moment of project design - from both a methodological standpoint, but also in division of roles and full transparency about planned expenditure and allocation of funding between the partners, and procedures in the event of non-fulfilment of obligations by one of the partners. Full engagement in project design, in particular in the agreement on the methodology for policy research and analysis, and verification and peer review procedures, will build confidence among the partners and maximise the quality and credibility of the resulting analysis.

Principle Four:

Evidence-based policy analysis is more likely to generate better policy outcomes

Use evidence from a wide variety of sources, while verifying the sources and consulting with key stakeholders to take into account other evidence and statistical trends. Assumptions should be clearly stated and justified, so as to minimise bias in either survey questions or policy analysis. Different scenarios generated by varying assumptions can both eliminate potential bias in the analysis, and also generate new policy directions based on new data, or data that increases confidence in existing research. Policy recommendations should be based on well-founded analysis, and on clear explanation of the relevance of the evidence gathered. The independent think-tank has a responsibility moreover to ensure that policy solutions proposed are practicable and implementable.



What would make evidence more useful for policymakers?

Some key characteristics include:

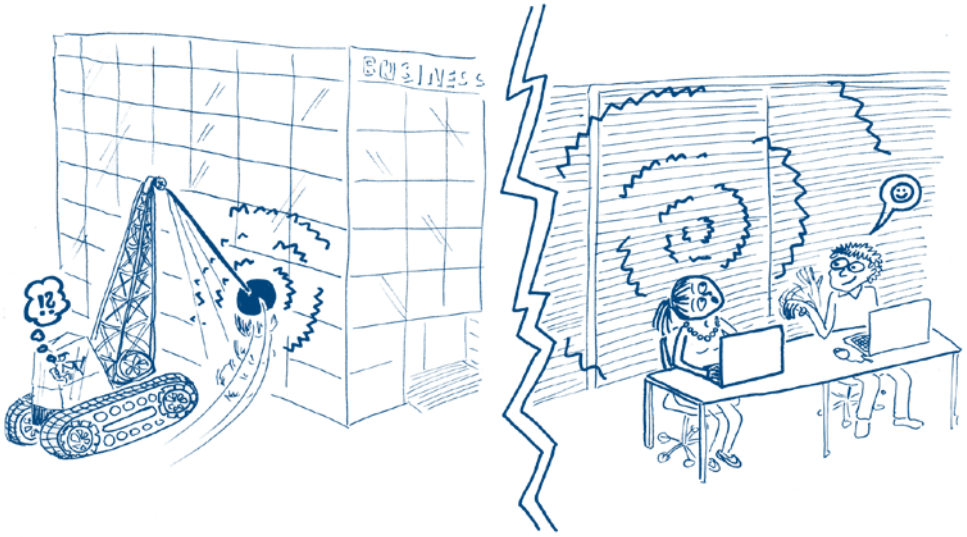
- **Availability.** Does a body of (good) evidence exist on a particular issue?
- **Accuracy.** Does the evidence correctly describe what it purports to do?
- **Objectivity.** How objective is the source?
- **Credibility.** What approach was taken to generate evidence and how reliable is the evidence? Is the evidence contested? Can we depend on it for monitoring, evaluation or impact assessments?
- **Generalisability.** Is there extensive information or are there just selective cases or pilots?
- **Relevance.** Is the evidence timely, topical and does it have policy implications?
- **Practical usefulness.** Is evidence grounded in reality? Do policymakers have access to the evidence in a useful format and are the policy implications of the research feasible and affordable?

Policy Engagement. How Civil Society Can be More Effective by Julius Court, Enrique Mendizabal, David Osborne, and John Young (Research and Policy in Development (RAPID) programme of the Overseas Development Institute, UK, 2006)

Principle Five:

Be transparent about research methodologies

It is essential to demonstrate candour and transparency about the research methodology, and the data collection process, analysis and interpretation of qualitative data. All published studies should explicitly spell out the methodologies applied, data sources and data-generation methods used, any shortcomings identified in the methodology, and its applicability to the given policy field. This principle is also core to effective co-operation with project partners, so that methodologies and use of data are commonly understood and applied, and agreed in advance, so that for instance an international project can generate comparative data.



Principle Six:

Respect internationally recognised ethical standards in social research

Observe the right to privacy of subjects of data research by observing national and international laws that are in line with recognised human rights and data protection laws. Independent think-tanks should also work to ensure the security of private data from misuse by any third party. .

Basic rules of conducting social research

The Basic Rules of Conducting Social Research developed by the European Society for Opinion and Marketing Research (ESOMAR) include principles requesting the observance of the following when working with data:

- Respecting universal ethical standards of social research*
- Respecting national and international laws*
- Respecting rights of donors and those who are an object of the research*
- Ensuring the right of respondents to refuse participation in the research.*
- Providing proper informing to donors and clients*
- Using any collected data only for the purpose of the research*
- Presenting data with appropriate interpretation*
- Properly working with private data, ensuring their safety, their elimination from publicised data, and preventing their misuse by any third party.*

www.esomar.org

Principle Seven:

Verify reliability of data before drawing policy conclusions

Both original research and other research used needs to be verified for reliability of the methodology of data gathering and data analysis, including its validity and applicability to the given policy area. This is equally important in joint projects where quality standards must be maintained by all partners to ensure that inaccurate data from one partner does not undermine the credibility of the whole project.



Principle Eight:

Include context analysis and impact assessment as core components of policy analysis

A context, or situation, analysis should be a core feature of policy projects. The context analysis should include historical background, the experience of comparable policy initiatives, and legal context. Before proposing a solution to a policy problem, the policy analyst should have a sound understanding of the currently existing policies, the policy framework, the stakeholders involved, influencing factors in the current context, and the local and international setting pertinent to policy development.

Furthermore, the potential impact of a policy change should be considered not only by policymakers, but also by independent think-tanks. It is important to think through the consequences in an inclusive process, taking into account the impact on the needs of all stakeholders directly or indirectly, as well as on social development, economic development, and the natural environment. Gender impact and the implications for minority groups might also be important considerations. The potential resistance to the implementation of policy should also be addressed, as negative side-effects can derail the effectiveness of a policy. When policy recommendations are drafted, it is important to take into account the required administrative processes, as well as the capacity and adaptability of the organisations that would implement the policy reforms.

Assessing policy impact: a government perspective

The following list summarises some of the methods and tools used by the UK Government for policy evaluation:

- **Costs and broad appraisal issues:** *What are the broad objectives? These tend to be defined in economic and equity terms.*

- **Impact assessment**
 - o *Value for money: Will it affect the cost to the public and the quality of goods and services?*
 - o *Access: Will it affect the public's ability to get hold of the goods or services they need or want?*
 - o *Choice: Will it affect consumers' choice of goods and services?*
 - o *Information: Will it affect the availability of accurate and useful information on the goods or services?*
 - o *Fairness: Will it have a differential impact on some individuals or groups of consumers?*

- **Regulatory impact assessment:** *What impact does the policy have on businesses or the voluntary sector?*

- **Public sector impacts:** *What impact does your policy have on the public sector?*

- **Quality of life:** *In simple terms, this is sustainable development, including:*
 - *Social progress which recognises the needs of all.*
 - *Effective protection of the environment.*
 - *Prudent use of natural resources.*
 - *Maintenance of high and stable levels of economic growth and employment.*
- **Scientific evidence:** *What does the balance of evidence suggest?*
- **Risk, public health and safety:** *What are the implications for the public (including vulnerable groups and the environment)?*
- **Legal issues:** *Is the policy legal?*
- **Treaty obligations:** *Is the suggested policy compatible with existing treaty obligations?*
- **Devolved administration:** *How does policy relate to the constitutional position and remits of devolved administrations?*
- **Environmental appraisal:** *Will there be an adverse impact?*
- **Area implications:** *Would the policy affect either directly or indirectly different groups of people living in different parts of the country (e.g. rural areas)?*
- **Policy appraisal for equal treatment:** *Would the policy affect either directly or indirectly different groups of people, for example, women, disabled people, older people, those from different ethnic groups?*

Impact Assessment and Appraisal: Guidance Checklist for Policymakers
(Cabinet Office, Prime Minister's Strategy Unit, London, 2002)

Principle Nine:

Internal and external peer review processes strengthen the credibility of policy analysis

The quality control of a policy project should include peer review of the initial concept (by managers and, if appropriate, colleagues or external experts), review of the research methodology in advance (and common agreement on the design in the case of joint projects with partners to ensure compatibility in different contexts), internal peer supervision at different stages, and external peer review of the final product by an appropriate expert in the given policy field. Clear guidelines should be put in place on how to use, and when not to use, the advice of the peer reviewer. The review process reduces bias, and fosters confidence in the final analysis and policy recommendations.

The process of external peer review can be organised through a pool of peer reviewers who work pro bono in the knowledge that the favour will be returned (a system that could be considered within a network such as PASOS, together with other partners with additional policy expertise). This approach can be implemented while maintaining the anonymity of the peer reviewer, but is not always practicable. For instance, in a small country where the policy analysis is written in the local language, there may be only one or two experts, so an anonymous peer review is not possible. In addition, payment of a fee to a peer reviewer can bring more binding obligations upon the reviewer to complete the task in a timely manner and to a high standard.

Transparency should be exercised when publishing a policy analysis to indicate if it has been subjected to external peer review.



'Many eyes' and 'many minds'

Centre for Public Policy PROVIDUS, Latvia

There are several important benchmarks, which have been agreed upon and observed. The principle of many eyes is observed all through the research cycle, from the onset of defining and focusing the problem addressed by a particular activity to tacit agreement of mandatory internal review of documents leaving the organisation. With rare exceptions, this principle applies to most documents leaving the organisation.

When a single researcher does work, external expert review is always required; otherwise, as often as possible. However, the choice of when to attract external expertise remains at the discretion of the researcher. While some focus on extensive consultations during the preparation of their papers, others stress the importance of external review of final drafts/stages of the research project. External review might be used less often if a team of researchers undertakes the work.

The principle of many minds is observed when defining the problem. It is important to corroborate one's views and test the initial arguments. It is often done via discussions involving both interested colleagues and selected external experts. External expert review is often used to test actuality, reality, the value of the potential research and the potential methodologies.

Yet, when the researcher has but a general idea about the realm or range of problems which might need to be addressed, such discussions are preceded by internal brainstorms. Interdisciplinarity of internal experience has often re-shaped the original idea and helped to focus before we move to the next step, described above.

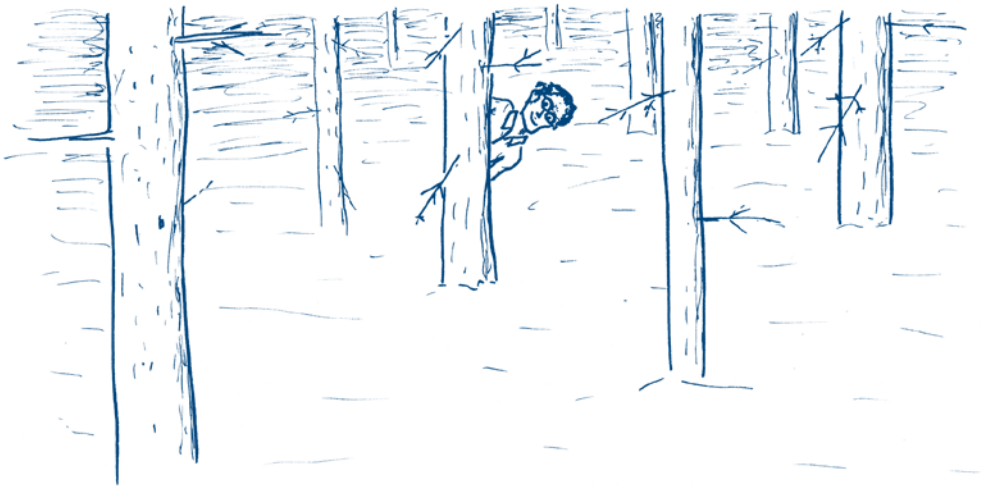
Principle Ten:

Know your audience, and inform policymakers to foster more effective policymaking

When publishing, or announcing, a policy initiative or set of conclusions and policy recommendations, the independent think-tank must carefully gauge and target its audience, and customise its target format of publication or publications (printed, electronic, audiovisual, etc), and the channels of communication (op-eds, letters to editor, press conferences, off-the-record briefings, blogs, social media, recommendations to high-level conferences, etc). Once the format has been chosen, it is important that policy recommendations are clearly highlighted, that the arguments for the recommendations are logically set before the reader, and that the information presented is written in a clear, accessible style, and is thoroughly checked for accuracy.

It is not the function per se of independent think-tanks to raise the standards of policymaking, but they bear a responsibility for ensuring that their policy recommendations are understood sufficiently to be applied in an effective manner. Think-tanks should strive, within the possibilities of the policymaking framework in a given location, to work with policymakers to help raise standards in policymaking and the subsequent implementation of policies.

This engagement is also necessary with other key stakeholders who either help to shape policy, or are affected by the implementation of policies. Better informed policymakers leads to more effective policymaking. To more effectively influence policymakers' choices, a think-tank should identify the responsible policymaking actors, and also the most likely stakeholders resistant to policy reform in the given area, and the determining factors that will shape the decision-making process.







Policy Association for an Open Society

How to become a PASOS member

To be eligible for PASOS membership, an organisation should accept the PASOS mission and goals, share and promote open society values, and not be related to any political party or political movement. The organisation must have been in existence for at least two years and have established a credible reputation in public policy as determined by the Board of PASOS.

To apply, the applicant should submit to the Board (via the Executive Director):

- 1. An application supported by the written recommendation of at least two members (as listed at **www.pasos.org**), demonstrating the reputation and the credible track record in public policy of the applicant.*
- 2. A copy of the applicant organisation's charter in the original language, and a translation into English of the Charter or a summary of the Charter.*
- 3. The mission of the policy centre, and an account of its main areas of research and activities.*

There is an annual membership fee of EUR 500.

*For more information, contact PASOS Executive Director Jeff Lovitt at **jefflovitt@pasos.org***

PASOS (Policy Association for an Open Society)

Těšnov 3, 110 00 Praha 1, Czech Republic

Tel./fax: +420 2223 13644

E-mail: info@pasos.org

www.pasos.org



A network of independent policy centres in Central and Eastern Europe and Central Asia

PASOS (Policy Association for an Open Society) aims to promote and protect democracy, human rights and open society values – including the rule of law, good governance, and economic and social development – by supporting civil society organisations that individually and jointly foster public participation in public policy issues at the European Union level, in other European and global structures, and in the wider neighbourhood of Europe and Central Asia.

PASOS (Policy Association for an Open Society)

Těšnov 3, 110 00 Praha 1, Czech Republic

Tel./fax: +420 2223 13644

E-mail: info@pasos.org

www.pasos.org