



12-2009

## 2009 Global Go To Think Tanks Index Report

James G. McGann

University of Pennsylvania, [jmcgann@sas.upenn.edu](mailto:jmcgann@sas.upenn.edu)

Follow this and additional works at: [https://repository.upenn.edu/think\\_tanks](https://repository.upenn.edu/think_tanks)

 Part of the [International and Area Studies Commons](#)

---

McGann, James G., "2009 Global Go To Think Tanks Index Report" (2009). *TTCSP Global Go To Think Tank Index Reports. 2.*

[https://repository.upenn.edu/think\\_tanks/2](https://repository.upenn.edu/think_tanks/2)

THINK TANKS AND CIVIL SOCIETIES PROGRAM © 2009, TTCSP

All rights reserved. Except for short quotes, no part of this document and presentation may be reproduced or utilized in any form or by any means, electronic or mechanical, including photocopying, recording, or by information storage or retrieval system, without written permission from the Think Tanks and Civil Societies Program.

All requests, questions and comments should be sent to:

James G. McGann, Ph.D.  
Director  
Think Tanks and Civil Societies Program  
International Relations Program  
University of Pennsylvania  
Philadelphia, PA USA 19104-6305

This paper is posted at ScholarlyCommons. [https://repository.upenn.edu/think\\_tanks/2](https://repository.upenn.edu/think_tanks/2)  
For more information, please contact [repository@pobox.upenn.edu](mailto:repository@pobox.upenn.edu).

---

## 2009 Global Go To Think Tanks Index Report

### Disciplines

International and Area Studies

### Comments

THINK TANKS AND CIVIL SOCIETIES PROGRAM © 2009, TTCSP

All rights reserved. Except for short quotes, no part of this document and presentation may be reproduced or utilized in any form or by any means, electronic or mechanical, including photocopying, recording, or by information storage or retrieval system, without written permission from the Think Tanks and Civil Societies Program.

All requests, questions and comments should be sent to:

James G. McGann, Ph.D.  
Director  
Think Tanks and Civil Societies Program  
International Relations Program  
University of Pennsylvania  
Philadelphia, PA USA 19104-6305

***THE THINK TANKS AND CIVIL SOCIETIES  
PROGRAM***

***2009***



***THE GLOBAL “GO-TO THINK TANKS”***

***The Leading Public Policy Research Organizations In The World***

Revised

**January 31, 2010**

**James G. McGann, Ph.D.**

**Director**

**Think Tanks and Civil Societies Program**

**International Relations Program**

**University of Pennsylvania**

**Philadelphia, PA USA 19104-6305**



# The Think Tanks & Civil Societies Program

*“Helping to bridge the gap between knowledge and policy”*

Researching the trends and challenges facing think tanks, policymakers, and policy-oriented civil society groups...

Sustaining, strengthening, and building capacity for think tanks around the world...

Maintaining the largest, most comprehensive global database of think tanks....

**All requests, questions and comments should be emailed to:**

**James G. McGann, Ph.D.**

**Director**

**Think Tanks and Civil Societies Program**

**International Relations Program**

**University of Pennsylvania**

**Telephone: (215) 746-2928 / (215) 898-0540**

**Email: [Jmcgann@sas.upenn.edu](mailto:Jmcgann@sas.upenn.edu)**

Copyright: All rights reserved. No part of this report may be reproduced or utilized in any form or by any means, electronic or mechanical, including photocopying, recording, or by information storage or retrieval system, without written permission from the University of Pennsylvania, Think Tanks and Civil Societies Program.

# TABLE OF CONTENTS

ACKNOWLEDGMENTS_____	4
INTRODUCTION_____	5
METHODOLOGY AND TIMELINE_____	6
GLOBAL TRENDS AND TRANSITIONS_____	10
NOMINATED THINK TANKS_____	19
THE TOP THINK TANKS IN THE WORLD (NON-US)_____	29
TOP THINK TANKS IN THE UNITED STATES_____	31
TOP THINK TANKS BY REGION_____	33
TOP THINK TANKS BY RESEARCH AREA (GLOBAL)_____	42
SPECIAL CATEGORIES_____	45
ABOUT THE AUTHOR_____	47
APPENDICES_____	49

## **Acknowledgements**

**First and foremost, I want to express my deep appreciation to all the scholars, think tank directors, journalists, policy makers and donors from every region of the world who took time out of their busy schedules to participate in the 2009 think tank rankings. I also want to thank my research interns for their help in collecting and analyzing the data collected for this research project.**

## INTRODUCTION

The 2009 Global Go To Think Tank Rankings marks the fourth year edition of what has now become an annual report. The Think Tanks and Civil Societies Program at the International Relations Program, University of Pennsylvania has created a process for ranking think tanks around the world. It is the first comprehensive ranking of the world's top think tanks, based on a worldwide survey of hundreds of scholars and experts. The think tank index has been described as the insider's guide to the global marketplace of ideas. For this ambitious project, I have assembled a panel of close to 300 experts from around the world, across the political spectrum and from every discipline and sector to help nominate and select public policy research centers of excellence for 2009. The members of the Expert Panel were asked to nominate regional or global centers of excellence that they felt should be recognized for producing rigorous and relevant research, publications and programs in one or more substantive areas of research.

The Global Go To Think Tank Rankings was launched in 2006 in response to the never-ending requests that I received from journalists, scholars and government officials to provide a list of the leading think tanks in a particular country or region of the world. When I first designed the project it was intended to identify some of the leading think tanks in the world in an attempt to answer these inquiries in a more systematic fashion. Over the last 4 years the process has been refined and the number of institutions and individuals involved in the project has grown steadily.

The primary objective of the rankings is to recognize some of the leading public policy think tanks in the world and highlight the important contributions these organizations are making to governments and civil societies around the world. In four short years the Global Go To Index has become an authoritative source for the top public policy research institutes in the world. Last year's Report was featured in the January/February issue of *Foreign Policy* magazine and *The Economist* and this year the report will be launched at a briefing at the United Nations.

Contained in this Report are the results of the 2009 Global Go To Think Tank Rankings. Also included in this report is a summary of the major trends and issues that think tanks face across the globe. These trends were identified through our annual survey of think tanks and interviews with the staff of think tanks and civil society organizations in every region of the world.

Overall, this year's rankings and selection process marked a number of significant improvements over previous years. We have continued to expand the participation in the rankings process by adding more members to the Expert Panel, formalizing the recruitment of Expert Panelists, creating an on-line survey instrument and increasing outreach to those regions that were under-represented in the past. These changes have resulted in a larger, more diverse, and more representative pool of nominees and finalists.

While this year's selection process is greatly improved, a number of qualifications are still in order. First and foremost, the significant differences between the levels of development and resources in the world continue to contribute to certain regions being underrepresented on the top 50 think tanks in the world list. We suspect that this has to do with the relatively small number of think tanks in developing countries, their underdeveloped capacity and the limited resources available to these organizations. The unfortunate reality is that there are simply more and better-funded think tanks in the Organization for Economic Co-Operation and Development

(OECD) countries. In addition, the dominant role these countries play in world politics and the influence they exert over political, economic and social thinking is reflected in the global prominence of their think tanks. That being said, the real story is not what organizations make it on the list of the Top 50 think tanks in the world but the ones who make it on the list for the top think tanks in Africa, Latin America, Asia and Eastern and Central Europe.

Despite our best efforts to consult widely and create a rigorous and inclusive process we can not eliminate all bias from the selection of the top think tanks in the world. We fully recognize that personal, regional, ideological, and discipline biases may have been introduced into the nomination and selection process by some of those consulted for this study. We are confident, however, that our efforts to create a detailed set of selection criteria, an open and transparent process, and an increase in the participation from underrepresented regions of the world has served to insulate the nomination and selection process from serious problems of bias and under representation.

It is also important to note that US think tanks (see the list of the top 50 Think Tanks in the US) were not included in the universe of institutions considered for the Top Think Tanks Worldwide list because we felt their inclusion would have a distorting effect on the global rankings. By organizing the process in this way, we were able to further highlight the lesser known think tanks in other regions of the world.

Finally, we should point out that the data collection and research for this project was conducted without the benefit of field research, a budget or a staff.

Despite these limitations, I am confident that the international experts group and peer nomination and selection process that was constituted for this study has enabled us to create the most authoritative list of high performance think tanks in the world.

## **Methodology and Timeline**

In 2009, the Global GoTo Think Tank Rankings (GGTTTR) process for nominating and selecting the leading public policy research organizations (think tanks) was restructured based on feedback we received from scholars, think tanks and experts who had participated in the nomination and selection process since its inception 4 years ago. This review process resulted in a number of improvements to the process including the creation of new categories (i.e. science and technology think tanks), creation of an Expert Panel, creation of an online rankings survey and broader and deeper participation from every region of the world.

Prior to launching the 2009 rankings, extensive research was conducted to develop a working list of the leading think tanks in the world. Relying on previous studies, think tank directories and databases, and experts in the field, I identified a universe of **6305 institutions** for possible inclusion in the study. Once the universe of think tanks was established, a team of 30 interns spent 2 months updating and verifying the contact information for all of the institutions using internet searches and institution profile surveys which were sent to all 6305 institutions in the Think Tanks and Civil Societies database.

A major change to this year's process was the creation of a panel of experts to help guide the nomination and rankings process. The Expert Panel was charged with the task of helping review



and approve the selection criteria, make nominations and help monitor the rankings process. To constitute the group, I issued a call for individuals to serve on the Panel who had extensive knowledge of the role and function of think tanks and/or experience running, evaluating and funding them. I am pleased to report that 298 individuals from every region of the world were nominated to serve on the Expert Panel. The 2009 Expert Panel was comprised of an international group of scholars who study think tanks, executives and scholars from think tanks, public and private donors, and policy makers. Their first task was to help create an initial slate of think tanks for the 2009 rankings which was Round I in the rankings and selection process. The Panel was asked to provide nominations for leading think tanks for the following categories:

### **1. Top Think Tank in the World**

- Top Think Tank Worldwide
- Top Think Tanks (US and Non-US)

### **2. Top Think Tanks by Region**

- Top Think Tanks- United States
- Top Think Tanks- North America
- Top Think Tanks in Latin America and the Caribbean
- Top Think Tanks in the Middle East and North Africa
- Top Think Tanks in Southern Africa (Including Sub-Saharan Africa)
- Top Think Tanks in Western Europe
- Top Think Tanks in Eastern Europe
- Top Think Tanks in Asia

### **3. Top Think Tanks by Research Area**

- Top International Development Think Tanks
- Top Health Policy Think Tanks
- Top Environment Think Tanks
- Top Security and International Affairs Think Tanks
- Top Domestic Economic Policy Think Tanks
- Top International Economic Policy Think Tanks
- Top Social Policy Think Tanks
- Top Science and Technology Think Tanks

### **4. Top Think Tanks by Special Achievement**

- Think Tanks with the Most Innovative Policy/Idea Proposal
- Best New Think Tank (established in the last 3-5 years)
- Best Use of Internet to Engage the Public
- Outstanding Policy Oriented- Public Policy Research Program
- Best Use of the Media (Print or Electronic) to Communicate Programs and Research
- Most Impact on Public Policy and Debates

Once the initial slate of nominees was created, Round II of the nominations process was launched and a larger group of approximately 500 policy makers, donors, scholars, and think tank officials was asked to review the slate of nominees and rank them. In this stage of the process write-in nominations were permitted for all the categories and all write nominations were added to the on-line slate of nominees 2-3 times a day. At this stage in the process, the slate of nominees was expanded to include all the write in nominees who received 2 or more

nominations. The rankings and nominations from Round II were then tallied and the final slate of think tanks was developed.

During Round III, the final round in the process, approximately 8500 individuals and institutions were invited to participate in the final stage of the rankings. Every known think tank was invited to participate in Round III of the selection process which involved 6305 think tanks from 169 countries. Over 750 peers and experts participated in Round III and 1255 participated in all 3 Rounds of the 2009 think tank ranking process. A snapshot of the peer institutions and experts who participated in the process is provided below:

- 300 nominated expert panelists
- 125 journalists and scholars who study think tanks & NGOs
- 30 current and former directors of think tank programs and networks
- 15 public and private donors
- 63 civil society representatives
- 100s of think tanks
- 35-40 intergovernmental organizations
- 65 academic institutions

In each stage of the process I requested that those persons making nominations and ranking the think tanks to use the provided selection criteria (see appendix for a complete set of 2009 Selection Criteria). Specifically, the peers and experts were asked to focus on the key aspects of the think tanks' performance such as the rigor and relevance of the research and analysis produced, scale of operations, breadth of audience and financial support, contribution of research and analysis to public debate and the policy making process, and the organization's overall impact on public policy. I also requested that the Expert Panel and every participant in the process follow a very simple but important ground rules:

- ✓ No self nominations (you cannot nominate your own institution)
- ✓ Adhere to professional conduct by revealing and avoiding any potential conflicts of interest
- ✓ Use the selection criteria provided as a tool when evaluating organizations and making your nominations and selections
- ✓ Provide the formal, full name of the institution and the country in which it is located
- ✓ Avoid political, ideological and discipline bias when making all selections and nominations

Clearly, the greatest challenge in assessing these institutions (many of which are by the very nature of their work political) is to abstract from subjective characteristics and to focus on more universal and concrete features. It is for this reason that each participant in the process was provided with access (web link) to a set selection criteria that was designed to create a common, objective metric for ranking the 6305 think tanks.

## Timeline

The annual rankings of think tanks is a labor intensive and time consuming process that takes approximately 6 months to complete. The timeline for the nominations, rankings and selection process is outlined below:

- Contact information for over 5500 think tanks is updated (May and June)
- Search for new or previously unidentified think tanks is conducted, resulting in approximately 800 new think tanks being identified worldwide.
- Think tank organizational profile surveys are sent to over 6305 think tanks (May-July)
- Call for nominations for the GGTTT Rankings Expert Panel (August)
- 298 expert panelists are nominated and all but 5 agree to participate (September)
- Expert panelists submit nominations in Round I and over 400 think tanks are nominated (September and October)
- Round II: nominations process is opened to an additional 500 individuals and institutions (November and December) Write in nominations are available for all categories. An additional 205 people participate in Round II
- Round III: Over 8500 individuals are invited to participate in the final selection of the 2009 Global Go To Think Tanks. 740 participate in the final round (December and early January)
- Over 1200 peer institutions and experts participate in Round I, Round II and Round III of the nomination and rankings process (September 2009-January 2010)

I would like to point out a critical dimension of the nomination and selection process that has created what may appear to be a discrepancy in the rankings. The experts and peer institutions that participated in the nominations and selections process were able to rank the top global think tanks, top regional think tanks and specialty categories separately (so these rankings are independent of one another). What this means is that panelists were able to nominate think tanks in those regions and research areas where they were knowledgeable and could provide us with informed nominations and selections. This resulted in a variance in the number of people who provided nominations for each category. This occurs because panelists may have only felt comfortable and knowledgeable about the region where they live and/or work and chose to limit their rankings to that specific region. In addition, an institution may be better known outside the region in which it is located and therefore may receive a higher global ranking than it does in the regional rankings or vice versa.. For all these reasons, the ranking results may vary from category to category. My objective in having the rankings done separately was to assure proper and meaningful regional representation in the rankings.

## GLOBAL TRENDS AND TRANSITIONS

*“The challenge for the new millennium is to harness the vast reservoir of knowledge, information, and associational energy that exists in public policy research organizations in every region of the world for public good.”*

(Think Tanks and Policy Advice McGann 2007)

Considering the continuing technological advances that inevitably further the increasingly complex and overwhelming amount of available information, it is perhaps no surprise that good ideas can be lost within the sea of talking heads and endless waves of white papers. As such, developing efficient methods of organizing and filtering policy ideas in order to effectively react and respond to the dynamic policymaking environment is critical. Witte and Reinicke identify two pitfalls of the current information age: the first, called the “operational gap,” refers to the fact that many policymakers lack the necessary information and tools to respond to contemporary problems; the second, known as the “participatory gap,” describes how individuals and private organizations perceive themselves as excluded from the policymaking process.<sup>1</sup> But this gap structure does not fully address the true complexity of issues facing global policymakers. While policymakers may lack the tools to quickly respond to a critical policy problem, often they suffer not from a lack of information but from an “avalanche of information” that gets in the way of effective decision making. Overcoming these obstacles often requires knowing where to turn for rigorous, reliable and accessible information and analysis.

Think tanks, or public policy research institutions, have begun to prove their utility in the domestic policy sphere as information transfer mechanisms and agents of change by aggregating and creating new knowledge through collaboration with diverse public and private actors. The United Nations Development Programme (UNDP) identifies think tanks as “[the] bridge between knowledge and power”.<sup>2</sup> Certainly, this is true; at their best, think tanks are the filters and synthesizers that facilitate the identification of policy issues, the design of policy solutions, and the implementation of and feedback on policy decisions. The proliferation, global expansion, and networking of think tanks have magnified the potential for them to research and develop solutions to global public policy issues of today.

Think tanks are public policy research, analysis and engagement institutions that generate policy-oriented research, analysis and advice on domestic and international issues that in turn, enable both policymakers and the public at large to make informed decisions about public policy issues. On one end of the spectrum, think tanks can be seen as one of the main policy actors in democratic societies that assure a pluralistic, open and accountable process of policy analysis, research, decision-making and evaluation. On the other end of the spectrum, think tanks can be considered as a euphemism for special interest groups that have their own political agendas. However, within these broad generalizations, there is a diverse group of think tanks worldwide.

---

<sup>1</sup> Benner, Thorsten, Reinicke, Wolfgang, & Witte, Jan. "Beyond Multilateralism: Global Public Policy Networks." *International Politics and Society*, 2000. P. 3.

<sup>2</sup> Stone, Diana. "Think Tanks and Policy Advice in Countries in Transition." *How to Strengthen Policy-Oriented Research and Training in Viet Nam*, Asian Development Bank Institute Symposium. Hanoi, 31 Aug. 2005. P. 2.

Overall, think tanks represent an important subset of the institutions that make up civil society. Their existence contributes to the creation of a robust civil society. In turn, the presence of a robust civil society strengthens the existence of think tanks, creating a ‘virtuous cycle’ of consolidation. The potential of think tanks to support and sustain civil societies around the world is far from exhausted. Policymakers in governments throughout the developed and developing world face the common problem of obtaining expertise in the process of their decision-making. The challenge then for the policymakers and think tanks is to harness the vast reservoir of knowledge, information and associational energy that exists in public policy research organizations in every region of the world for public good.

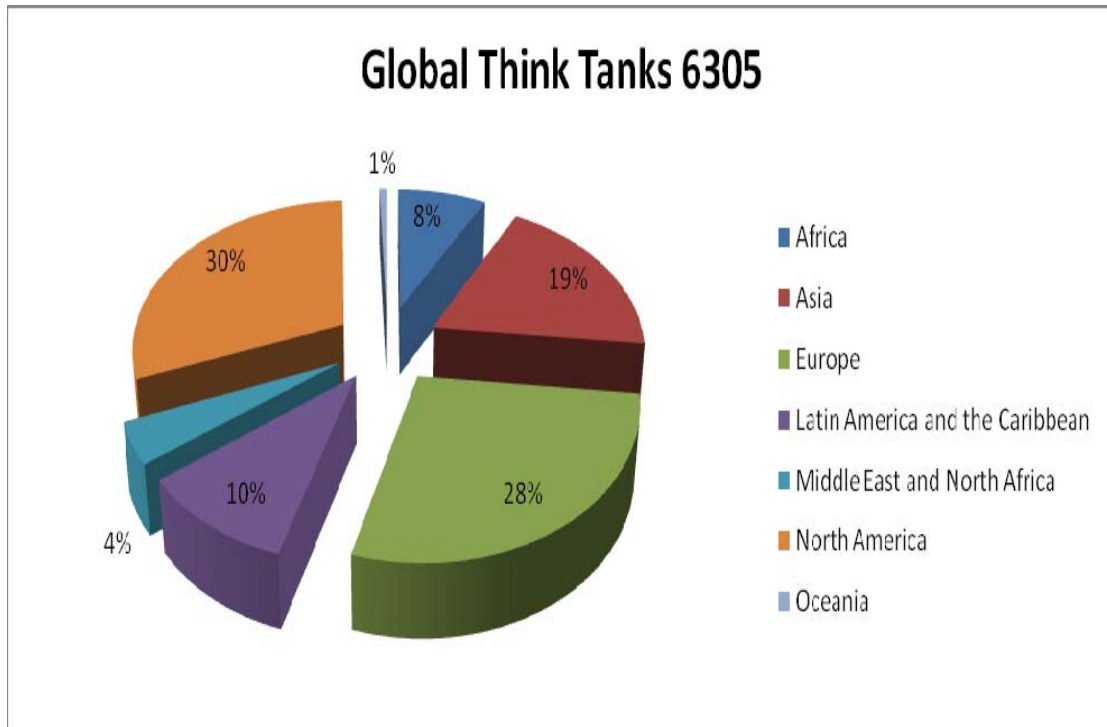
Today there are over 6,300 think tanks operating in 169 countries. The growth in numbers and influence of independent public policy research organizations—“think tanks” as they are commonly called—has been noted by a growing number of scholars, donors and practitioners in the United States and abroad.<sup>3</sup> Regional and global intergovernmental organizations such as the UN, World Bank, Asian Development Bank and NATO have recently come to recognize the significant role think tanks play in the policymaking process.

The proliferation of think tanks across the globe has exponentially increased the potential for international communication, information-gathering, and new and creative policy analysis. There are currently 6,300 think tanks in the world, a great increase from ten years ago. North America and Western Europe still dominate the scene with 56% of think tanks, but other regions are catching up. The Middle East and North Africa and Africa as a whole have seen the least activity, with a current level of 4% and 8% of the world’s think tanks. While more think tanks are appearing around the globe, individual think tanks themselves are simultaneously globalizing. Individual think tanks are executing global expansion strategies, in which a think tank establishes multiple physical operational centers, either in different domestic locations or in countries outside of its headquarters. These organizations have organized nascent think tank networks to help develop and assess policies and programs and serve as a link to civil society groups at the national, regional, and global level.

---

<sup>3</sup> See, James McGann, *Academics, Advisors and Advocates: Think Tanks and Policy Advice in the US* (Routledge 2007); James McGann and Erik C. Johnson, *Comparative Tanks, Politics and Public Policy* (Edward Elgar, 2005); Andrew Rich, *Think Tanks, Public Policy, and the Politics of Expertise* (Cambridge University Press 2004); James A. Smith, *The Idea Brokers: Think Tanks and the Rise of the New Policy Elite* (Free Press, 1991); James McGann and R. Kent Weaver (eds.), *Think Tanks and Civil Societies: Catalysts for Ideas and Actions* (University Press of America 2000); Diane Stone, Andrew Denham and Mark Garnett (eds.), *Think Tanks Across Nations: A Comparative Approach* (Manchester University Press, 1998); Stone, Diane, and Andrew Denham, eds. *Think Tank Traditions: policy research and the politics of ideas*. (Manchester: Manchester UP, 2004); Abelson, *Do Think Tanks Matter? Assessing the Impact of Public Policy Institutes* (McGill-Queen’s University Press 2002); Donald E. Abelson, *A Capitol Idea Think Tanks and US Foreign Policy* (McGill-Queen’s University Press 2006); James G. McGann, “Academics to Ideologues: A Brief History of Think Tanks in America,” *PS: Political Science and Politics* (December 1992), and R. Kent Weaver, “The Changing World of Think-Tanks,” *PS: Political Science and Politics* (September 1989), 563-578.

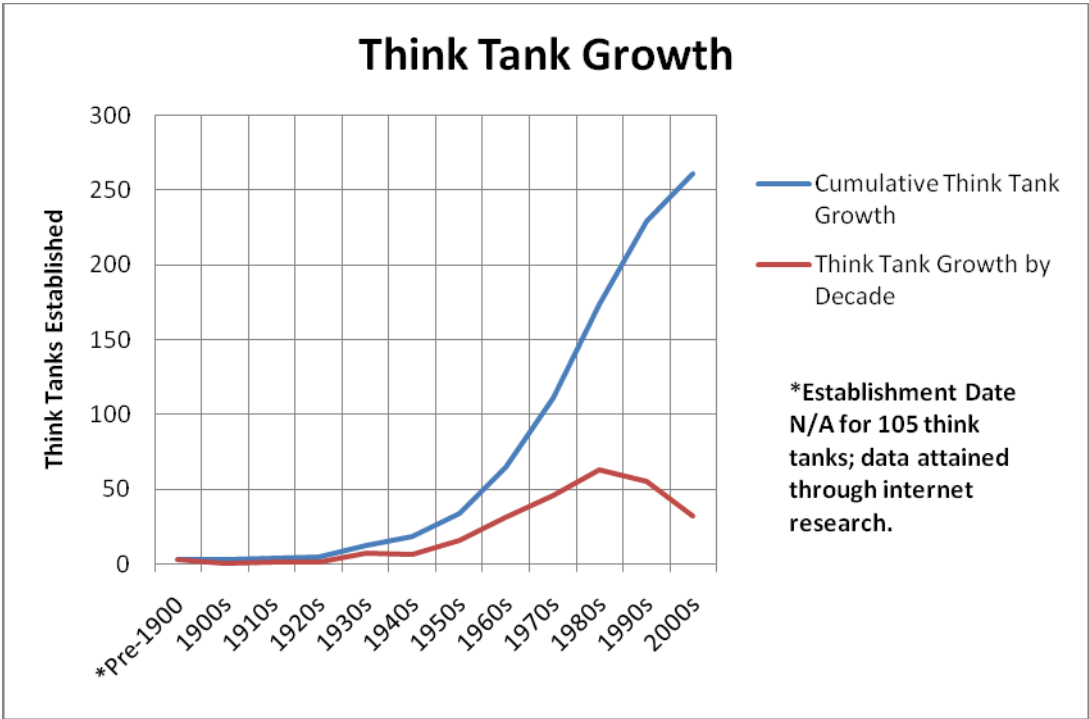
## Global Distribution of Think Tanks by Region



Think tanks now operate in a variety of political systems, engage in a range of policy-related activities and comprise a diverse set of institutions that have varied organizational forms. While their organizational structure, modes of operation, audience or market and means of support may vary from institution to institution and from country to country, most think tanks share a common goal of producing high quality research and analysis that is combined with some form of public engagement.

That being said, all think tanks face the same challenge: how to achieve and sustain their independence so they can speak "truth to power" or simply bring knowledge, evidence and expertise to bear on the policy-making process. Unfortunately, not all think tanks have the financial, intellectual and legal independence that enables them to inform public decision-making. This problem is most acute in developing and transitional countries where the means of financial support for think tanks, as well as for civil society at large, are limited. The legal space in which these organizations operate is also poorly defined and the channels for influencing public policy are narrow. It is these characteristics that distinguish think tanks in the northern and western hemispheres from their counterparts in developing and transitional countries.

The number and overall impact of policy research organizations have been growing and spreading. While think tanks are one of the many civil society actors in a country, they often serve as catalysts for political and economic reform. Analogous to a "canary in the coal mine", the indigenous think tank sector can also function as a key indicator for the state of the civil society in that country. If analysts and critics associated with think tanks are allowed to operate freely, so too can the rest of civil society.



The growth of public policy research organizations, or think tanks, over the last few decades has been nothing less than explosive. Not only have these organizations increased in number, but the scope and impact of their work has also expanded dramatically. The 1980s and 90s witnessed an exponential growth of think tanks and an increasing specialization in policy making. The following chart reflects the 2009 global statistics on think tanks.

**NUMBER OF THINK TANKS IN THE WORLD 2009\***

<b>Region</b>	<b>No. of TT's</b>	<b>% of Total</b>
Africa	<b>503</b>	<b>8</b>
Asia	<b>1183</b>	<b>19</b>
Europe	<b>1750</b>	<b>28</b>
Latin America and Caribbean	<b>645</b>	<b>10</b>
Middle East and North Africa	<b>273</b>	<b>4</b>
North America	<b>1912</b>	<b>30</b>
Oceania	<b>39</b>	<b>1</b>
<b>Total</b>	<b>6305</b>	<b>100</b>

\* This chart reflects the number of think tanks in 2009 based on data collected as of August 31, 2009

Most interestingly, the last decade has witnessed a new phenomenon of global networks and partnerships of think tanks. Granted some institutions had experimented cross-border collaboration but strategically placed global think tanks and think tanks networks are now in full bloom. These global partnerships and networks have become an effective mechanism for transferring knowledge and information internationally that policymakers can use at the national level. George Stiglitz’s challenge to policymakers “scan globally but reinvent locally” has become a reality. These global partnerships among think tanks have resulted in the creation of

networks that can focus on issues of transnational significance and help in the cooperation of policy oriented research that maximizes expertise and minimizes redundancy across countries. Additionally, models of global partnerships such as the Atlas Foundation, Center for Global Partnerships, German Marshall Fund and Open Society Institute that involve policy makers and think tanks demonstrate how global networks and partnerships can help improve performance and policy making. Many global think tanks or partnerships have taken this one step further and established operational centers, field offices, or outreach centers outside of their headquarter country e.g. Carnegie Endowment for International Peace, Brookings Institution and RAND. In terms of structure, such global think tanks contain an integrated relatively-permanent body of researchers or members (institutional or individual) in international locales that perform the organization's central functions e.g. Kiel Institute for World Economy.

These global think tanks also amass a network of internationally-based organizations to perform specific temporary functions. The Institute for Policy Studies established SEEN (Sustainable Energy and Economy Network) to engage citizens groups on issues of North-South relations, and Chatham House, a global think tank, has a practice in 'Energy, Environment and Resource Governance'. Subletting specific temporary functions to international organizations or subsidiaries develops new talent for doing issues-based research and for analyzing practical problems. In addition, it enhances researchers' capacities to work on problems or issues as being distinct from carrying out disciplinary work.

Globalization of think tanks has increased their capacity to communicate knowledge and ideas to diverse audiences and has also enabled policymakers to use greater research in policy making. As think tanks continue to grow in numbers and size, and become more transnational, the stock of policy-relevant knowledge and quality continues to increase. New ideas to the policy agenda are constantly and rapidly being introduced while checking that knowledge is provided to decision-makers in a form that they can use. Vice versa, policy debate on a global level is also helping to alleviate deficiencies in the research process, such as when research fails to address pressing issues, or when its results arrive too late to be useful. Hence, by encouraging dialogues and greater cooperation among researchers and decision-makers, particularly at the outset of projects, the relevance and timing of work is ensured. As the world continues to become more complex and interconnected, global think tanks will be a growing and welcome phenomenon. This report documents this new phenomenon by highlighting some of the leading think tanks in the world. The 2009 Global Go To Report marks the fourth year that the report has been produced.



## COUNTRIES WITH THE LARGEST NUMBER OF THINK TANKS

1	United States	1815
2	China	428
3	UK	285
4	India	261
5	Germany	190
6	France	168
7	Argentina	132
8	Russia	109
9	Japan	108
10	Canada	97
11	Italy	88
12	South Africa	84
13	Sweden	74
14	Switzerland	71
15	Netherlands	57
16	Mexico	55
17	Romania	54
18	Israel	52
18	Taiwan	52
20	Belgium	51
20	Bolivia	51
22	Spain	50
22	Brazil	48
24	Ukraine	45
25	Poland	41

**NOTE: WE HAVE NOT BEEN ABLE TO IDENTIFY ANY THINK TANK OPERATING IN THE FOLLOWING COUNTRIES:** ANTIGUA & BARBUDA, BRUNEI, COMOROS, DJIBOUTI, EQUATORIAL GUINEA ,GUINEA-BISSAU, KIRIBATI, MACAO, MARSHALL ISLANDS, MICRONESIA, MONACO, MYANMAR, NAURU, OMAN, PALAU, SAN MARINO, SAO TOME & PRINCIPE, SOLOMON ISLANDS, TONGA, TURKMENISTAN, TUVALU, VANUATU

## COUNTRIES WITH 10 OR MORE THINK TANKS

Africa		Asia/Oceania		Eastern Europe		Latin America and Caribbean		Middle East and N. Africa		North America	
Burkina Faso	16	Australia	29	Albania	11	Argentina	132	Egypt	29	Canada	97
Cameroon	20	Bangladesh	34	Armenia	14	Bolivia	51	Iran	24	Mexico	55
Cote D'Ivoire	12	China	428	Azerbaijan	13	Brazil	48	Iraq	28	United States	1815
Ethiopia	20	Hong Kong	30	Belarus	12	Chile	42	Israel	52		
Ghana	36	India	261	Bosnia & Herzegovina	10	Colombia	40	Jordan	14		
Kenya	56	Indonesia	20	Bulgaria	33	Costa Rica	33	Lebanon	11	<b>Western Europe</b>	
Malawi	13	Japan	108	Croatia	10	Cuba	18	Palestine	19	Austria	35
Namibia	11	Malaysia	18	Czech Republic	27	Dominican Republic	15	Turkey	21	Belgium	51
Nigeria	45	Nepal	13	Estonia	15	Ecuador	16			Denmark	34
Senegal	16	Pakistan	19	Georgia	14	El Salvador	13			Finland	26
South Africa	84	Philippines	20	Hungary	40	Guatemala	12			France	168
Tanzania	11	South Korea	35	Lithuania	13	Nicaragua	10			Germany	190
Uganda	23	Sri Lanka	14	Macedonia (FYR)	14	Panama	12			Greece	35
Zimbabwe	21	Taiwan	52	Poland	41	Paraguay	28			Ireland	14
				Romania	54	Peru	31			Italy	88
				Russia	109	Venezuela	15			Netherlands	57
				Serbia	24					Norway	15
				Slovakia	18					Portugal	19
				Slovenia	19					Spain	50
				Ukraine	45					Sweden	74
										Switzerland	71
										United Kingdom	285

## GLOBAL DISTRIBUTION OF THINK TANKS BY COUNTRY

Africa		Asia		Eastern Europe		Latin America		Middle East		North America	
Angola	4	Afghanistan	6	Albania	11	Antigua & Barbuda	0	Algeria	4	Canada	97
Benin	13	Armenia	14	Belarus	12	Argentina	132	Bahrain	3	United States	1815
Botswana	10	Azerbaijan	13	Bosnia & Herzegovina	10	Bahamas	1	Cyprus	6	Washington D.C.	393
Burkina Faso	16	Bangladesh	34	Bulgaria	33	Barbados	7	Egypt	29	<b>Region Total</b>	<b>1912</b>
Burundi	6	Bhutan	1	Croatia	10	Belize	3	Iran	24	<b>Oceania</b>	
Cameroon	20	Brunei	0	Czech Republic	27	Bermuda	3	Iraq	28	Australia	29
Cape Verde	2	Cambodia	10	Estonia	15	Bolivia	51	Israel	52	Fiji	1
Central African Rep	2	China	428	Hungary	40	Brazil	48	Jordan	14	Kiribati	0
Chad	3	Georgia	14	Kosovo	3	Chile	42	Kuwait	8	Marshall Islands	0
Comoros	0	Hong Kong	30	Latvia	9	Colombia	40	Lebanon	11	Micronesia	0
Congo	3	India	261	Lithuania	13	Costa Rica	33	Libya	1	Nauru	0
Congo, D.R.	7	Indonesia	20	Macedonia (FYR)	15	Cuba	18	Morocco	9	New Zealand	6
Côte d'Ivoire	12	Japan	108	Moldova	5	Dominica	2	Oman	0	Palau	0
Djibouti	0	Kazakhstan	8	Montenegro	4	Dominican Rep	15	Palestine	19	Papua N. Guinea	2
Equatorial Guinea	0	Kyrgyzstan	9	Poland	41	Ecuador	16	Qatar	5	Samoa	1
Eritrea	4	Laos	3	Romania	54	El Salvador	13	Saudi Arabia	4	Solomon Islands	0
Ethiopia	20	Macao	0	Russia	109	Grenada	1	Syria	4	Tonga	0
Gabon	2	Malaysia	18	Serbia	24	Guadeloupe	4	Tunisia	9	Tuvalu	0
Gambia	6	Maldives	6	Slovakia	18	Guatemala	12	Turkey	21	Vanuatu	0
Ghana	36	Mongolia	7	Slovenia	19	Guyana	3	U.A.E	5	<b>Region Total</b>	<b>39</b>
Guinea	1	Myanmar	0	Ukraine	45	Haiti	2	Yemen	17	<b>Western Europe</b>	
Guinea-Bissau	0	Nepal	13			Honduras	7			Andorra	1
Kenya	56	North Korea	2			Jamaica	8			Austria	35
Lesotho	1	Pakistan	19			Mexico	55			Belgium	51
Liberia	3	Philippines	20			Nicaragua	10			Denmark	34
Madagascar	2	Singapore	6			Panama	12			Finland	26
Malawi	13	South Korea	35			Paraguay	26			France	168
Mali	9	Sri Lanka	4			Peru	31			Germany	190
Mauritania	2	Taiwan	52			Puerto Rico	5			Greece	35
Mauritius	4	Tajikistan	7			St. Kitts-Nevis	1			Iceland	7
Mozambique	4	Thailand	8			St. Lucia	1			Ireland	14
Namibia	11	Turkmenistan	0			St. Vincent	1			Italy	88
Niger	4	Uzbekistan	8			Suriname	2			Liechtenstein	2
Nigeria	45	Vietnam	9			Trinidad & Tobago	10			Luxembourg	6
Rwanda	4					Uruguay	15			Malta	4
Sao Tome & Principe	0					Venezuela	15			Monaco	0
Senegal	16									Netherlands	57
Seychelles	1									Norway	5
Sierra Leone	1									Portugal	19
Somalia	4									San Marino	0
South Africa	84									Spain	50
Sudan	4									Sweden	74
Swaziland	1									Switzerland	71
Tanzania	11									United Kingdom	285
Togo	4									Vatican City	1
Uganda	23										
Zambia	8										
Zimbabwe	21										

<b>Region Total</b>	<b>503</b>	<b>Region Total</b>	<b>1183</b>	<b>Region Total</b>	<b>517</b>	<b>Region Total</b>	<b>645</b>	<b>Region Total</b>	<b>273</b>	<b>Region Total</b>	<b>1233</b>
<b>World Total</b>											
<b>6305</b>											

**UNITED STATES THINK TANKS BY STATE  
(From Largest Number to Lowest)**

<b>WASHINGTON D.C.</b>	<b>393</b>
<b>MASSACHUSETTS</b>	175
<b>CALIFORNIA</b>	167
<b>NEW YORK</b>	144
<b>VIRGINIA</b>	101
<b>ILLINOIS</b>	55
<b>MARYLAND</b>	48
<b>TEXAS</b>	48
<b>CONNECTICUT</b>	46
<b>PENNSYLVANIA</b>	43
<b>NEW JERSEY</b>	36
<b>FLORIDA</b>	32
<b>MICHIGAN</b>	31
<b>COLORADO</b>	29
<b>GEORGIA</b>	29
<b>OHIO</b>	27
<b>MINNESOTA</b>	23
<b>NORTH CAROLINA</b>	23
<b>WASHINGTON</b>	23
<b>ARIZONA</b>	22
<b>WISCONSIN</b>	22
<b>INDIANA</b>	21
<b>MAINE</b>	20
<b>RHODE ISLAND</b>	20
<b>TENNESSEE</b>	19
<b>MISSOURI</b>	18
<b>ALABAMA</b>	16
<b>KANSAS</b>	16
<b>OREGON</b>	16
<b>NEW HAMPSHIRE</b>	13
<b>HAWAII</b>	12
<b>IOWA</b>	11
<b>KENTUCKY</b>	11
<b>LOUISIANA</b>	10
<b>MISSISSIPPI</b>	10
<b>ARKANSAS</b>	8
<b>MONTANA</b>	8
<b>OKLAHOMA</b>	8
<b>NEBRASKA</b>	7
<b>NEW MEXICO</b>	7
<b>UTAH</b>	7
<b>SOUTH CAROLINA</b>	6

<b>WEST VIRGINIA</b>	6
<b>SOUTH DAKOTA</b>	5
<b>VERMONT</b>	5
<b>IDAHO</b>	4
<b>NEVADA</b>	4
<b>NORTH DAKOTA</b>	4
<b>ALASKA</b>	3
<b>DELAWARE</b>	3
<b>WYOMING</b>	0

**392 Think Tanks Nominated\***  
**As One Of**  
**The Leading Think Tanks In The World**  
*(Arranged Alphabetically)*  
**Table # 1**

Acton Institute – USA  
Adam Smith Center-Poland  
Adam Smith Institute, United Kingdom  
Adriatic Institute for Policy Studies – Croatia  
Advocates Coalition for Development and Environment (ACODE) Uganda  
Africa Institute of South Africa – South Africa  
African Center for the Constructive Resolution of Disputes (ACCORD)– South Africa  
African Institute for Applied Economics (AIAE) Nigeria  
African Technology Policy Studies Network, Tanzania Chapter (ATPS-Tanzania) Tanzania  
Al-Ahram Center for Strategic and Political Studies – Egypt  
Albanian Institute for International Studies – Albania  
American Enterprise Institute –USA  
American for Tax Reform – USA  
Amnesty International-UK  
Aspen Institute, United States  
Aspen Institute-Italy  
Association for Liberal Thinking – Turkey  
Atlantic Council  
Atlantic Institute for Market Studies (AIMS)- Canada  
Atlas Economic Research Foundation – USA  
Baker Institute for Public Policy – USA  
Bangladesh Institute of Development Studies. Bangladesh  
Barcelona Center for International Studies (CIDOB)-Spain  
Begin Sadat Center for Strategic Studies-Israel  
Belfer Center for Science and International Affairs (Harvard University) – USA  
Bertelsmann Foundation – Germany

Bloomberg School of Public Health, Johns Hopkins – USA  
Bosch Foundation-Germany  
Brazilian Center of International Relations (CEBRI) Brazil  
Brookings Institution– USA  
Bruegel – Belgium  
C.D. Howe Institute – Canada  
Canada West Foundation – Canada  
Canadian Council for Chief Executives – Canada  
Canadian Defense and Foreign Affairs Institute (CDFAI) – Canada  
Canadian Institute for Advanced Research- Canada  
Canadian International Council (FNA Canadian Institute for International Affairs) - Canada  
Canadian Int'l Development Agency – Canada  
Carnegie Council for Ethics in International Affairs - USA  
Carnegie Endowment for International Peace- Belgium  
Carnegie Endowment for International Peace-USA  
Carnegie Middle East Center, Lebanon  
Carnegie Moscow Center – Russia  
Carter Center – USA  
Cato Institute-USA  
CEBRAS, Brazil  
Cedice Libertad – Venezuela  
Center for American Progress- USA  
Center for Conflict Resolution – USA  
Center for Development Research (ZEF), Germany  
Center for Eastern Geopolitical Studies, Lithuania  
Center for Economic and Policy Research – USA  
Center for Economics and Social Research (CASE)-Poland  
Center for European Policy Studies-Belgium  
Center for European Reform (CER) – UK  
Center for Global Development – USA  
Center for Independent Studies (CIS) – Australia  
Center for International Cooperation and Development (CICD)  
Center for International Private Enterprise (CIPE) – USA  
Center for International Relations (CSM) – Poland  
Center for International Security and Cooperation (CISAC) – USA  
Center for Liberal Strategies, Bulgaria  
Center for Liberal-Democratic Studies – Serbia  
Center for Medicine in the Public Interest – USA  
Center for New American Security (CNAS) – USA  
Center for Palestine Research and Studies – Palestinian Authority  
Center for Policy Studies at Central European University – Hungary  
Center for Security and Defense Studies – Hungary  
Center for Security Studies (ETH) Zurich Forschungsstelle für Sicherheitspolitik und Konfliktanalyse

Center for Social and Economic Research Foundation (CASE) Poland  
 Center for Strategic and International Studies – USA  
 Center for Strategic Studies – Indonesia  
 Center for Strategic Studies – Jordan  
 Center for Studying Health Systems Change (HSC) – USA  
 Center for the Study of State and Society (CEDES) – Argentina  
 Center for the Study of the Economies of Africa (CSEA) Nigeria  
 Center for Transatlantic Relations, Johns Hopkins (SAIS) - USA  
 Center of Arab Women for Training and Research-Egypt  
 Center of Research for Development – Mexico  
 Center on Budget and Policy Priorities – USA  
 Center on Budget and Policy Priorities – USA  
 Centre for Policy Studies – UK  
 Central Institute for Economic Management (CIEM) – Vietnam  
 Centre d'études, de Documentation et de Recherches Economique et Sociale Burkina Faso (CEDRES) - Canada  
 Centre d'Etudes et de Recherches Internationales (CERI)- France  
 Centre d'Etudes et des Recherches en Sciences Sociales – Morocco  
 Centre for Conflict Resolution – South Africa  
 Centre for Development and Enterprise - South Africa  
 Centre for Development Studies – Ghana  
 Centre for Development Studies – India  
 Centre for Economic and International Studies (CEIS) – Italy  
 Centre for Economic Policy Research (CEPR) – UK  
 Centre for European Policy Studies (CEPS) – Belgium  
 Centre for European Reform (CER) – UK  
 Centre for Independent Studies (CIS) – Australia  
 Centre for International Governance Innovation (CIGI) – Canada  
 Centre for Liberal Strategies – Bulgaria  
 Centre for Policy Analysis (CEPA) – Ghana  
 Centre for Policy Studies – South Africa  
 Centre for Population and Environmental Development (CPED) – Nigeria  
 Centre for Research and Technology Development (RESTECH Centre) – Kenya  
 Centre for Strategic and International Studies – USA  
 Centro Brasileiro de Analise e Planejamento (CEBRAP) – Brazil  
 Centro Brasileiro de Relações Internacionais (CEBRI) – Brazil  
 Centro de Analisis e Investigacion (FUNDAR) – Mexico  
 Centro de Estudio de Realidad Economica y Social (CERES) –Uruguay  
 Centro de Estudios Distributivos, Laborales y Sociales (CEDLAS) - Brazil  
 Centro de Estudios en Calidad de Vida y Desarrollo Social – Mexico  
 Centro de Estudios Legales y Sociales (CELS) – Argentina  
 Centro de Estudios Publicos – Chile  
 Centro de Implementacion de Politicas Publicas para la Equidad y el Crecimiento (CIPPEC) - Argentina  
 Centro de Investigacion y Docencia Economica – Mexico

Centro de Investigacion y Docencia Economicas (CIDE or Center of Research for Development) - Mexico  
Centro de Investigaciones Economicas Nacionales (CIEN) –Guatemala  
Centro de la Investigacion para el Desarrollo en Mexico – Mexico  
Centro Latinoamericano de Economía Humana (CLAEH) – Uruguay  
Centro para la Apertura el Desarrollo de America Latina (CADAL) –Argentina  
Chatham House-UK  
Chinese Academy of Social Sciences – China  
Ciudadania, Estudio, Pesquisa, Informacao e Acao (CEPIA) – Brazil  
Civitas – UK  
Club of Rome – Switzerland  
Colegio de Mexico – Mexico  
Competitive Enterprise Institute – USA  
Conference Board of Canada – Canada  
Consejo Argentino de Relaciones Internacionales (CARI)/Argentine Council for International Relations – Arge  
Consejo Mexicano de Asuntos Internacionales (COMEXI) – Mexico  
Consortium pour la Recherche Economique et Sociale (CRES) – Senegal  
Copenhagen Consensus Center – Denmark  
Corporacion de Estudios para Latin America (CIEPLAN) – Chile  
Council for the Development of Social Science Research in Africa (CODESRIA) –Senegal  
Council on Foreign Relations Global Health Program – USA  
Council on Foreign Relations, United States  
Danish Institute for International Studies (DIIS) – Denmark  
Demos – UK  
Development Alternatives-India  
Dubai Institute of Government – UAE  
E3G – UK  
East West Institute – USA  
Ecologic – Germany  
Economic and Social Research Foundation (ESRF) – Tanzania  
Economic Commission for Latin America and the Caribbean – Chile  
Economic Cooperation Foundation – Israel  
Economic Policy Institute – USA  
Economic Policy Research Centre (EPRC) – Uganda  
Egyptian Center for Economic Studies – Egypt  
Electoral Institute of Southern Africa (EISA) – South Africa  
Emirates Center for Strategic Studies and Research – UAE  
Energy and Resources Institute – India  
Energy Research Institute – USA  
Environmental Defense Fund – USA  
Ethiopian Development Research Institute (EDRI) – Ethiopia  
Ethiopian Economic Association/Ethiopian Economic Policy Research Institute (EEA/EEPRI) - Ethiopia  
EU Institute for Security Studies (EUISS) – France  
European Centre for Development Policy Management (ECDPM) – Netherlands



European Centre for International Political Economy (ECIPE) – Belgium  
 European Council on Foreign Relations – Belgium  
 European Council on Foreign Relations (ECFR) – United Kingdom  
 European Policy Centre- Belgium  
 European Union Institute for Security Studies (EUISS) – France  
 F.A. Hayek Foundation – Slovakia  
 Facultad Latinoamericana de Ciencias Sociales (FLASCO) – Argentina  
 Facultad Latinoamericana de Ciencias Sociales (FLASCO) – Cost Rica  
 Facultad Latinoamericana de Ciencias Sociales (FLASCO) – Ecuador  
 Fedesarrollo, or Fundación para la Educación Superior y el Desarrollo- Colombia  
 Finnish Institute of International Affairs- Finland  
 Fondation pour la Recherche Stratégique – France  
 Foreign Policy Centre – UK  
 Foreign Policy Research Institute (FPRI) – USA  
 Forum Brasileiro de Segurança Pública – Brazil  
 Fraser Institute – Canada  
 Free Market Foundation – South Africa  
 Free Minds Association – Azerbaijan  
 Freedom House – USA  
 Freeman Spogli Institute for International Studies Program on Energy and Sustainable Development (PESD) St  
 USA  
 French Institute of International Relations (IFRI) – France  
 Friedrich Ebert Foundation – Germany  
 Friedrich Naumann Foundation – Germany  
 Frontier Center for Public Policy – Canada  
 Fundación Atlas 1853 – Argentina  
 Fundación de Investigaciones Económicas Latinoamericanas (FIEL) –Argentina  
 Fundación Dr. Guillermo Manuel Ungo (FUNDAUNGO) – El Salvador  
 Fundación Getulio Vargas, Brazil  
 Fundación Hayek – Argentina  
 Fundación Ideas Para la Paz – Colombia  
 Fundación Internacional Para la Libertad – Argentina  
 Fundación Libertad – Argentina  
 Fundación Libertad y Democracia (FULIDE) – Bolivia  
 Fundación para el Analisis y los Estudios Sociales (FAES) – Spain  
 Fundación para las Relaciones Internacionales y el Dialogo Exterior (FRIDE) – Spain  
 Fundación Paraguaya –Paraguay  
 Galen Institute – USA  
 German Council on Foreign Relations (DGAP) – Germany  
 German Development Institute / Deutsches Institut fuer Entwicklungspolitik (DIE) – Germany  
 German Institute for Economic Research (Deutsches Institut für Wirtschaftsforschung, Berlin) - Germany  
 German Institute for International and Security Affairs, (SWP, Stiftung Wissenschaft und Politik) - Germany  
 German Marshall Fund – USA

Ghana Centre for Democratic Development – Ghana  
Groupe de Recherche en Economie Appliquée et Théorique (GREAT) – Mali  
Grupo de Analisis para Desarrollo (GRADE) – Peru  
Gulf Research Center – UAE  
Harvard School of Public Health Dept of Health Policy and Management – USA  
Harvard University Kennedy School of Government – USA  
Hayek Institute- Austria  
Heartland Institute – USA  
Heinrich Boell Foundation – Germany  
Hellenic Leadership Institute – Greece  
Heritage Foundation-USA  
Hoover Institution- USA  
Human Rights Watch – USA  
IFO Institute for Economic Research – Germany  
IMANI Center for Policy and Education – Ghana  
INDEM Information for Science and Democracy – Russia  
Independent Institute- USA  
India Council for Research on International Economic Relations – India  
Initiative for Public Policy Analysis – Nigeria  
Initiative Prospective Agricole et Rurale (IPAR) – Senegal  
Institut de Relations Internationales et Stratégiques (IRIS) – France  
Institute for Applied Economic Research (IPEA) – Brazil  
Institute for Defense Studies and Analyses (IDSA) – India  
Institute for Democracy in South Africa (IDASA) – South Africa  
Institute for Economic Research (IFO) – Germany  
Institute for Empirical Research in Political Economy (IERPE) – USA  
Institute for Energy Research – USA  
Institute for Fiscal Studies – UK  
Institute for Global Dialogue (IGD) – South Africa  
Institute for Integrated Development Studies – Nepal  
Institute for International and Strategic Relations (IRIS) – France  
Institute for International and Strategic Relations International Institute for Strategic Studies (IISS) - UK  
Institute for International Relations - Czech Rep.  
Institute for Justice and Reconciliation – South Africa  
Institute for Market Economics – Bulgaria  
Institute for National Security Studies, formerly Jaffe Center for Strategic Studies – Israel  
Institute for Policy Alternatives – Ghana  
Institute for Policy Analysis – Canada  
Institute for Public Affairs – Slovakia  
Institute for Public Policy – Kyrgyzstan  
Institute for Research on Public Policy – Canada  
Institute for Security Studies (ISS) – South Africa  
Institute for the USA and Canadian Studies – Russia

Institute for World Economy and International Relations (IMEMO) – Russia  
Institute of Development Studies – UK  
Institute of Development Studies, University of Zimbabwe – Zimbabwe  
Institute of Economic Affairs (IEA) – Ghana  
Institute of Economic Affairs (IEA) – Kenya  
Institute of Economic Growth – India  
Institute of International and European Affairs – Ireland  
Institute of International Relations – Czech Republic  
Institute of Medicine – USA  
Institute of Policy Analysis and Research (IPAR) – Kenya  
Institute of Policy Analysis And Research (IPAR) – Rwanda  
Institute of Policy Studies - Sri Lanka  
Institute of Politics – Canada  
Institute of Statistical, Social and Economic Research (ISSER) – Ghana  
Institute of World Economy and Int'l Relations (IMEMO) – Russia  
Institute on Governance – Canada  
Instituto Apoyo – Peru  
Instituto de Ciencias Politicas – Colombia  
Instituto de Defensa Legal – Peru  
Instituto de Estudios Peruanos (IEP) – Peru  
Instituto de Investigaciones Economicas de la Universidad Nacional Autonoma de Mexico - Mexico  
Instituto Ecuatoriano de Economía Política – Ecuador  
Instituto Fernando Henrique Cardoso – Brazil  
Instituto Juan de Mariana – Spain  
Instituto Liberdade de Porto Alegre – Brazil  
Instituto Libertad y Democracia – Peru  
Instituto para la Seguridad y la Democracia – Mexico  
Integrated Social Development Centre (ISODEC) – Ghana  
Inter Region Economic Network (IREN) – Kenya  
Inter-American Dialogue – USA  
International Center for Human Development – Armenia  
International Centre for Policy Studies (ICPS) - Ukraine  
International Crisis Group – Belgium  
International Development Center of Japan (IDCJ) – Japan  
International Development Research Centre- Canada  
International Food Policy Research Institute – USA  
International Institute for Counter-Terrorism (ICT) – Israel  
International Institute for Democracy and Electoral Assistance (IDEA) – Sweden  
International Institute for Environment and Development (IIED) – UK  
International Institute for Strategic Studies (IISS) – UK  
International Institute for Sustainable Development – Canada  
International Peace Institute – USA  
International Peace Research Institute (PRIO) – Norway

International Policy Network – UK  
International Relations and Security Network (ISN) – Switzerland  
International Union for Conservation of Nature – Switzerland  
Israel Center for Social and Economic Progress – Israel  
Israel-Palestine Center for Research and Information (IPCRI) – Israel  
Istituto Affari Internazionali (IAI) – Italy  
Istituto Bruno Leoni – Italy  
Japan Institute of International Affairs (JIIA) – Japan  
Japan National Institute for Research Advancement – Japan  
Jerusalem Center for Social and Economic Progress – Israel  
Jerusalem Institute for Market Studies – Israel  
Kenya Institute for Public Policy Research and Analysis (KIPPRA) – Kenya  
Kiel Institute for World Economy – Germany  
Konrad Adenauer Foundation – Germany  
Korea Institute for International Economic Policy – Korea  
L’Institut Montaigne – France  
Lebanese Center for Policy Studies (LCPS) – Lebanon  
Liberalni Institut - Czech Republic  
Libertad y Desarrollo – Chile  
Lithuanian Free Market Institute – Lithuania  
Ludwig von Mises Institut – Romania  
Makerere Institute of Social Research (MISR) – Uganda  
Manhattan Institute – USA  
Mercatus Center – USA  
Mexico Atlantic Institute for Market Studies (AIMS) – Canada  
MIT Department of Economics – USA  
Monterey Institute for International Studies – USA  
Montreal Economic Institute – Canada  
Moscow State Institute of International Relations (MGIMO) – Russia  
Moshe Dayan Center for Middle Eastern and African Studies – Israel  
National Bureau of Economic Research – USA  
National Center for Policy Analysis – USA  
National Resources Defense Council (NRDC) – USA  
Netherlands Institute of International Relations (Clingendael) – Netherlands  
New American Foundation – USA  
New Economic School – Georgia  
Nigerian Institute of International Affairs (NIIA) – Nigeria  
Nigerian Institute of Social and Economic Research (NISER) – Nigeria  
Nomura Research Foundation – Japan  
North-South Institute – Canada  
Norwegian Institute of Peace Studies (PRIO) – Norway  
Notre Europe – France  
Nucleo de Estudos de la Violencia de la Universidad de São Paulo (NEV/USP) – Brazil

Olin Institute for Strategic Studies, Harvard University – USA  
Open Society Institute – Hungary  
Overseas Development Institute (ODI) – UK  
Pacific Research Institute – USA  
Palestinian Academic Society for the Study of International Affairs –Palestinian Authority  
Peace Research Institute of Oslo – Norway  
Peterson Institute for International Economics (FNW Institute for Int’l Economics)– USA  
Pew Center – USA  
Pew Center on Global Climate Change – USA  
Policy Network – UK  
Polish Institute of International Affairs – Poland  
Potsdam Institute for Climate Impact Research – Germany  
Poverty Institute at the University of Manchester – UK  
Prague Security Studies Institute – Czech Republic  
Princeton University Economics Department – USA  
Property and Environment Research Center (PERC) – USA  
Public Policy Forum – Canada  
Queen's Centre for International Relations (QCIR) – Canada  
Rabin Center for Israeli Studies – Israel  
RAND Corporation – USA  
Razumkov Centre – Ukraine  
Real Instituto Elcano de Estudios Internacionales y Estratégicos –Spain  
Reason Foundation – USA  
Research on Poverty Alleviation (REPOA) – Tanzania  
Resources for the Future (RFF) – USA  
Reut Institute – Israel  
Robert Schuman Foundation – France  
Royal United Services Institute for Defense and Security Studies (RUSI) – UK  
Shalem Centre – Israel  
Shanghai Institute for International Studies (SIIS) – China  
Singapore Institute of International Affairs (SIIA) – Singapore  
Social Science Research Center – Germany  
Social Science Research Council (SSRC) – USA  
South African Institute of International Affairs (SAIAA) – S. Africa  
South African Institute of Race Relations – South Africa  
Stanford University Program on Energy and Sustainable Development – USA  
Stiftung Wissenschaft und Politik, Foundation for Science and Policy (SWP) – Germany  
Stimson Center (FNA Henry Stimpson Center) – USA  
Stockholm International Peace Research Institute (SIPRI) – Sweden  
Swedish Institute of International Affairs (UI) – Sweden  
TED – USA  
The Centre for European Reform (CER) – UK  
The Danish Centre for Political Studies (CEPOS) – Denmark

The Earth Institute at Columbia University – USA  
The Health Policy Institute – Japan  
The Nixon Center – USA  
The Royal Institute for International Relations (AKA EGMONT) – Belgium  
The South African Institute of International Affairs – South Africa  
Timbro – Sweden  
Transparency International – Germany  
Truman Institute for the Advancement of Peace – Israel  
Turkish Economic and Social Studies Foundation (TESEV) – Turkey  
United States Institute of Peace – USA  
United States War College – USA  
Universidad Peruana de Ciencias Aplicadas (UPC) – Peru  
Urban Institute – USA  
US Institute of Peace – USA  
Van Leer Jerusalem Institute – Israel  
Wilton Park – UK  
Woodrow Wilson International Center for Scholars – USA  
World Bank Research Department – USA  
World Policy Institute – USA  
World Resources Institute – USA  
Worldwatch Institute – USA  
Wuppertal Institute for Climate, Environment, and Energy – Germany

# 2009 Global Go To Think Tanks Ranking Results

I would like to point out that the inclusion of an institution in the universe of leading think tanks does not indicate a seal of approval or endorsement for the institution, its publications or programs. Likewise a failure to be nominated does not necessarily indicate a lack of a quality and effectiveness or poor performance. There are 6305 think tanks that are doing exceptional work to help bridge the gap between knowledge and policy. This report is simply an effort to highlight some of the leading think tanks around the world. The results of 2009 rankings process are provided below

## 2009 Global Go To Think Tank Rankings (AKA Think Tank Index)

<b># 1 Think Tank in the World</b> <i>Table #1</i>
<b>1. Brookings Institution, US</b>

<b>Top 25 Think Tanks – Worldwide (US and Non-US)</b> <i>Table # 2</i>
1. Brookings Institution, US
2. Council on Foreign Relations, US
3. Carnegie Endowment for International Peace, US
4. RAND Corporation, US
5. Cato Institute, US
6. Chatham House, UK
7. International Institute for Strategic Studies (IISS), UK
8. Heritage Foundation, US
9. Center for Strategic and International Studies, US
10. Peterson Institute for International Economics, US
11. International Crisis Group, Belgium
12. American Enterprise Institute, US
13. World Bank Research Department, US
14. Woodrow Wilson International Center for Scholars, US
15. Amnesty International, UK
16. Stockholm International Peace Research Institute, Sweden
17. Center for Global Development, US
18. National Bureau of Economic Research (NBER), US
19. Transparency International, Germany
20. Center for European Policy Studies, Belgium
21. Center for Transatlantic Relations SAIS Johns Hopkins, US

22. Hoover Institution, US
23. Human Rights Watch, UK
24. Adam Smith Institute, UK
25. Center for Budget and Policy Priorities, US

<b>Top 50 Think Tanks – Worldwide (Non-US)</b>
<i>Table # 3</i>
1. Chatham House, UK
2. Transparency International, Germany
3. International Crisis Group, Belgium
4. Stockholm International Peace Research Institute, Sweden
5. Amnesty International, UK
6. International Institute for Strategic Studies (IISS), UK
7. Adam Smith Institute, UK
8. French Institute of International Relations, France
9. Center for European Policy Studies, Belgium
10. German Institute for International and Security Affairs, (SWP, Stiftung Wissenschaft und Politik), Germany
11. Bertelsmann Foundation (Bertelsmann Stiftung), Germany
12. Fraser Institute, Canada
13. European Council on Foreign Relations, UK
14. Centre for Economic Policy Research (CEPR), UK
15. Chinese Academy of Social Sciences, China
16. German Council on Foreign Relations (DGAP), Germany
17. Kiel Institute for World Economy, Germany
18. Overseas Development Institute, UK
19. Japan Institute of International Affairs, Japan
20. International Peace Research Institute, Oslo (PRIO), Norway
21. Royal United Services Institute, UK
22. European Policy Centre, Belgium
23. International Institute for Sustainable Development, Canada
24. Netherlands Institute of International Relations Clingendael, Netherlands
25. Centre for European Reform, UK
26. Danish Institute for International Studies, Denmark
27. Bruegel, Belgium
28. Fundacao Getulio Vargas, Brazil
29. Civitas, UK
30. EU Institute for Security Studies, France
31. Centre for Strategic and International Studies, Indonesia
32. Fundacion para el Análisis y los Estudios Sociales, Spain
33. Istituto Affari Internazionali, Italy



34. Shanghai Institute for International Studies, China
35. Centre for Independent Studies, Australia
36. Canadian International Council (FNA Canadian Institute of International Affairs), Canada
37. Norwegian Institute of International Affairs, Norway
38. Institut de Relations Internationales et Stratégiques, France
39. Institute for World Economy and International Relations (MEMO), Russia
40. Center for Conflict Resolution, South Africa
41. Demos, UK
42. Institute for Economic Research (IFO), Germany
43. ETH Zurich Forschungsstelle für Sicherheitspolitik und Konfliktanalyse, Switzerland
44. Institute of Development Studies, UK
45. Institute for Defense Studies and Analysis, India
46. International Policy Network, UK
47. Centro de Estudios Públicos, Chile
48. Center for Policy Studies, UK
49. Center for Economics and Social Research (CASE), Poland
50. Real Instituto Elcano, Spain

<b>Top 10 Think Tanks – United States</b> <i>Table # 4</i>
1. Brookings Institution
2. Carnegie Endowment for International Peace
3. Council on Foreign Relations
4. RAND Corporation
5. Heritage Foundation
6. Center for Strategic and International Studies
7. Cato Institute
8. Woodrow Wilson International Center for Scholars
9. American Enterprise Institute
10. Hoover Institution

<b>Top 50 Think Tanks – United States</b> <i>Table # 5</i>
1. Brookings Institution
2. Carnegie Endowment for International Peace
3. Council on Foreign Relations
4. RAND Corporation
5. Heritage Foundation

6. Center for Strategic and International Studies
7. Cato Institute
8. Woodrow Wilson International Center for Scholars
9. American Enterprise Institute
10. Hoover Institution
11. Peterson Institute for International Economics
12. Freedom House
13. Aspen Institute
14. National Bureau of Economic Research (NBER)
15. German Marshall Fund
16. United States Institute of Peace
17. Center for American Progress
18. Open Society Institute (OSI)
19. Center for Global Development
20. Center for Transatlantic Relations SAIS Johns Hopkins
21. Human Rights Watch
22. Urban Institute
23. Pew Center on Global Climate Change
24. Stimson Center (FNA Henry Stimson Center)
25. World Bank Research Department
26. Harvard Center for International Development
27. Carter Center
28. EastWest Institute
29. Manhattan Institute
30. Atlantic Council
31. International Crisis Group
32. Hudson Institute
33. Belfer Center for Science and International Affairs (Harvard)
34. World Resources Institute
35. Center for New American Security
36. Resources for the Future (RFF)
37. Baker Institute for Public Policy
38. Competitive Enterprise Institute
39. International Food Policy Research Institute
40. TED
41. Worldwatch Institute
42. Carnegie Council for Ethics in International Affairs
43. Reason Foundation
44. United States War College
45. Center for Budget and Policy Priorities
46. Economic Policy Institute
47. Mercatus Center
48. Acton Institute
49. Olin Institute for Strategic Studies
50. The Earth Institute at Columbia University

## Top Think Tanks by Region

<b>Top 25 Think Tanks in North America *(Only Mexico and Canada)</b>
<i>Table # 6</i>
1. Fraser Institute, Canada
2. International Development Research Centre, Canada
3. Centre for International Governance Innovation (CIGI), Canada
4. Centro de Analisis e Investigacion (FUNDAR), Mexico
5. Canadian Defense and Foreign Affairs Institute – Canada
6. Canadian International Council (FNA Canadian Institute of International Affairs)
7. C.D. Howe Institute, Canada
8. Centro de Investigation y Docencia Economics , (CIDE or Center of Research for Development) Mexico
9. Institute for Research on Public Policy, Canada
10. Montreal Economic Institute, Canada
11. Colegio de Mexico, Mexico
12. Centro de Estudios en Calidad de Vida y Desarrollo Social, Mexico
13. Center of Research for Development, Mexico
14. Centro de Investigacion y Docencia Economica, Mexico
15. Instituto para la Seguridad y la Democracia, Mexico
16. Institute for Policy Analysis, Canada
17. Queen's Centre for International Relations (QCIR), Canada
18. Atlantic Institute for Market Studies (AIMS), Canada
19. Institute of Politics, Canada
20. Public Policy Forum, Canada
21. Centro de la Investigacion para el Desarrollo en Mexico, Mexico
22. Consejo Mexicano de Asuntos Internacionales (COMEXI), Mexico
23. Frontier Centre for Public Policy, Canada
24. Conference Board of Canada, Canada
25. Mexico Atlantic Institute for Market Studies (AIMS)

**Top 40 Think Tanks in Latin America and the Caribbean**  
**Table # 7**

<b>1.</b> Fundación Getulio Vargas, Brazil
<b>2.</b> Centro de Estudios Publicos, Chile
<b>3.</b> Cedice Libertad – Venezuela
<b>4.</b> Centro Brasileiro de Relações Internacionais (CEBRI), Brazil
<b>5.</b> Libertad y Desarrollo – Chile
<b>6.</b> Center for the Study of State and Society (CEDES), Argentina
<b>7.</b> Instituto Libertad y Democracia, Peru
<b>8.</b> IPEA (Institute for Applied Economic Research), Brazil
<b>9.</b> Centro de Estudios Legales y Sociales (CELS), Argentina
<b>10.</b> Centro de Implementacion de Politicas Publicas para la Equidad y el Crecimiento (CIPPEC), Argentina
<b>11.</b> Facultad Latinoamericana de Ciencias Sociales (FLACSO), Costa Rica
<b>12.</b> Consejo Argentino de Relaciones Internacionales (CARI)/Argentine Council for International Relations, Argentina
<b>13.</b> Facultad Latinoamericana de Ciencias Sociales (FLACSO), Argentina
<b>14.</b> Centro de Estudio de Realidad Economica y Social (CERES),Uruguay
<b>15.</b> Fundacion Hayek, Argentina
<b>16.</b> Fundacion Libertad, Argentina
<b>17.</b> Fundacion Atlas 1853, Argentina
<b>18.</b> Centro Latinoamericano de Economía Humana (CLAEH), Uruguay
<b>19.</b> Centro para la Apertura el Desarrollo de America Latina (CADAL), Argentina
<b>20.</b> Fundacion de Investigaciones Economicas Latinoamericans (FIEL), Argentina
<b>21.</b> Fundacion Ideas Para la Paz, Colombia

22. CEBRAS, Brazil
23. Fundacion Libertad y Democracia (FULIDE), Bolivia
24. Fedesarrollo, or Fundación para la Educación Superior y el Desarrollo, Colombia
25. Instituto Fernando Henrique Cardoso, Brazil
26. Centro de Investigaciones Economicas Nacionales (CIEN), Guatemala
27. Cieplan, Chile
28. Instituto Ecuatoriano de Economía Política, Ecuador
29. Facultad Latinoamericana de Ciencias Sociales Sede Ecuador
30. Universidad Peruana de Ciencias Aplicadas (UPC), Peru
31. Instituto Apoyo, Peru
32. Instituto de Ciencias Políticas, Colombia
33. Centro de Estudios Distributivos, Laborales y Sociales (CEDLAS), Argentina
34. Fundación Dr. Guillermo Manuel Ungo (FUNDAUNGO), El Salvador
35. Instituto Liberdade de Porto Alegre, Brazil
36. CEPIA, Brazil
37. Forum Brasileiro de Seguranca Publica, Brazil
38. GRADE, Peru
39. Instituto de Defensa Legal, Peru
40. Nucleo de Estudios de la Violencia de la Universidad de São Paulo (NEV/USP), Brazil

<p><b>Top 25 Think Tanks in the Middle East and North Africa (MENA)</b></p> <p><i>Table # 8</i></p>
1. Carnegie Middle East Center, Lebanon
2. Al-Ahram Center for Strategic and Political Studies, Egypt
3. Institute for National Security Studies, formerly Jaffe Center for Strategic Studies, Israel
4. Gulf Research Center, UAE

5. Turkish Economic and Social Studies Foundation (TESEV), Turkey
6. Moshe Dayan Center for Middle Eastern and African Studies, Israel
7. Center for Strategic Studies, Jordan
8. Emirates Center for Strategic Studies and Research, UAE
9. Association for Liberal Thinking, Turkey
10. Begin Sadat Center for Strategic Studies, Israel
11. Dubai Institute of Government, UAE
12. Rabin Center for Israeli Studies, Israel
13. International Institute for Counter-Terrorism (ICT), Israel
14. Free Minds Association, Azerbaijan
15. Truman Institute for the Advancement of Peace, Israel
16. Israel Center for Social and Economic Progress, Israel
17. Lebanese Center for Policy Studies (LCPS), Lebanon
18. Center of Arab Women for Training and Research, Egypt
19. Israel-Palestine Center for Research and Information (IPCRI), Israel
20. Van Leer Jerusalem Institute, Israel
21. Center for Palestine Research and Studies, Palestinian Authority
22. Centre d'Etudes et des Recherches en Sciences Sociales, Morocco
23. Shalem Centre, Israel
24. Jerusalem Institute for Market Studies, Israel
25. Egyptian Center for Economic Studies, Egypt

**Top 25 Think Tanks in Southern Africa  
(including sub-Saharan Africa)**

*Table # 9*

1. South African Institute of International Affairs (SAIIA), South Africa
---

<b>2.</b> Council for the Development of Social Science Research in Africa (CODESRIA), Senegal
<b>3.</b> African Center for the Constructive Resolution of Disputes (ACCORD), South Africa
<b>4.</b> Free Market Foundation, South Africa
<b>5.</b> IMANI Center for Policy and Education, Ghana
<b>6.</b> Centre for Conflict Resolution, South Africa
<b>7.</b> Economic Policy Research Centre (EPRC), Uganda
<b>8.</b> Institute for Security Studies (ISS), South Africa
<b>9.</b> Kenya Institute for Public Policy Research and Analysis (KIPPRA), Kenya
<b>10.</b> Makerere Institute of Social Research (MISR), Uganda
<b>11.</b> Centre for Development and Enterprise, South Africa
<b>12.</b> Centre for Development Studies, Ghana
<b>13.</b> Nigerian Institute of International Affairs (NIIA), Nigeria
<b>14.</b> Africa Institute of South Africa, South Africa
<b>15.</b> Centre for Policy Analysis (CEPA), Ghana
<b>16.</b> Ethiopian Development Research Institute (EDRI) Ethiopia
<b>17.</b> South African Institute of Race Relations, South Africa
<b>18.</b> Center for the Study of the Economies of Africa (CSEA), Nigeria
<b>19.</b> Centre d'études, de documentation et de recherches économique et sociale (CEDRES), Burkina Faso
<b>20.</b> Economic and Social Research Foundation (ESRF), Tanzania
<b>21.</b> Electoral Institute of Southern Africa (EISA), South Africa
<b>22.</b> African Technology Policy Studies Network, Tanzania Chapter (ATPS-Tanzania) Tanzania
<b>23.</b> Centre for Research and Technology Development (RESTECH Centre), Kenya
<b>24.</b> Ghana Centre for Democratic Development, Ghana
<b>25.</b> Institute of Economic Affairs - Kenya (IEA-Kenya), Kenya

**Top 40 Think Tanks in Western Europe**  
*Table # 10*

1. Chatham House, UK
2. Adam Smith, UK
3. French Institute of International Relations (IFRI), France
4. Centre for European Policy Studies (CEPS), Belgium
5. International Institute for Strategic Studies, UK
6. Transparency International, Germany
7. Stockholm International Peace Research Institute (SIPRI), Sweden
8. Bertelsmann Foundation, Germany
9. Bruegel, Belgium
10. International Crisis Group, Belgium
11. Friedrich Ebert Foundation, Germany
12. Amnesty International, UK
13. European Council on Foreign Relations (ECFR), UK
14. German Council on Foreign Relations (DGAP), Germany
15. The Centre for European Reform (CER), UK
16. Royal United Services Institute for Defense and Security Studies (RUSI)-UK
17. Centre for Economic Policy Research (CEPR), UK
18. Civitas, UK
19. German Institute for International and Security Affairs, Foundation for Science and Policy (SWP, Stiftung Wissenschaft und Politik)
20. Friedrich Naumann Foundation, Germany
21. Centre for Policy Studies, UK
22. Centre d'Etudes et de Recherches Internationales (CERI), France
23. Overseas Development Institute, UK
24. Demos, UK
25. Konrad Adenauer Foundation, Germany
26. Carnegie Endowment for International Peace, Belgium
27. Hayek Institute, Austria
28. Netherlands Institute of International Relations



(Clingendael) – Netherlands
29. Real Instituto Elcano de Estudios Internacionales y Estratégicos –Spain
30. Kiel Institute for World Economy, Germany
31. Timbro, Sweden
32. European Policy Centre, Belgium
33. European Union Institute for Security Studies, France
34. Bosch Foundation, Germany
35. International Peace Research Institute (PRIO), Norway
36. Istituto Bruno Leoni, Italy
37. Fundación para el Análisis y los Estudios Sociales (FAES), Spain
38. Swedish Institute of International Affairs (UI) – Sweden
39. Institute for International and Strategic Relations (IRIS), France
40. Fundación para las Relaciones Internacionales y el Diálogo Exterior (FRIDE), Spain

## **Top 30 Central and Eastern European Think Tanks**

***Table # 11***

1. Carnegie Moscow Center, Russia
2. Open Society Institute, Hungary
3. F.A. Hayek Foundation, Slovakia
4. Polish Institute of International Affairs, Poland
5. Center for Economic and Social Research (CASE), Poland
6. Ludwig von Mises Institut, Romania
7. Center for Policy Studies at Central European University, Hungary
8. Moscow State Institute of International Relations (MGIMO), Russia
9. Lithuanian Free Market Institute, Lithuania
10. Center for Liberal-Democratic Studies, Serbia
11. Center for Liberal Strategies, Bulgaria
12. Institute of World Economy and International Relations, Russia
13. New Economic School, Georgia

14. International Centre for Policy Studies, (ICPS), Ukraine
15. Institute for Market Economics, Bulgaria
16. Institute for the USA and Canadian Studies, Russia
17. Liberalni Institut, Czech Republic
18. Prague Security Studies Institute, Czech Republic
19. Center for International Relations (CSM), Poland
20. Adriatic Institute for Policy Studies, Croatia
21. Institute for Public Affairs, Slovakia
22. Center for Security and Defense Studies, Hungary
23. Razumkov Centre, Ukraine
24. Institute for International Relations, Czech Republic
25. International Center for Human Development, Armenia
26. Albanian Institute for International Studies, Albania
27. Centre for Liberal Strategies - Bulgaria
28. Center for Eastern Geopolitical Studies, Lithuania
29. INDEM Foundation, Russia
30. Institute for Public Policy, Kyrgyzstan

<b>Top 40 Think Tanks in Asia</b> <i>Table # 12</i>
1. Japan Institute of International Affairs (JIJA), Japan
2. Chinese Academy of Social Sciences (CASS), China
3. Rajaratnam School of International Studies, RSIS, Singapore
4. Center for Strategic and International Studies, Indonesia
5. China Institute for Contemporary International Relations (CICIR), China
6. Hong Kong Centre for Economic Research (HKCER), Hong Kong
7. Lee Kuan Yew School of Public Policy, Singapore
8. Shanghai Institute for International Studies, China
9. Institute for Defense Studies and Analyses, India
10. Lowy Institute for International Policy, Australia
11. Centre for Policy Research, India
12. Korea Development Institute, South Korea
13. Center for Civil Society, India

<b>14.</b> China Institute for International Studies (CIIS), China
<b>15.</b> Singapore Institute of International Affairs (SIIA), Singapore
<b>16.</b> Liberty Institute, India
<b>17.</b> Carnegie Endowment for International Peace (Beijing), China
<b>18.</b> Asian Forum Japan (AFJ), Japan
<b>19.</b> Institute for International Policy Studies, Japan
<b>20.</b> Institute of Energy Economics Japan (IEEJ), Japan
<b>21.</b> India Council for Research on International Economic Relations, India
<b>22.</b> Institute of Strategic and International Studies (ISIS), Malaysia
<b>23.</b> Taiwan Foundation for Democracy, Taiwan
<b>24.</b> Cathay Institute for Public Affairs, China
<b>25.</b> Centre for Development Studies, India
<b>26.</b> National Institute for Research Advancement, Japan
<b>27.</b> The Energy and Resources Institute (TERI), India
<b>28.</b> Research Institute of Economy, Trade and Industry (RIETI), Japan
<b>29.</b> Institute of Southeast Asian Studies, Singapore
<b>30.</b> Bangladesh Institute of Development Studies, Bangladesh
<b>31.</b> Institute for Peace and Conflict Studies, India
<b>32.</b> Malaysian Institute of Economic Research (MIER), Malaysia
<b>33.</b> Central Institute for Economic Management, Vietnam
<b>34.</b> National Institute for Defense Studies, Japan
<b>35.</b> Philippine Institute for Development Studies, Philippines
<b>36.</b> Energy and Resources Institute, India
<b>37.</b> Third World Network, Malaysia
<b>38.</b> Institute of Economic Growth, India
<b>39.</b> Institute for Integrated Development Studies, Nepal
<b>40.</b> Institute of Policy Studies, Sri Lanka

## Top Think Tanks by Research Area (Global)

<b>Top 10 International Development Think Tanks</b> <i>Table # 13</i>
1. Brookings Institution, US
2. Overseas Development Institute (ODI),UK
3. Center for Global Development, US
4. Institute of Development Studies, UK
5. Woodrow Wilson International Center for Scholars, US
6. RAND Corporation, US
7. International Development Research Centre, Canada
8. Council on Foreign Relations, US
9. Atlas Economic Research Foundation, US
10. German Development Institute / Deutsches Institut fuer Entwicklungspolitik (DIE), Germany

<b>Top 10 Health Policy Think Tanks</b> <i>Table # 14</i>
1. Harvard School of Public Health Dept of Health Policy, US
2. Bloomberg School of Public Health, Johns Hopkins, US
3. Brookings Institution, US
4. RAND Corporation, US
5. Cato Institute, US
6. Fraser Institute, Canada
7. Urban Institute, US
8. American Enterprise Institute, US
9. Civitas, UK
10. The Health Policy Institute, Japan

<b>Top 11 Environment Think Tanks</b> <i>Table # 15</i>
--

1. Pew Center on Global Climate Change, US
2. World Resources Institute, US
3. Resources for the Future (RFF), US
4. Brookings Institution, US
5. Worldwatch Institute, US
6. Cato Institute, US
7. Potsdam Institute for Climate Impact Research, Germany
8. International Institute for Environment and Development, UK
9. Stanford University Program on Energy and Sustainable Development, US
10. Heritage Foundation, US
T10. International Institute for Sustainable Development, Switzerland

**Top 10 Security and International Affairs Think Tanks**

*Table # 16*

1. Council on Foreign Relations, US
2. Brookings Institution, US
3. International Institute for Strategic Studies (IISS), UK
4. RAND Corporation, US
5. Center for Strategic and International Studies, US
6. Chatham House, UK
7. Carnegie Endowment for International Peace, US
8. Stockholm International Peace Research Institute (SIPRI), Sweden
9. International Crisis Group, Belgium
10. Hoover Institution – US

**Top 10 Domestic Economic Policy Think Tanks**

*Table # 17*

1. Brookings Institution, US
2. Cato Institute, US
3. American Enterprise Institute, US
4. Peterson Institute for International Economics, US

5. National Bureau of Economic Research, US
6. RAND Corporation , US
7. Heritage Foundation, US
8. Fraser Institute, Canada
9. Hoover Institution, US
10. Kiel Institute for World Economy, Germany

<b>Top 12 International Economic Policy Think Tanks</b> <i>Table # 18</i>
1. Peterson Institute for International Economics, (FNW Institute for Int'l Economics), US
2. Brookings Institution, US
3. Adam Smith Institute, UK
4. RAND Corporation, US
5. Heritage Foundation, US
6. National Bureau of Economic Research, US
7. Kiel Institute for World Economy, Germany
8. Fraser Institute, Canada
9. Cato Institute, US
10. Centre for Economic Policy Research, UK

<b>Top 10 Social Policy Think Tanks</b> <i>Table # 19</i>
1. Urban Institute, US
2. Brookings Institution, US
3. Heritage Foundation , US
4. Amnesty International, UK
5. Overseas Development Institute (ODI), UK
6. Adam Smith Institute, UK
7. RAND Corporation, US
8. Civitas, UK
9. American Enterprise Institute,US
10. Center for American Progress, US

## **Top 10 Science and Technology Think Tanks**

### ***Table # 20***

1. RAND Corporation, US
2. MIT Department of Economics, US
3. Brookings Institution, US
4. Aspen Institute, US
5. Cato Institute, US
6. Center for Development Research (ZEF), Germany
7. American Enterprise Institute, US
8. National Institute for Research Advancement, Japan
9. The Energy and Resources Institute, India
10. Bertelsmann Foundation (Bertelsmann Stiftung), Germany

## **Special Categories**

### **Think Tanks with the Most Innovative Policy/Idea Proposal**

#### ***Table # 21***

1. Brookings Institution, US
2. Carnegie Endowment for International Peace, US
3. Council on Foreign Relations, US
4. Cato Institute, US
5. Bruegel, Belgium

### **Best New Think Tank (established in the last three-five years)**

#### ***Table # 22***

1. European Council on Foreign Relations, Belgium
2. Center for American Progress, US
3. Bruegel, Belgium
4. Center for New American Security, US
5. Carnegie Middle East Center, Lebanon

**Outstanding Policy Oriented - Public Policy  
Research Program  
Table # 23**

1. Brookings Institution, US
2. RAND Corporation, US
3. Carnegie Endowment for International Peace, US
4. Peterson Institute for International Economics (FNW Institute for Int'l Economics), US
5. American Enterprise Institute, US

**Best Use of the Internet to Engage the Public  
Table # 24**

1. Carnegie Endowment for International Peace, US
2. Brookings Institution, US
3. Cato Institute, US
4. Council on Foreign Relations, US
5. Heritage Foundation, US

**Best Use of the Media (Print or Electronic) to  
Communicate Programs and Research  
Table # 25**

1. Amnesty International, UK
2. Brookings Institution, US
3. International Crisis Group, Belgium
4. Council on Foreign Relations, US
5. Human Rights Watch, US

**Most Impact on Public Policy or Policy Debates  
Table # 26**

1. Center for American Progress, US
2. Brookings Institution, US
3. Heritage Foundation, US
4. Rand Corporation, US
5. American Enterprise Institute, US



## **Think Tank and Civil Societies Program**

*“Helping to bridge the gap between knowledge and policy”*

The Think Tanks and Civil Societies Program (TTCSP) at the International Relations Program, University of Pennsylvania conducts research on the role policy institutes play in governments and in civil societies around the world. Often referred to as the 'think tank's think tank,' TTCSP examines the evolving role and character of public policy research organizations. Over the last 20 years the Think Tanks and Civil Societies Program has laid the foundation for a global initiative that will help bridge the gap between knowledge and policy in critical policy areas such as international peace and security, globalization and governance, international economics, environment, information and society, poverty alleviation and health. This international collaborative effort is designed to establish regional and international networks of policy institutes and communities that will improve policy making and strengthen democratic institutions and civil societies around the world. The Think Tanks and Civil Societies Program works with some of the leading scholars and practitioners from think tanks and universities in a variety of collaborative efforts and programs. If you would like additional information about our publications and programs contact [Jmcgann@sas.upenn.edu](mailto:Jmcgann@sas.upenn.edu)

### **Research on Think Tanks and Civil Societies**

The TTCSP conducts research on the role of think tanks in the policy making process and as key civil society in countries around the world.

### **Think Tank Capacity Building Program**

The TTCBC conducts research and provides technical assistance on a wide range environmental challenges and organizational development issues facing think tanks and policy communities around the globe. In addition, TTCBC develops and implements strategies that will increase the capacity of think tanks so that they can better serve policy makers and the public.

### **Database and Directories**

The Center developed the first interactive, global, comprehensive, multi-sectoral database and directory of think tanks. Most databases and directory are organized by discipline, country or region. The Center maintains the only multi-sectoral database of think tanks consisting of over 6000 think tanks in 169 countries. Specialized databases of think tanks in areas such as development, democracy, security, international affairs and health have been created.

---

## ABOUT THE AUTHOR

**James G. McGann, Ph.D.** is the Assistant Director of the International Relations Program and Director of the Think Tanks and Civil Societies Program at the University of Pennsylvania. He is also a Senior Fellow and at the Foreign Policy Research Institute in Philadelphia. For the last 20 years he has served as President of McGann Associates, a program and management consulting firm specializing in the challenges facing think tanks, policymakers, international organizations and philanthropic institutions.

Dr. McGann has served as a consultant and advisor to the World Bank, United Nations, United States Agency for International Development, Soros, Hewlett and Gates Foundations and foreign governments on the role of nongovernmental, public policy and public engagement organizations in civil society. He has served as the Senior Vice-President for the Executive Council on Foreign Diplomats, the public policy program officer for The Pew Charitable Trusts, the Assistant Director of the Institute of Politics, John F. Kennedy School of Government, at Harvard University, and a Senior Advisor to the Citizens Network for Foreign Affairs and the Society for International Development.

Among Dr. McGann's publications are *Competition for Dollars, Scholars and Influence In The Public Policy Research Industry* (University Press of America 1995), *The International Survey of Think Tanks* (FPRI, 1999), *Think Tanks and Civil Societies: Catalyst for Ideas and Action*, co-edited with Kent B. Weaver (Transaction Publishers 2000), *Comparative Think Tanks, Politics and Public Policy* (Edward Elgar 2005) [http://www.e-elgar.co.uk/Bookentry\\_Main.lasso?id=2756](http://www.e-elgar.co.uk/Bookentry_Main.lasso?id=2756), *Think Tanks and Policy Advice in the U.S: Academics, Advisors and Advocates* (Routledge, 2007), *Think Tanks: Catalysts for Democratization and Market Reform* (Forthcoming Routledge 2009), *Global Trends and Transitions: 2007 Survey of Think Tanks* (FRPI 2008), *The 2007 Global Go To Think Tanks* (FPRI 2008), *Think Tank Index* (Foreign Policy Magazine 2009), and *The 2008 Global Go Think Tanks* (2009 IRP University of Pennsylvania), *BRICS and Think Tanks Partners In Economic Development* (CIPE, Summer 2009), *Democratization and Market Reform in Developing and Transitional Countries: Think Tanks as Catalysts* (Routledge Summer 2009) <http://www.routledgepolitics.com/books/Democratization-and-Market-Reform-in-Developing-and-Transitional-Countries-isbn9780415547383> , **Global Think Tanks (Forthcoming Routledge 2010)**, **Think Tanks and Policy Advice in the US: Academics, Advisors and Advocates**, <http://www.routledgepolitics.com/books/Think-Tanks-and-Policy-Advice-in-the-US-isbn9780415772280>

## RESEARCH INTERNS

**George Edwards, University of Pennsylvania**

**Lua O'Brien, University of Pennsylvania**

**Margarita Shlykova, Villanova University**

**Rosalyn Daitch, University of Pennsylvania**

# APPENDICES

## I. Letter to Prospective Expert Panelist

### Think Tanks and Civil Societies Program

#### *International Relations Program*

#### *University of Pennsylvania*

635 Williams Hall  
255 South 36th Street  
PHILADELPHIA, PA, USA 19104-6305  
TEL. (001) 215 746-2928  
[EMAIL: Jmcgann@sas.upenn.edu](mailto:Jmcgann@sas.upenn.edu)

#### **Greetings:**

You have been nominated by one or more of your colleagues to serve on the Expert Panel that will nominate and select the 2009 Global Go To Think Tanks. The Think Tanks and Civil Societies Program (TTCSP) is currently in the process of organizing nominations to identify the world's leading think tanks for the **2009 Global Go To Think Tanks Report or Global Think Tank Index** as it has become known. In four short years the Global Go To Index has become an authoritative source for the top public policy research institutes in the world. Last year's report was featured in the January/February issue of *Foreign Policy* magazine and *The Economist*. A copy of the unabridged 2008 Global Go To Report can be downloaded at [http://www.sas.upenn.edu/irp/documents/2008\\_Global\\_Go\\_To\\_Think\\_Tanks.pdf](http://www.sas.upenn.edu/irp/documents/2008_Global_Go_To_Think_Tanks.pdf)

For this ambitious project, we have assembled a panel of 300 expert volunteers from around the world, across the political spectrum and from every discipline and sector to help nominate and select the think tanks of excellence for 2009. As a member of the Expert Panel, we are looking to you to nominate regional or global centers of excellence that you feel should be recognized for producing rigorous and relevant research, publications and programs in one or more substantive areas. You will only be required to do two things: 1) nominate a slate of think tanks for the 2009 Think Tank Index in the categories where you have knowledge and experience and 2) help make the final selections for the top think tanks for 2009. No meetings will be required and all nominations and final selections can be completed via email.

Similar to the 2008 Global Go To Think Tanks Report, the nominations process begins with this call to an international group of scholars who study think tanks, executives and scholars from think tanks, public and private donors, and policymakers. **We are asking you to provide a list of think tanks (printed guidelines will be sent on 9/2/09 in a separate email) that you consider centers of excellence globally, regionally, and by subject area.** After tallying your votes, we will open the nominations process to a wider group of policymakers, donors, scholars and think

tank officials, who will have the opportunity to nominate the think tanks they consider to be the best at producing policy research from the universe you help us develop. Once all the nominations have been submitted and tallied, you will be sent the complete slate of nominations and we will then ask you to make your final selections.

When selecting the top think tanks in the world, we suggest that all nominators focus on aspects such as rigor and relevance of the research and analysis produced, scale of operations, breadth of audience and financial support, contribution of research and analysis to public debate and the policymaking process, and the organization's overall impact on public policy. At times, the greatest challenge in assessing these institutions (many of which are by the very nature of their work political) is to abstract from subjective characteristics and to focus on more universal and concrete features. To this end, please utilize the following selection criteria when making your nominations and final selections for the 2009 Global Go To Report:

- Direct relationship between the organization's efforts in a particular area to a positive change in societal values such as significant changes in quality of life within respective country (amounts of goods and services available to citizens, state of physical and mental health, quality of environment, quality of political rights, access to institutions);
- Publication of the organization's work in peer reviewed journals, books and other authoritative publications;
- Ability to retain elite scholars and analysts;
- Access to elites in the area of policymaking, media, and academia;
- Academic reputation (formal accreditation, citation of think tank; publications by scholars in major academic books, journals, conferences, and in other professional publications);
- Media reputation (number of media appearances, interviews, and citations);
- Reputation with policymakers (name recognition with particular issues, number of briefings and official appointments, policy briefs, legislative testimony delivered);
- Level of the organization's financial resources (endowment, membership fees, annual donations, government and private contracts, earned income),
- Ability of the organization to meet the demands of those that fund it or to meet the goals of its respective grant-making institution;
- Overall output of the organization (policy proposals, publications, interviews, conferences, staff nominated to official posts);
- Number of recommendations to policymakers, staff serving advisory roles to policymakers, awards given to scholars;
- Usefulness of the organization's information in advocacy work, preparing legislation or testimony, preparing academic papers or presentations, conducting research, or teaching;
- Organization's ability to produce new knowledge or alternative ideas on policy;
- Ability to bridge the gap between academic and policy communities and policymakers and the public;
- Ability to include new voices in the policymaking process;
- Ability of the organization to be inscribed within issue and policy networks; and

- Success in challenging the traditional wisdom of policymakers and for generating innovative policy ideas.

As a member of the Expert Panel your goal will be to create a list of the world's top think tanks that is transparent, representative, inclusive and authoritative.

Every effort has been made to insure that all regions and institutions have an equal opportunity to be nominated and selected. Finally, the broad scope of programs produced by large, multi-issue think tanks and the ability of these institutions to continually produce such programs for a global audience also cause these organizations to be potentially over represented in the rankings. Despite these potential challenges, as a panelist, it will be your task to focus on identifying global and regional think tanks of excellence that are producing and disseminating rigorous and relevant research and analysis.

As a panelist, you will be serving an important role in our research effort that is designed to recognize center's of public policy of excellence so their best practices might be adopted by other organizations around the world. Please note that all nominations and selections you make will be kept strictly confidential. A few important ground rules:

- ✓ No self nominations (you cannot nominate your own institution)
- ✓ Adhere to professional conduct by revealing and avoiding any potential conflicts of interest
- ✓ Use the selection criteria provided as a tool when evaluating organizations and making your nominations and selections
- ✓ Provide the formal, full name of the institution and the country in which it is located
- ✓ Avoid political, ideological and discipline bias when making all selections and nominations
- ✓ Please have patience and forbearance with me since I conduct this annual exercise without a staff or a budget. This is not to say I don't welcome your comments and suggestions for how I might improve the process.

Please send us your nominations form by **September 30th, 2009** by e-mail at either [Jmcgann@sas.upenn.edu](mailto:Jmcgann@sas.upenn.edu) or [McGann1429@aol.com](mailto:McGann1429@aol.com) or mail them to the address provided below. Should you have any questions, comments or suggestions don't hesitate to contact me to discuss them. For more information on the Think Tanks and Civil Societies Program, please see the description below.

Sincerely,

Jim McGann

## II. Expert and Peer Institution Nomination Form

### Think Tanks and Civil Societies Program

International Relations Program  
University of Pennsylvania

635 Williams Hall  
255 South 36th Street  
PHILADELPHIA, PA, USA 19104-6305  
TEL. 215 746-2928  
[EMAIL: Jmcgann@sas.upenn.edu](mailto:Jmcgann@sas.upenn.edu)

*The 2009 "Global Go To Think Tanks" Report*

#### **2009 NOMINATION FORM**

#### **I. Nominator Information (This is necessary for verification purposes)**

Name: \_\_\_\_\_ Date(MM/DD/YYYY) :

Institutional Affiliation: \_\_\_\_\_

Title: \_\_\_\_\_

Street Address: \_\_\_\_\_

City/State : \_\_\_\_\_

Postal Code: \_\_\_\_\_

Country: \_\_\_\_\_

E-mail address: \_\_\_\_\_

Phone number: \_\_\_\_\_

#### ***II. Institutions Nominated***

**Top 25 Think Tanks Worldwide (non-U.S.)** [\[1\]](#) (Nominate up to 25)

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
- 10) \_\_\_\_\_
- 11) \_\_\_\_\_
- 12) \_\_\_\_\_
- 13) \_\_\_\_\_
- 14) \_\_\_\_\_
- 15) \_\_\_\_\_
- 16) \_\_\_\_\_
- 17) \_\_\_\_\_
- 18) \_\_\_\_\_
- 19) \_\_\_\_\_
- 20) \_\_\_\_\_
- 21) \_\_\_\_\_
- 22) \_\_\_\_\_
- 23) \_\_\_\_\_
- 24) \_\_\_\_\_
- 25) \_\_\_\_\_

**Top Think Tanks By Research Area (Global) Nominate up to 15 per research area**

**Top International Development Think Tanks (Nominate up to 15)**

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_
- 4) \_\_\_\_\_
- 5) \_\_\_\_\_
- 6) \_\_\_\_\_
- 7) \_\_\_\_\_
- 8) \_\_\_\_\_
- 9) \_\_\_\_\_
- 10) \_\_\_\_\_
- 11) \_\_\_\_\_
- 12) \_\_\_\_\_
- 13) \_\_\_\_\_
- 14) \_\_\_\_\_
- 15) \_\_\_\_\_

**Top Health Policy Think Tanks (Nominate up to 15)**

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_
- 4) \_\_\_\_\_
- 5) \_\_\_\_\_
- 6) \_\_\_\_\_
- 7) \_\_\_\_\_
- 8) \_\_\_\_\_
- 9) \_\_\_\_\_
- 10) \_\_\_\_\_
- 11) \_\_\_\_\_
- 12) \_\_\_\_\_
- 13) \_\_\_\_\_
- 14) \_\_\_\_\_
- 15) \_\_\_\_\_

**Top Environment Think Tanks (Nominate up to 15)**

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_
- 4) \_\_\_\_\_
- 5) \_\_\_\_\_
- 6) \_\_\_\_\_
- 7) \_\_\_\_\_
- 8) \_\_\_\_\_
- 9) \_\_\_\_\_
- 10) \_\_\_\_\_
- 11) \_\_\_\_\_
- 12) \_\_\_\_\_
- 13) \_\_\_\_\_
- 14) \_\_\_\_\_
- 15) \_\_\_\_\_



**Top Security and International Affairs Think Tanks (Nominate up to 15)**

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_
- 4) \_\_\_\_\_
- 5) \_\_\_\_\_
- 6) \_\_\_\_\_
- 7) \_\_\_\_\_
- 8) \_\_\_\_\_
- 9) \_\_\_\_\_
- 10) \_\_\_\_\_
- 11) \_\_\_\_\_
- 12) \_\_\_\_\_
- 13) \_\_\_\_\_
- 14) \_\_\_\_\_
- 15) \_\_\_\_\_

**Top Domestic Economic Policy Think Tanks (Nominate up to 15)**

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_
- 4) \_\_\_\_\_
- 5) \_\_\_\_\_
- 6) \_\_\_\_\_
- 7) \_\_\_\_\_
- 8) \_\_\_\_\_
- 9) \_\_\_\_\_
- 10) \_\_\_\_\_
- 11) \_\_\_\_\_
- 12) \_\_\_\_\_
- 13) \_\_\_\_\_
- 14) \_\_\_\_\_
- 15) \_\_\_\_\_

**Top International Economic Policy Think Tanks (Nominate up to 15)**

- 1) \_\_\_\_\_

- 2) \_\_\_\_\_
- 3) \_\_\_\_\_
- 4) \_\_\_\_\_
- 5) \_\_\_\_\_
- 6) \_\_\_\_\_
- 7) \_\_\_\_\_
- 8) \_\_\_\_\_
- 9) \_\_\_\_\_
- 10) \_\_\_\_\_
- 11) \_\_\_\_\_
- 12) \_\_\_\_\_
- 13) \_\_\_\_\_
- 14) \_\_\_\_\_
- 15) \_\_\_\_\_

**Top 15 Social Policy Think Tanks (Nominate up to 15)**

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_
- 4) \_\_\_\_\_
- 5) \_\_\_\_\_
- 6) \_\_\_\_\_
- 7) \_\_\_\_\_
- 8) \_\_\_\_\_
- 9) \_\_\_\_\_
- 10) \_\_\_\_\_
- 11) \_\_\_\_\_
- 12) \_\_\_\_\_
- 13) \_\_\_\_\_
- 14) \_\_\_\_\_
- 15) \_\_\_\_\_

**Top 15 Science and Technology Think Tanks (Nominate up to 15)**

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_

- 3) \_\_\_\_\_
- 4) \_\_\_\_\_
- 5) \_\_\_\_\_
- 6) \_\_\_\_\_
- 7) \_\_\_\_\_
- 8) \_\_\_\_\_
- 9) \_\_\_\_\_
- 10) \_\_\_\_\_
- 11) \_\_\_\_\_
- 12) \_\_\_\_\_
- 13) \_\_\_\_\_
- 14) \_\_\_\_\_
- 15) \_\_\_\_\_

**Top Think Tanks By Region Nominate up to 15 per region**

**Top 15 Think Tanks in the United States (Nominate up to 15)**

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_
- 4) \_\_\_\_\_
- 5) \_\_\_\_\_
- 6) \_\_\_\_\_
- 7) \_\_\_\_\_
- 8) \_\_\_\_\_
- 9) \_\_\_\_\_
- 10) \_\_\_\_\_
- 11) \_\_\_\_\_
- 12) \_\_\_\_\_
- 13) \_\_\_\_\_
- 14) \_\_\_\_\_
- 15) \_\_\_\_\_

**Top 15 Think Tanks in North America (Mexico and Canada) (Nominate up to 15)**

- 1) \_\_\_\_\_

- 2) \_\_\_\_\_
- 3) \_\_\_\_\_
- 4) \_\_\_\_\_
- 5) \_\_\_\_\_
- 6) \_\_\_\_\_
- 7) \_\_\_\_\_
- 8) \_\_\_\_\_
- 9) \_\_\_\_\_
- 10) \_\_\_\_\_
- 11) \_\_\_\_\_
- 12) \_\_\_\_\_
- 13) \_\_\_\_\_
- 14) \_\_\_\_\_
- 15) \_\_\_\_\_

**Top 15 Think Tanks in Central and South America (Nominate up to 15)**

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_
- 4) \_\_\_\_\_
- 5) \_\_\_\_\_
- 6) \_\_\_\_\_
- 7) \_\_\_\_\_
- 8) \_\_\_\_\_
- 9) \_\_\_\_\_
- 10) \_\_\_\_\_
- 11) \_\_\_\_\_
- 12) \_\_\_\_\_
- 13) \_\_\_\_\_
- 14) \_\_\_\_\_
- 15) \_\_\_\_\_

**Top 15 Think Tanks in the Middle East and North Africa (Nominate up to 15)**

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_
- 4) \_\_\_\_\_

- 5) \_\_\_\_\_
- 6) \_\_\_\_\_
- 7) \_\_\_\_\_
- 8) \_\_\_\_\_
- 9) \_\_\_\_\_
- 10) \_\_\_\_\_
- 11) \_\_\_\_\_
- 12) \_\_\_\_\_
- 13) \_\_\_\_\_
- 14) \_\_\_\_\_
- 15) \_\_\_\_\_

**Top 15 Think Tanks in Southern Africa including Sub-Saharan Africa (Nominate up to 15)**

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_
- 4) \_\_\_\_\_
- 5) \_\_\_\_\_
- 6) \_\_\_\_\_
- 7) \_\_\_\_\_
- 8) \_\_\_\_\_
- 9) \_\_\_\_\_
- 10) \_\_\_\_\_
- 11) \_\_\_\_\_
- 12) \_\_\_\_\_
- 13) \_\_\_\_\_
- 14) \_\_\_\_\_
- 15) \_\_\_\_\_

**Top 15 Think Tanks in Western Europe (Nominate up to 15)**

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_
- 4) \_\_\_\_\_
- 5) \_\_\_\_\_
- 6) \_\_\_\_\_

- 7) \_\_\_\_\_
- 8) \_\_\_\_\_
- 9) \_\_\_\_\_
- 10) \_\_\_\_\_
- 11) \_\_\_\_\_
- 12) \_\_\_\_\_
- 13) \_\_\_\_\_
- 14) \_\_\_\_\_
- 15) \_\_\_\_\_

**Top 15 Think Tanks in Central and Eastern Europe (Nominate up to 15)**

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_
- 4) \_\_\_\_\_
- 5) \_\_\_\_\_
- 6) \_\_\_\_\_
- 7) \_\_\_\_\_
- 8) \_\_\_\_\_
- 9) \_\_\_\_\_
- 10) \_\_\_\_\_
- 11) \_\_\_\_\_
- 12) \_\_\_\_\_
- 13) \_\_\_\_\_
- 14) \_\_\_\_\_
- 15) \_\_\_\_\_

**Top 10 Think Tanks in Asia (Nominate up to 15)**

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_
- 4) \_\_\_\_\_
- 5) \_\_\_\_\_
- 6) \_\_\_\_\_
- 7) \_\_\_\_\_

- 8) \_\_\_\_\_
- 9) \_\_\_\_\_
- 10) \_\_\_\_\_
- 11) \_\_\_\_\_
- 12) \_\_\_\_\_
- 13) \_\_\_\_\_
- 14) \_\_\_\_\_
- 15) \_\_\_\_\_

**Think Tanks with the Most Innovative Policy Ideas/Proposals (Nominate up to 10)**

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_
- 4) \_\_\_\_\_
- 5) \_\_\_\_\_
- 6) \_\_\_\_\_
- 7) \_\_\_\_\_
- 8) \_\_\_\_\_
- 9) \_\_\_\_\_
- 10) \_\_\_\_\_

**Best New Think Tanks (established in the last 3 years) (Nominate up to 10)**

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_
- 4) \_\_\_\_\_
- 5) \_\_\_\_\_
- 6) \_\_\_\_\_
- 7) \_\_\_\_\_
- 8) \_\_\_\_\_
- 9) \_\_\_\_\_
- 10) \_\_\_\_\_

**Outstanding Policy-Oriented Public Policy Research Program (Nominate up to 10)**

- 1) \_\_\_\_\_

- 2) \_\_\_\_\_
- 3) \_\_\_\_\_
- 4) \_\_\_\_\_
- 5) \_\_\_\_\_
- 6) \_\_\_\_\_
- 7) \_\_\_\_\_
- 8) \_\_\_\_\_
- 9) \_\_\_\_\_
- 10) \_\_\_\_\_

**Best Think Tank Web Site (Nominate up to 10)**

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_
- 4) \_\_\_\_\_
- 5) \_\_\_\_\_
- 6) \_\_\_\_\_
- 7) \_\_\_\_\_
- 8) \_\_\_\_\_
- 9) \_\_\_\_\_
- 10) \_\_\_\_\_

**Best Use of Technology to Communicate Research and Programs (Nominate up to 10)**

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_
- 4) \_\_\_\_\_
- 5) \_\_\_\_\_
- 6) \_\_\_\_\_
- 7) \_\_\_\_\_
- 8) \_\_\_\_\_
- 9) \_\_\_\_\_
- 10) \_\_\_\_\_

**Best Use of the Media (Print or Electronic) to Communicate Research and Programs (Nominate up to 10)**



- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_
- 4) \_\_\_\_\_
- 5) \_\_\_\_\_
- 6) \_\_\_\_\_
- 7) \_\_\_\_\_
- 8) \_\_\_\_\_
- 9) \_\_\_\_\_
- 10) \_\_\_\_\_

**Best External Relations/Public Engagement Program (Nominate up to 10)**

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_
- 4) \_\_\_\_\_
- 5) \_\_\_\_\_
- 6) \_\_\_\_\_
- 7) \_\_\_\_\_
- 8) \_\_\_\_\_
- 9) \_\_\_\_\_
- 10) \_\_\_\_\_

**Greatest Impact on Public Policy (Nominate up to 10)**

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_
- 4) \_\_\_\_\_
- 5) \_\_\_\_\_
- 6) \_\_\_\_\_
- 7) \_\_\_\_\_
- 8) \_\_\_\_\_
- 9) \_\_\_\_\_
- 10) \_\_\_\_\_

**Best University Affiliated Think Tank (Nominate up to 10)**

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_
- 4) \_\_\_\_\_
- 5) \_\_\_\_\_
- 6) \_\_\_\_\_
- 7) \_\_\_\_\_
- 8) \_\_\_\_\_
- 9) \_\_\_\_\_
- 10) \_\_\_\_\_

**Best Government Affiliated Think Tanks (Nominate up to 10)**

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_
- 4) \_\_\_\_\_
- 5) \_\_\_\_\_
- 6) \_\_\_\_\_
- 7) \_\_\_\_\_
- 8) \_\_\_\_\_
- 9) \_\_\_\_\_
- 10) \_\_\_\_\_

**Think Tank with the Best Policy Proposal in 2008 (Nominate up to 10)**

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_
- 4) \_\_\_\_\_
- 5) \_\_\_\_\_
- 6) \_\_\_\_\_
- 7) \_\_\_\_\_
- 8) \_\_\_\_\_
- 9) \_\_\_\_\_
- 10) \_\_\_\_\_

**Think Tank of the Year—Top Think Tank in the World** (Nominate up to 5, one be selected)

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_
- 4) \_\_\_\_\_
- 5) \_\_\_\_\_

***Thank you for your assisting us with the 2009 “Global Go To Think Tanks” Report. We appreciate your help.***

**Please return the above survey no later than September 30, 2008 to:**  
[Jmcgann@sas.upenn.edu](mailto:Jmcgann@sas.upenn.edu) or by mail to:

*Think Tanks and Civil Societies Program,*

International Relations Program

University of Pennsylvania

635 Williams Hall

255 South 36th Street

PHILADELPHIA, PA, USA 19104-6305

***Att: James G. McGann***

---

[1] United States think tanks have been excluded from this category in order to collect a representative sample of the top think tanks worldwide. Many of the top think tanks in the United States have a global reach in terms of their research and programming. Such think tanks may have taken a disproportional number of the Top 25 spots; thus, please exclude U.S. think tanks in this category.

### III. Expert and Peer Institution Panelist Instructions

# ***THE THINK TANKS AND CIVIL SOCIETIES PROGRAM 2009***

## ***THE GLOBAL “GO-TO THINK TANKS”***

***The Leading Public Policy Research Organizations In The World  
September 2009***

**Nomination Criteria and Nomination Categories**

**James G. McGann, Ph.D.**

**Director**

**Think Tanks and Civil Societies Program**

**International Relations Program**

**University of Pennsylvania**

**Philadelphia, PA USA 19104-6305**

## **THINK TANKS AND CIVIL SOCIETIES PROGRAM**

International Relations Program

University of Pennsylvania

635 Williams Hall

255 South 36th Street

PHILADELPHIA, PA, USA 19104-6305

TEL: 001 215 746-2928

EMAIL: [Jmcgann@sas.upenn.edu](mailto:Jmcgann@sas.upenn.edu)

**The 2009 “Global Go To Think Tanks”**

**Nomination Criteria and Nomination Categories**

Thank you for agreeing to participate in this important research endeavor. As you know, we are soliciting the advice of experts like you to identify the leading public policy research organizations in the world. We have chosen you to assist in this effort because you are committed to the development of quality public policy research, improved policymaking capability for governments, and enhanced civil society around the world.

As a panelist, you will be serving an important role in our research effort.

**Please note that all nominations you make will be kept confidential.**

- Please take the time to complete the nominations form below. **You may nominate 25 Organizations for the Global Go To Think Tanks leading think tanks in the world. Please also nominate the top think tanks by region and area of research and special achievement.** You can nominate up to **25 institutions per region, 25 per research area, 10 per organizational or programmatic achievement and 5 for the Top Think Tank in the world(nominate up to 5 and one will be selected).**

### **2009 Global Go To Think Tanks Nomination Categories**

**Category I. Top 25 Think Tanks Worldwide (non-U.S.)\*\*\*\*\***  
**Nominate up to 25 institutions.**

**Category II. Top Think Tanks by Region (Regional)**  
**Nominate up to 25 institutions for each of these regions:**

- Top 25 Think Tanks in the United States
- Top 25 Think Tanks in North America (Mexico and Canada)
- Top 25 Think Tanks in Latin America
- Top 25 Think Tanks in the Middle East and North Africa
- Top 25 Think Tanks in Southern Africa (including Sub-Saharan Africa)
- Top 25 Think Tanks in Western Europe
- Top 25 Think Tanks in Eastern Europe
- Top 25 Think Tanks in Asia

**Category III. Top Think Tanks by Research Area (Global)**  
**Nominate up to 25 institutions for each of these categories:**

- Top 25 International Development Think Tanks
- Top 25 Health Policy Think Tanks
- Top 25 Environment Think Tanks
- Top 25 Security and International Affairs Think Tanks
- Top 25 Domestic Economic Policy Think Tanks
- Top 25 International Economic Policy Think Tanks
- Top 25 Social Policy Think Tanks
- Top 25 Science and Technology Think Tanks

**Category IV. Think Tanks with the Most Innovative Policy Ideas/Proposals (Global)**  
**Nominate up to 10 institutions.**

**Category V. Best New Think Tanks (established in the last 3 years) (Global)**  
**Nominate up to 10 institutions.**

**Category VI. Outstanding Policy-Oriented Public Policy Research Program (Global)**  
**Nominate up to 10 institutions.**

**Category VII. Best Web Site (Global)**  
**Nominate up to 10 institutions**

**Category VIII. Best Use of Technology to Communicate Research and Programs (Global)**  
**Nominate up to 10 institutions.**

**Category IX. Best Use of the Media (Print or Electronic) to Communicate Research and Programs (Global)**  
**Nominate up to 10 institutions.**

**Category X. Best External Relations/Public Engagement Program**

**Nominate up to 10 institutions.**

**Category XI. Greatest Impact on Public Policy (Global)**

**Nominate up to 10 institutions.**

**Category XII. Best University Affiliated Think Tanks (Global)**

**Nominate up to 10 institutions.**

**Category XIII. Best Government Affiliated Think Tanks**

**Nominate up to 10 institutions**

**Category XIV. Think Tanks with the Best Policy Proposal in 2008**

**Nominate up to 10 institutions.**

**Category XV. Think Tank of the Year—Top Think Tank in the World**

**Nominate 5 institutions.**

\*\*\*\* United States think tanks have been excluded from this category in order to collect a representative sample of the top think tanks worldwide. Many of the top think tanks in the United States have a global reach in terms of their research and programming. Such think tanks may have taken a disproportionate number of the Top 25 spots; thus, please exclude U.S. think tanks in this category.

**NOMINATIONS AND SELECTION CRITERIA**

It is essential that you consider a variety of criteria in making your decisions.

These may include, but are not limited to:

- Direct relationship between the organization's efforts in a particular area to a positive change in societal values such as significant changes in quality of life within the respective country (amounts of goods and services available to citizens, state of physical and mental health, quality of environment, quality of political rights, access to institutions);
- Publication of the organization's work by peer reviewed journals, books and other respected publications;
- Ability to retain elite scholars & analysts;
- Access to elites in the area of policymaking, media, and academia;
- Academic reputation (formal accreditation, citation of think tank; publications by scholars in major academic books, journals, conferences, and in other professional publications);
- Media reputation (number of media appearances, interviews, and citations);
- Reputation with policymakers (name recognition with particular issues, number of briefings and official appointments, policy briefs, legislative testimony delivered);
- Level of the organization's financial resources (endowment, membership fees, annual donations, government and private contracts, earned income),
- Ability of the organization to meet the demands of those that fund it or to meet the goals of its respective grant-making institution;
- Overall output of the organization (policy proposals, publications, interviews, conferences, staff nominated to official posts);

- Number of recommendations to policymakers, staff serving advisory roles to policymakers, awards given to scholars;
- Usefulness of the organization’s information in advocacy work, preparing legislation or testimony, preparing academic papers or presentations, conducting research, or teaching;
- The organization’s ability to produce new knowledge or alternative ideas on policy;
- Ability to bridge the gap between knowledge/evidence and policy and the gap between policymakers and the public;
- Ability to include new voices in the policy-making process;
- Ability of the organization to be inscribed within issue and policy networks; and
- Success in challenging the traditional wisdom of policymakers and in generating innovative policy ideas and programs.

### DEFINITION OF THINK TANKS

Think tanks or public policy research, analysis, and engagement institutions are organizations that generate policy-oriented research, analysis, and advice on domestic and international issues in an effort to enable policymakers and the public to make informed decisions about public policy issues. Think tanks may be affiliated with political parties, governments, interest groups, or private corporations or constituted as independent nongovernmental organizations (NGOs). These institutions often act as a bridge between the academic and policymaking communities, serving the public interest as an independent voice that translates applied and basic research into a language and form that is understandable, reliable, and accessible for policymakers and the public.

Structured as permanent bodies, in contrast with ad hoc commissions or research panels, think tanks devote a substantial portion of their financial and human resources to commissioning and publishing research and policy analysis in the social sciences: political science, economics, public administration, and international affairs. The major outputs of these organizations are books, monographs, reports, policy briefs, conferences, seminars, formal briefings and informal discussions with policymakers, government officials, and key stakeholders.

In an effort to help make sense of this highly diverse set of institutions, we have created a typology that takes into consideration the comparative differences in political systems and civil societies around the world. While think tanks may perform many roles in their host societies, not all think tanks do the same things to the same extent. Over the last 85 years, several distinctive organizational forms of think tanks have come into being that differ substantially in terms of their operating styles, their patterns of recruitment, their aspirations to academic standards of objectivity and completeness in research, and their engagement of policy makers, the press, and the public. We believe, despite these differences that most think tanks tend to fall into the broad categories outlined below.

#### CATEGORIES OF THINK TANK AFFILIATIONS

Category	Definition
<b>Autonomous and Independent</b>	<i>Significant independence from any one interest group or donor and autonomous in its operation and funding from government.</i>
<b>Quasi Independent</b>	<i>Autonomous from government but an interest group (i.e. unions, religious groups, etc.), donor or contracting agency provides a majority of the funding and has significant influence over operations of the think tank.</i>
<b>University Affiliated</b>	<i>A policy research center at a university.</i>
<b>Political Party Affiliated</b>	<i>Formally affiliated with a political party.</i>
<b>Government Affiliated</b>	<i>A part of the structure of government.</i>
<b>Quasi Governmental</b>	<i>Funded exclusively by government grants and contracts but not a part of</i>

### Key Indicators and Issues to Consider When Assessing the Effectiveness and Impact of Think Tanks

Clearly, assessing the impact of think tanks is not an easy endeavor to undertake given the various and conflicting actors, events, and politics involved in the policy making process. Despite the significant challenges in establishing a causal relationship between knowledge and policy, it is necessary for think tanks to understand and effectively respond to the growing chorus of questions being raised by donors, journalists, and the public about the role and influence of think tanks in civil societies and governments around the world. According to the research of Donald Abelson, James McGann, and others, think tanks can utilize various measures to assess the impact of increases in their activities as well as to account for their contributions to the policymaking environment and civil society. McGann’s recent (2008) research has focused on developing a comprehensive assessment tool for evaluating a think tank’s impact. The impetus for this research, in part, was the apparent confusion that exists about the differences between outputs and impacts. In various studies and surveys that McGann has conducted over the years, researchers and think tanks responded curiously when asked about the impact on public policy and how they measure it. The overwhelming response was to provide a list of research outputs (number of books published, conferences held, web hits, media appearances, etc). Outputs, however, are not the

only way to measure impact. The metric provided below is designed to serve as a catalyst for discussion on how to effectively measure the impact of think tanks. It is provided here as background for the think tank ranking process in the hopes that it will help clarify the distinction between outputs and impacts and provide a useful tool as you prepare your rankings.

- **Resource indicators:** Ability to recruit and retain leading scholars and analysts; the level, quality, and stability of financial support; proximity and access to decision-makers and other policy elites; a staff with the ability to conduct rigorous research, study and produce timely and incisive analysis; institutional currency; quality and reliability of networks; and key contacts in the policy and academic communities, and the media
- **Utilization indicators:** Reputation as a “go-to” organization by media and policy elites in the country; quantity and quality of media appearances and citations, web hits, testimony before legislative and executive bodies; briefings, official appointments, consultation by officials or departments/agencies; books sold; reports *distributed*; references made to research and analysis in scholarly and popular publications, and attendees at conferences and seminars organized
- **Output indicators:** Number and quality of: policy proposals and ideas generated; publications produced (books, journal articles, policy briefs, etc.); news interviews conducted; briefings, conferences, and seminars organized; and staff who are nominated to advisory and government posts
- **Impact indicators:** Recommendations considered or adopted by policymakers and civil society organizations; issue network centrality; advisory role to political parties, candidates, transition teams; awards granted; publication in or citation of publications in academic journals, public testimony and appearances in the print and electronic media that influences the policy debate and decision-making; listserv and web site dominance; and success in challenging the conventional wisdom and standard operating procedures of bureaucrats and elected officials in a country or region of the world.

Beyond this quantitative assessment, an effective evaluation of impact should also involve NGOs, as well as members of the government and policymakers, to ascertain the degree to which they have utilized the grantee’s research output. This participation can be obtained through interviews, surveys, questionnaires, and focus group meetings, utilizing the Outcome Mapping introduced by the International Development Research Council (IDRC), which “moves away from assessing the products of an activity or a program to focus on changes in behaviors and relationships (outcomes) which can lead to changes.” Impact can be viewed as positive if it “changes the behavior, relationships, activities, or actions of the people, groups, and organizations with whom a program works directly.” Although this qualitative assessment is essential because it recognizes that policy impact can be successfully achieved even if policy prescriptions are not directly translated into actual policy, we recommend that this assessment be translated into numerical rankings, thereby allowing comparisons with baseline data for effective monitoring and evaluation in the future.

If you have any additional questions or concerns about how to complete your rankings, do not hesitate to contact the TTCSP by e-mail at [jmcgann@sas.upenn.edu](mailto:jmcgann@sas.upenn.edu) or by phone at 001 (215)-746-2928

***Thank you for assisting us with the 2009 “Global Go To Think Tanks” Report.  
We appreciate your help.***

**Please return the above survey no later than September 30, 2009 to:**

**[Jmcgann@sas.upenn.edu](mailto:Jmcgann@sas.upenn.edu) or by mail to:  
Think Tanks and Civil Societies Program,  
International Relations Program  
University of Pennsylvania  
635 Williams Hall  
255 South 36th Street  
PHILADELPHIA, PA 19104-6305, USA  
**Att: James G. McGann****

### **Think Tank and Civil Societies Program**

The Think Tanks and Civil Societies Program (TTCSP), established in 1989 at the Foreign Policy Research Institute in Philadelphia and now located at the International Relations Program, University of Pennsylvania, examines the role policy institutes play in governments and in civil societies around the world. Often referred to as the **'think tanks' think tank,** TTCSP examines the evolving role and character of public policy research organizations. The Program specializes in researching the challenges think tanks face and developing strategies and programs to strengthen the capacity and performance of think tanks around the world. Over the last 20 years the Program has launched a number of global initiatives that have helped bridge the gap between knowledge and policy in critical policy areas such as international peace and security, globalization and governance, international economics, environment, information and society, poverty alleviation, and health. These international



collaborative efforts are designed to establish regional and international networks of policy institutes and communities that will help to improve policymaking and strengthen democratic

institutions and civil societies around the world. The Program works with some of the leading private foundations, intergovernmental organizations, think tanks, and universities in a variety of collaborative efforts and programs. For additional information about our publications

**THINK TANKS AND CIVIL SOCIETIES PROGRAM © 2010, TTCSP**

All rights reserved. Except for short quotes, no part of this document and presentation may be reproduced or utilized in any form or by any means, electronic or mechanical, including photocopying, recording, or by information storage or retrieval system, without written permission from the Think Tanks and Civil Societies Program.

**All requests, questions and comments should be  
emailed to:**

**James G. McGann, Ph.D.**

**Director**

**Think Tanks and Civil Societies Program**

**International Relations Program**

**University of Pennsylvania**

**Telephone: (215) 746-2928 / (215) 898-0540**

**Email: [Jmcgann@sas.upenn.edu](mailto:Jmcgann@sas.upenn.edu)**