

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

2008



THE GLOBAL “GO-TO THINK TANKS”

The Leading Public Policy Research Organizations In The World

January 19, 2009

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

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

ACKNOWLEDGEMENTS	4
FOREWORD	5
INTRODUCTION	6
A TRANSNATIONAL DEFINITION OF THINK TANKS	7
GLOBALIZATION OF THINK TANKS	8
THINK TANKS FACT SHEET	11
GLOBAL GO-TO THINK TANKS SELECTION PROCESS	16
NOMINATED THINK TANKS	18
TOP THINK TANKS	26
<i>FOREIGN POLICY</i> MAGAZINE ARTICLE CONTENTS	39-44
DESCRIPTIONS OF TOP THINK TANKS	40
TRENDS IN THINK TANKS AND POLICY ADVICE	45
CONCLUSION	50
ABOUT THE AUTHOR	51
APPENDICES.....	53

ACKNOWLEDGMENTS

I would like to thank my very dedicated and able research interns from the University of Pennsylvania and Villanova University for their assistance over the last 12 months. A special thanks to Jared Miller, Jeffrey B. Bryant and Phillip Rocco, University of Pennsylvania, Clara Kim, Harvard College and Richard K Phelps, Oxford University for their help in preparing the report for publication. Last, but not least, I want to thank the panel of peers and experts who took time out of their busy schedules to review and comment on the selection criteria and for their participation in the nomination and selection process.

FOREWORD

"Greater than the tread of mighty armies is an idea whose time has come" Victor Hugo

Every politician knows that ideas have consequences, so whether it is Beijing, Bangkok, Brussels, Beirut, or Buenos Aires, policy makers seek the advice and counsel of scholars from think tanks who understand this reality and are able to shape policies and politics with their ideas.

In Washington, think tanks are revolving doors filled with experts who go in and out of government; that is why they are called "governments in waiting." Ronald Reagan sought out his brain trust from the conservative Heritage Foundation while Bill Clinton relied upon scholars from the moderate Brookings Institution. More recently, George W. Bush turned to scholars from the neo con-stocked American Enterprise Institute to help craft his Iraq policy, and Barack Obama tapped John Podesta, president of the left-leaning Center for American Progress, to lead his transition team to the White House.

Think tank wonks do more than churn out endless policy papers. Presidents and Prime Ministers seek them out because they are critical to the global ideas industry. They generate and fine-tune solutions to some of the most complex and vexing issues of the day. Leaders around the world need them to provide independent analysis, help set policy agendas, and bridge the gap between knowledge and power.

That isn't to say that all think tanks are created equal. There are some 5,550 think tanks worldwide, in nearly 170 countries. Some organizations specialize in security; others in the environment. Some are intensely partisan; others fiercely independent. Some have budgets in the tens of millions of dollars; others are one-man operations. Some already are changing the world with their big ideas; others merely aspire to provide ideas to help government think and operate smoothly.

Until now, there has been no guide to this rapidly growing global industry. 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's the first comprehensive ranking of the world's top think tanks, based on a worldwide survey of hundreds of scholars and experts. Think of it as an insider's guide to the competitive marketplace for ideas that matter.

INTRODUCTION

In a world saturated with information, connected by the web and challenged by complex issues that often hit like a meteor from outer space, there is a growing need to know where to turn for high quality information and analysis on critical policy issues. Increasingly policy makers and the public are turning to the close to 5,500 public policy research organizations around the world for assistance. This report identifies and ranks the leading think tanks in every region of the world.

The Global Go To Think Tank rankings grew out of the never-ending requests we receive from journalists, scholars and government officials to provide a list of the leading think tanks in a particular country or region of the world. In 2007, we launched a pilot project that was designed to identify some of the leading think tanks in the world in an attempt to answer these inquiries in a more systematic fashion. The inaugural report, while successful, had some shortcomings, mainly due to the sheer number of think tanks worldwide that had to be reviewed and because of the regional and national differences that exist among them. The report that follows is an expansion and refinement of the 2007 inaugural report that reflects our successful efforts to create a rigorous and inclusive process that has resulted in the expanded 2008 global “go-to” think tanks report.

Over the course of the past eight months, 407 think tanks were nominated by a diverse panel of experts comprised of peer institutions, donors, directors of think tank networks, and representatives from intergovernmental organizations. Only those organizations that received two or more nominations were included in the final rankings process, most received well in excess of that number. We then emailed and mailed the 5,465 plus organizations in the Think Tanks and Civil Societies Program think tank database a list of the nominated think tanks and asked them to make their selections for the top think tanks in the world as well as by region and research area. Organizations were also asked to recognize organizations in a few special categories that were added as one of the enhancements to this year’s report.

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 our inaugural 2007 report. Not only are the nominations now divided into more specific categories, but the panel of expert nominators has also been expanded in an effort to capture the diversity of the think tanks around the world. Finally, and most importantly, a detailed set of selection criteria was developed and circulated to the peer and expert panels to guide the nomination and selection process (see selection criteria below). 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 may have contributed to certain regions being underrepresented on the Global Go-To top 50 think tanks in the world list. We suspect that this has to do with the relatively smaller 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. These factors help explain, in part, why think tanks in the US, Europe and Asia are overrepresented in the rankings while regions such as Africa, Southeast Asia and Eastern Europe are underrepresented on the list of Global Go-To Think Tanks. Finally, we should point out that the data collection and research for this year-long project was conducted without the benefit of field research and with limited resources and a dedicated group of unpaid interns.

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 underrepresentation. It is also important to note that U.S. think tanks (see the list of the top 30 Think Tanks in the US) were not included in the universe of institutions considered for the Global Go To Think Tank lists because we felt their inclusion would have a distorting effect on the global rankings.

Despite these potential 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.

Before you read this year's Go To Think Tank Report we 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 5465 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.

A TRANSNATIONAL DEFINITION OF THINK TANKS

Think tanks are public policy research, analysis and engagement institutions that generate policy-oriented research, analysis and advice on domestic and international issues that enable policymakers and the public to make informed decisions about public policy issues. Think tanks may be affiliated or independent institutions and are structured as permanent bodies, not ad hoc commissions. These institutions often act as a bridge between the academic and policymaking communities, serving in 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. (*Think Tanks and Policy Advice in the US: Academics, Advisors and Advocates*, Routledge 2007)

GLOBALIZATION OF THINK TANKS

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 have also expanded dramatically. Despite this growth, over the past decade there has been a marked decrease in the rate of establishment of new think tanks. There are a number of factors that were suggested by the responses to the 2007 Global Survey of Think Tanks that might help explain this shift. A list of the possible trends that may be contributing to the decrease in the establishment rate of think tanks is provided below. That being said, the potential of think tanks to support and sustain democratic governments and civil societies around the world is far from exhausted. Policymakers in the legislative and executive branches of government throughout the developed and developing world face the common problem of bringing expert knowledge to bear on governmental decision-making. The challenge then for the policymakers and think tanks is to harness the vast reservoir of knowledge, information and associational energy that exist in public policy research organizations in every region of the world for public good.

The breadth and scope of this reservoir has expanded considerably since the 1990s, as these think tanks have responded to the need of policymakers and the general public for information that is understandable, reliable, accessible, and useful. Although this need has been an inherent dynamic of the policymaking process, the forces of globalization have fostered and markedly accelerated the growth of independent think tanks, due to those institutions' unique ability to strengthen the research-policy bridge and thus facilitate the effectiveness of the policymaking process. As a result, they have proliferated, growing in numbers and solidifying their position as integral contributors to the policymaking process. In addition, they have developed and strengthened ties with other nongovernmental and research organizations through the establishment of state, regional and international networks. In recognition of the increased role, number and position of think tanks, as well as the fact that think tanks have received less research attention than other environmental, development or education NGOs, this report focuses on the role of a small sample of these institutions, as well as their role in regional and global networks, in order to illustrate the value and utility of think tanks to policymakers at the regional and global level.

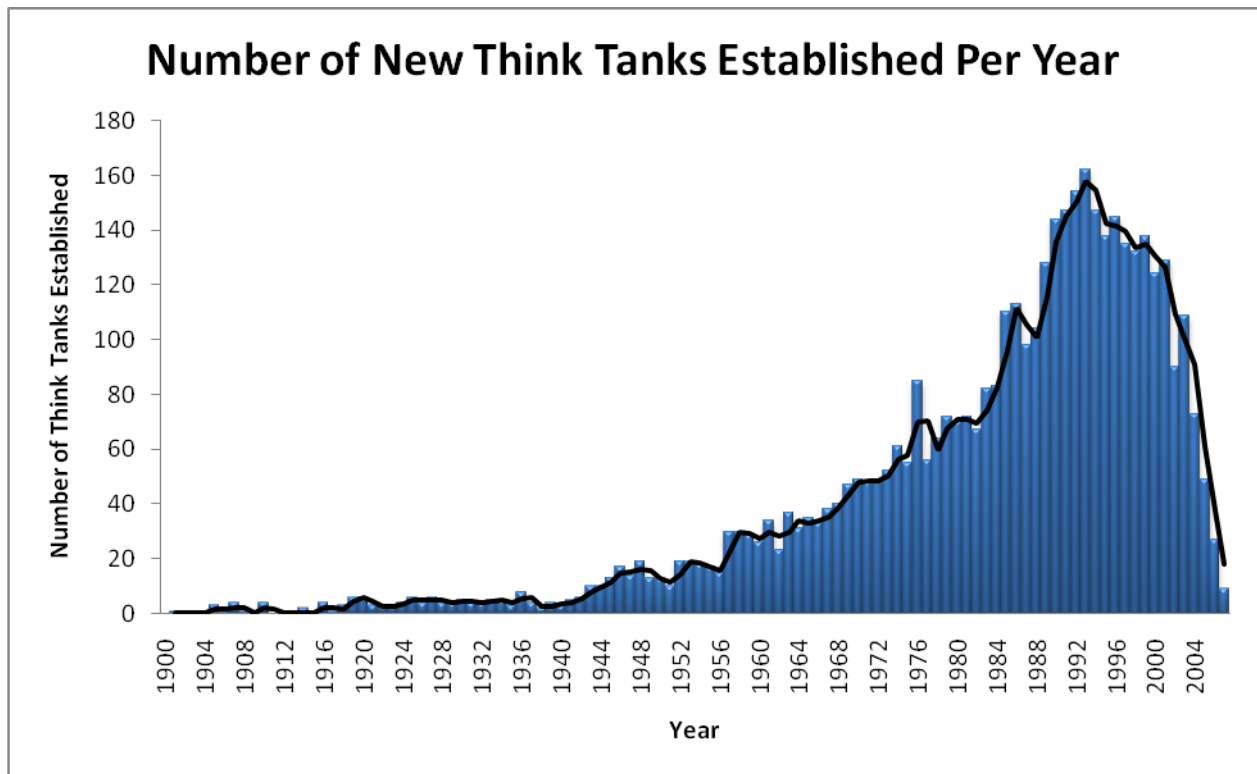
REGIONAL THINK TANK HUBS

The following cities are where the action is in the seven major regions of the world. Each city on the list contains a significant number of influential think tanks and has become a center in its respective region for policy discourse.

Regional Think Tank Hubs

REGION	LOCATION
Asia	Sydney, Australia Kuala Lumpur, Malaysia Tokyo, Japan
Eastern Europe	Budapest, Hungary Kiev, Ukraine Warsaw, Poland
Western Europe	Brussels, Belgium Berlin, Germany London, United Kingdom
Latin America and the Caribbean	Buenos Aires, Argentina
Middle East and North Africa	Tel Aviv, Israel Istanbul, Turkey
East, West and Southern Africa	Nairobi, Kenya Dakar, Senegal Cape town South Africa
North America	Washington, DC, USA

Number of Think Tanks Established



Created from 4376 Date Established records for each institution listed in the Think Tanks and Civil Societies Program Global Think Tank Database –August 31st 2008



2008 GLOBAL SURVEY OF THINK TANKS FACT SHEET

The challenge for the new millennium is to harness the vast reservoir of knowledge, information, and associational energy that exist in public policy research organizations in every region of the world for public good. (Think Tanks and Transnationalization of Public Policy, 2008 McGann)

Global Overview

There are 5465 think tanks in the world

- North America 1872 (34.25%)
- Western Europe 1208 (22.10%)
- Asia 653 (11.95%)
- Eastern Europe 514 (9.41%)
- Latin America and the Caribbean 538 (9.84%)
- Africa 424 (7.76%)
- Middle East and North Africa 218 (3.99%)

United States

There are 1777 think tanks in the US

- 90.5% created since 1951
- More think tanks were established since 1970 than the previous 50 years
- 58% established in the last 25 years
- Number has more than doubled since 1980
- 31% 1981-1990---End of Post WWII consensus & Challenge to the Welfare State
- Most of the think tanks that have come into existence in the US since the 1970s are specialized
- About 1/5 or approximately 350 of the think tanks are located in Washington, DC
- More than 1/2 are university affiliated
- Number of think tanks declined over the last 7 years

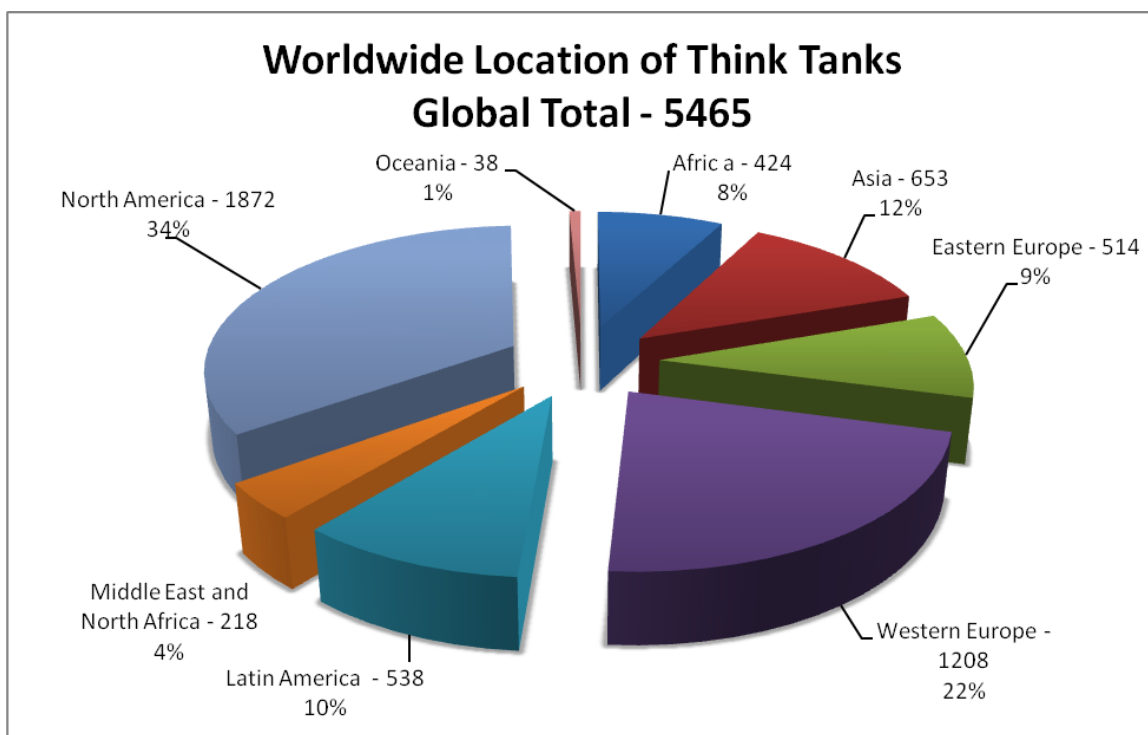
Reasons for the Growth of Think Tanks

- Information revolution
- End of government monopoly on information
- Complexity and technical nature of policy problems
- Size of government and crisis in confidence in government officials
- Globalization and the growth of state and non state actors
- Need for timely and concise information and analysis “in the right form at the right time”

Reasons for the Decline in Number of Think Tanks Being Established Worldwide

- Political and regulatory environment hostile to think tanks and NGOs
- Changes in funding priorities by major public and private donors
- Underdeveloped institutional capacity
- Advocacy organizations, for profit consulting firms and electronic media are replacing some think tanks
- Donors funded short term projects and programs instead of strengthening capacity and building institutions
- Institutions have served their purpose and have discontinued their operations

Global Distribution of Think Tanks by Region



Created from 4376 Date Established records in the FPRI Global Think Tank Database –August 31st 2008

COUNTRIES WITH THE LARGEST NUMBER OF THINK TANKS

Rank	Country	Number
1	United States	1777
2	UK	283
3	Germany	186
4	France	165
5	Argentina	122
6	India	121
7	Russia	107
8	Japan	105
9	Canada	94
10	Italy	87
11	South Africa	78
12	China	74
13	Switzerland	72
14	Sweden	68
15	Netherlands	55
16	Mexico	54
17	Romania	53
18	Spain	49
18	Belgium	49
20	Israel	48
21	Ukraine	45
22	Hungary	40
22	Poland	40
24	Brazil	39
25	Nigeria	38

COUNTRIES WITH 10 OR MORE THINK TANKS

Africa		Asia/Oceania		Eastern Europe		Latin America & Caribbean		Middle East & N. Africa		North America	
Burkina Faso	13	Australia	28	Albania	11	Argentina	122	Egypt	23	Canada	94
Cameroon	13	Bangladesh	34	Armenia	13	Bolivia	36	Iran	12	Mexico	54
Cote D'Ivoire	11	China	74	Azerbaijan	13	Brazil	39	Iraq	15	United States	1777
Ethiopia	20	Hong Kong	29	Belarus	12	Chile	36	Israel	48		
Ghana	33	India	121	Bosnia & Herzegovina	10	Colombia	24	Jordan	13		
Kenya	42	Indonesia	20	Bulgaria	33	Costa Rica	33	Lebanon	11	Western Europe	
Malawi	13	Japan	105	Croatia	10	Cuba	17	Palestine	17	Austria	36
Namibia	11	Malaysia	17	Czech Republic	25	Dominican Republic	13	Turkey	21	Belgium	49
Nigeria	38	Nepal	13	Estonia	15	Ecuador	12			Denmark	32
Senegal	14	Pakistan	18	Georgia	14	El Salvador	12			Finland	26
South Africa	78	Philippines	13	Hungary	40	Guatemala	12			France	165
Tanzania	10	South Korea	29	Lithuania	13	Nicaragua	10			Germany	186
Uganda	15	Sri Lanka	14	Macedonia (FYR)	15	Panama	11			Greece	34
Zimbabwe	19	Taiwan	37	Poland	40	Paraguay	15			Ireland	14
				Romania	53	Peru	24			Italy	87
				Russia	107	Venezuela	11			Netherlands	55
				Serbia	27					Norway	15
				Slovakia	18					Portugal	19
				Slovenia	19					Spain	49
				Ukraine	45					Sweden	68
										Switzerland	72
										United Kingdom	283

GLOBAL DISTRIBUTION OF THINK TANKS BY COUNTRY

Africa		Asia		Eastern Europe		Latin America		Middle East		North America	
Angola	3	Afghanistan	6	Albania	11	Antigua & Barbuda	0	Algeria	4	Canada	94
Benin	7	Armenia	13	Belarus	12	Argentina	122	Bahrain	3	United States	1777
Botswana	5	Azerbaijan	13	Bosnia & Herzegovina	10	Bahamas	1	Cyprus	6	Washington D.C.	374
Burkina Faso	13	Bangladesh	34	Bulgaria	33	Barbados	3	Egypt	23	Region Total	1872
Burundi	6	Bhutan	1	Croatia	10	Belize	0	Iran	12		
Cameroon	13	Brunei	0	Czech Republic	25	Bermuda	1	Iraq	15	Oceania	
Cape Verde	1	Cambodia	10	Estonia	15	Bolivia	36	Israel	48	Australia	28
Central African Rep	2	China	74	Hungary	40	Brazil	39	Jordan	13	Fiji	1
Chad	3	Georgia	14	Kosovo	3	Chile	36	Kuwait	8	Kiribati	0
Comoros	0	Hong Kong	29	Latvia	9	Colombia	24	Lebanon	11	Marshall Islands	0
Congo	3	India	121	Lithuania	13	Costa Rica	33	Libya	1	Micronesia	0
Congo, D.R.	7	Indonesia	20	Macedonia (FYR)	15	Cuba	17	Morocco	9	Nauru	0
Côte d'Ivoire	11	Japan	105	Moldova	5	Dominica	2	Oman	0	New Zealand	6
Djibouti	0	Kazakhstan	8	Montenegro	4	Dominican Rep	13	Palestine	17	Palau	0
Equatorial Guinea	0	Kyrgyzstan	9	Poland	40	Ecuador	12	Qatar	1	Papua N. Guinea	2
Eritrea	4	Laos	3	Romania	53	El Salvador	12	Saudi Arabia	3	Samoa	1
Ethiopia	20	Macao	0	Russia	107	Grenada	1	Syria	4	Solomon Islands	0
Gabon	2	Malaysia	17	Serbia	27	Guadeloupe	4	Tunisia	8	Tonga	0
Gambia	6	Maldives	6	Slovakia	18	Guatemala	12	Turkey	21	Tuvalu	0
Ghana	33	Mongolia	7	Slovenia	19	Guyana	3	U.A.E	4	Vanuatu	0
Guinea	1	Myanmar	0	Ukraine	45	Haiti	2	Yemen	7	Region Total	38
Guinea-Bissau	0	Nepal	13	Region Total	514	Honduras	7	Region Total	218		
Kenya	42	North Korea	2			Jamaica	8			Western Europe	
Lesotho	1	Pakistan	18			Mexico	54			Andorra	1
Liberia	3	Philippines	13			Nicaragua	10			Austria	36
Madagascar	2	Singapore	6			Panama	11			Belgium	49
Malawi	13	South Korea	29			Paraguay	15			Denmark	32
Mali	9	Sri Lanka	14			Peru	24			Finland	26
Mauritania	0	Taiwan	37			Puerto Rico	5			France	165
Mauritius	2	Tajikistan	6			St. Kitts-Nevis	1			Germany	186
Mozambique	2	Thailand	8			St. Lucia	1			Greece	34
Namibia	11	Turkmenistan	0			St. Vincent	1			Iceland	7
Niger	3	Uzbekistan	8			Suriname	0			Ireland	14
Nigeria	38	Vietnam	9			Trinidad & Tobago	8			Italy	87
Rwanda	1	Region Total	653			Uruguay	9			Liechtenstein	2
Sao Tome & Principe	0					Venezuela	11			Luxembourg	3
Senegal	14					Region Total	538			Malta	4
Seychelles	1									Monaco	0
Sierra Leone	1									Netherlands	55
Somalia	4									Norway	15
South Africa	78									Portugal	19
Sudan	3									San Marino	0
Swaziland	1									Spain	49
Tanzania	10									Sweden	68
Togo	4									Switzerland	72
Uganda	15									United Kingdom	283
Zambia	8									Vatican City	1
Zimbabwe	19										
Region Total	424									Region Total	1208
World Total											
5465											

UNITED STATES THINK TANKS BY STATE

ALABAMA	16	NEBRASKA	7
ALASKA	3	NEVADA	4
ARIZONA	20	NEW HAMPSHIRE	13
ARKANSAS	8	NEW JERSEY	36
CALIFORNIA	171	NEW MEXICO	7
COLORADO	28	NEW YORK	142
CONNECTICUT	45	NORTH CAROLINA	22
DELAWARE	3	NORTH DAKOTA	4
FLORIDA	31	OHIO	27
GEORGIA	29	OKLAHOMA	8
HAWAII	11	OREGON	16
IDAHO	4	PENNSYLVANIA	42
ILLINOIS	57	RHODE ISLAND	19
INDIANA	20	SOUTH CAROLINA	6
IOWA	11	SOUTH DAKOTA	4
KANSAS	15	TENNESSEE	16
KENTUCKY	11	TEXAS	44
LOUISIANA	9	UTAH	7
MAINE	20	VERMONT	5
MARYLAND	46	VIRGINIA	99
MASSACHUSETTS	175	WASHINGTON	22
MICHIGAN	31	WEST VIRGINIA	6
MINNESOTA	23	WISCONSIN	22
MISSISSIPPI	11	WYOMING	0
MISSOURI	19	WASHINGTON D.C.	374
MONTANA	8		
UNITED STATES TOTAL: 1777			

2008 GLOBAL GO TO THINK TANKS SELECTION PROCESS

Prior to launching this study, 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 5465 institutions for possible inclusion in the study.

One important improvement over the 2007 study was the creation of a detailed set of criteria on which both nominators and voters were asked to use to make their nominations and final selections. 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 focus rather on universal, concrete features. The selection criteria outlined below are intended to help provide a metric for indentifying the top think tanks in the world.

Selection Criteria

- Direct relationship between organization's efforts in a particular area, and positive change in that area, i.e. amount of goods and services available to citizens, state of physical and mental health, quality of environment, extent of political rights, access to institutions;
- Extent to which respected publishers agree to publish an organization's works;
- Ability to retain elite scholars and analysts;
- Access to elites in the area of policymaking, media, and academia;
- Academic reputation (formal accreditation; citations; publication in major academic books, journals, conferences, etc.);
- 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 organization's financial resources (endowment, membership fees, annual donations, government and private contracts, earned income),
- Ability of organization to meet the demands of those that fund it or to meet the goals of its respective grant-making institution;
- Overall output of organization (policy proposals, publications, interviews, conferences, staff nominated to official posts);
- Number of recommendations adopted by policymakers, staff serving advisory roles to policymakers, awards given to scholars;
- Usefulness of 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 knowledge gap between policymakers and "on the ground" realities;
- Ability to include new voices in the policymaking process;
- Organization's ability to be the hub for or central actor in issue and policy networks; and
- Success in challenging the traditional wisdom of policymakers and the public.

Once the universe was established, I then asked an international group of scholars who study think tanks, executives and scholars from think tanks, public and private donors, and policymakers to nominate think tanks that they consider to be the best in the world using the selection criteria we developed in consultation with groups who fund and evaluation think tanks and other civil society organizations. Over 250 institutions and individuals participated in this process. Many of the institutions that participated in the first round of nominations circulated the list among their senior staffs so the nominations submitted by these institutions reflect the collective wisdom of their entire staff. Approximately 320 institutions were identified through this process. Each institution had to receive two or more nominations to be included in the universe of institutions that would be ranked. We then cross referenced this universe with several of the most authoritative directories of think tanks and frequently cited and studies of think tanks to check to contact information to make sure they existed. An effort was also made to identify the leading think tanks in regions that were under represented in the initial universe of about 320 institutions, which involved consulting with experts in each these

regions. This effort resulted in additional 87 nominations that expanded the universe to 407 institutions. This was a dramatic increase over the 225 nominations we received in 2007. Think tanks in the U.S. were ranked separately but are included in the total universe of 407 think tanks that appears in Table #1. A Think Tank Impact Survey questionnaire was sent to the 407 selected institutions and a detailed profile was developed for each one these organizations.

We then sent the list of 407 nominated think tanks to all the think tanks in the database and to over 70 scholars of think tanks, 24 directors of regional and global think tank networks, 400 executives of think tanks around the world, 20 foundations, NGO executives who fund think tanks, and four intergovernmental organizations with think tank programs. This panel of experts and peer institutions was asked to develop a list of high performance think tanks that were either domestic- or international-oriented and had a regional or global reach, meaning that their programs, scholars and publications were read and utilized by decision-makers around the world. Each of these participants was then asked to identify the top 50 think tanks in world, by region and by research area from the universe of 407 institutions.

Over 150 representatives from all the groups listed above and from every world region agreed to participate in the final selection process and sent in their lists of the top think tanks. Many of these experts circulated the list among their staffs, meaning that the responses represent the collective wisdom of some of the leading think tanks, foundations and IGOs in the world. I would like to point out a critical dimension of the nomination and selection process that has created what appears to be a discrepancy in the rankings. The experts and peer institutions that participated in the nominations and selections process were able to vote on 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 we allowed panelists to nominate think tanks in those regions 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. We did this because many panelists only felt comfortable and knowledgeable about the region where they live and/or work and chose to limit their rankings to that region. My objective in having the rankings done separately was to assure proper and meaningful regional representation in the rankings.

This was a problem in the first year I conducted the study. Certain, regions were grossly under represented in the global rankings, which were dominated by OECD countries. As a result of this problem, I had to go back and create regional categories that elicited a greater participation and more balanced results for all regions of the world. It is also the reason why I ranked the US separately in order to give other regions a better chance to be identified through the nomination and selection process. While each attempt to correct a problem may create another, I feel the increase in the number of regional panelists, the increase in the overall nominations (225 in 2007 and 407 in 2008) and a dramatic increase in new institutions being nominated are evidence of the significant improvements we have made in the nomination and selection process.

The votes were then tallied and the lists of the leading think tanks were developed. The results of this process are provided below.

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

Think Tank

Adam Smith Institute – UK
Adriatic Institute for Policy Studies – Croatia
Advanced Social Technologies – Armenia
Africa Institute of South Africa – South Africa
African Centre for the Constructive Resolution of Disputes (ACCORD) – South Africa
Al-Ahram Center for Political and Strategic Studies (ACPSS) – Egypt
Albanian Institute for International Studies – Albania
Alternate Solutions Institute – Pakistan
American Enterprise Institute – USA
Americans for Tax Reform – USA
Armenian International Policy Research Group (AIPRG) – Armenia
Asian Forum Japan (AFJ) – Japan
Asociacion por los Derechos Civiles (ADC) – Argentina
Aspen Institute – USA
Aspen Institute Italia – Italy
Association for Liberal Thinking – Turkey
ASTRID – Italy
Atlantic Institute for Market Studies (AIMS) – Canada
Atlas Economic Research Foundation – USA
Australian Institute of International Affairs – Australia
Avenir Suisse – Switzerland
Baker Institute for Public Policy – USA
Belfer Center for Science and Int’l Affairs, Kennedy School of Government - USA
Bertelsmann Foundation – Germany
Bonn International Center for Conversion (BICC) – Germany
Brazilian Center for International Relations (CEBRI) – Brazil
Brookings Institution – USA
Bruegel – Belgium
C.D. Howe Institute – Canada
Caledon Institute – Canada
Canada West Foundation – Canada
Canadian Council of Chief Executives (CCCE) – Canada
Canadian Defence and Foreign Affairs Institute (CDFAI) – Canada
Canadian International Council (CIC) (formerly Canadian Institute of International Affairs)
– Canada
Canadian International Development Agency – Canada
Canadian Policy Research Networks, Inc. (CPRN) – Canada
Carnegie Endowment for International Peace – USA
Carnegie Moscow Center – Russia
Carter Center – USA
Cathay Institute for Public Affairs – China
Cato Institute – USA

Caucasus Research Resource Centers – Armenia
Cedice Libertad – Venezuela
Center d'Etude d'Afrique Noire (CEAN) – France
Center d'Etudes et des Recherches en Sciences Sociales – Morocco
Center for a New American Security – USA
Center for American Progress- USA
Center for Applied Policy Research (CAP) – Germany
Center for Democratic Development (CDD) –Ghana
Center for Economic and Policy Research – USA
Center for Economic and Social Research (CASE) – Poland
Center for Economic Policy Research (CEPR) – UK
Center for Entrepreneurship and Economic Development – Montenegro
Center for European Integration Studies (ZEI) – Germany
Center for Free Enterprise - South Korea
Center for Global Development – USA
Center for International Private Enterprise – USA
Center for International Relations (CSM) – Poland
Center for Liberal Studies – Czech Republic
Center for Liberal-Democratic Studies – Serbia
Center for Medicine in the Public Interest – USA
Center for Palestine Research and Studies – Palestinian Authority
Center for Policy Analysis (CEPA) – Ghana
Center for Policy Studies at Central European University – Hungary
Center for Policy Studies in Russia (PIR) – Russia
Center for Political Studies (CEPOS) – Denmark
Center for Research and Communication (CRC) – Philippines
Center for Strategic and Budgetary Assessments – USA
Center for Strategic and International Studies – USA
Center for Strategic Studies – Jordan
Center for the Study of Democracy – Bulgaria
Center for the Study of Financial Innovation – UK
Center for the Study of State and Society (CEDES) – Argentina
Center for Transatlantic Relations SAIS Johns Hopkins – USA
Center of Research for Development (CIDAC) – Mexico
Center on Budget and Policy Priorities – USA
Centre for Policy Studies – UK
Centre for Chinese Studies – South Africa
Centre for Civil Society – India
Centre for Conflict Resolution – South Africa
Centre for Development and Enterprise - South Africa
Centre for Development Studies – Ghana
Centre for European Policy Studies (CEPS) – Belgium
Centre for European Reform (CER) – UK
Centre for Independent Studies (CIS) – Australia
Centre for International Development Issues Nijmegen – Netherlands
Centre for International Governance Innovation (CIGI) – Canada
Centre for Liberal Strategies - Bulgaria
Centre for Policy Studies – South Africa
Centre for Research into Post-Communist Economies (CRCE) – UK
Centre for Security and Defense Studies – Hungary
Centre for Social Practices – Bulgaria
Centre for Strategic and International Studies (CSIS) – Indonesia
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 de Criminalidade e Seguranca Publica (CRISP)- Brazil
 Centro de Estudios de la Justicia de las Americas – Chile
 Centro de Estudios en Calidad de Vida y Desarrollo Social – Mexico
 Centro de Estudios Legales y Sociales – Argentina
 Centro de Estudios Publicos – Chile
 Centro de Implementacion de Politicas Publicas para la Equidad y el Crecimiento (CIPPEC)
 - Argentina
 Centro de Investigacion de Relaciones Internacionales y Desarrollo (CIDOB) - Spain
 Centro de Investigación para el Desarrollo en Mexico- Mexico
 Centro de Investigacion y Docencia Economica – Mexico
 Centro de Investigaciones de Relaciones Internacionales y Desarrollo (CIDOB) – Spain
 Centro de Investigaciones Economicas Nacionales (CIEN) – Guatemala
 Centro Latinoamericano de Economía Humana (CLAEH) - Uruguay
 Centro para la Apertura el Desarrollo de America Latina (CADAL) - Argentina
 Chatham House - UK
 China Institute of Contemporary International Relations (CICIR) – China
 China Institute of International Studies (CIIS) – China
 China Institutes of Contemporary International Relations (CICIR) - China
 China Reform Forum – China
 Chinese Academy of Social Sciences (CASS) - China
 Chinese Center for Contemporary International Relations (CIRC) – China
 Civitas – UK
 Colegio de Mexico – Mexico
 Competitive Enterprise Institute (CEI) - USA
 Conference Board of Canada – Canada
 Consejo Argentino para las Relaciones Internacionales (CARI) – Argentina
 Consejo Mexicano de Asuntos Internacionales (COMEXI) – Mexico
 Copenhagen Consensus Center – Denmark
 Council for the Development of Social Science Research in Africa (CODESRIA) - Senegal
 Council on Foreign Relations – USA
 CPB Netherlands Bureau for Economic Policy Analysis – Netherlands
 Danish Institute for International Studies – Denmark
 Dejusticia – Colombia
 Delhi Policy Group – India
 Demos – UK
 Deutsche Gesellschaft fuer Auswaertige Politik (DGAP) – Germany
 E.G. West Centre – UK
 E3G – UK
 EastWest Institute - USA
 Economic Cooperation Foundation - Israel
 Economic Growth Center (EGC) - USA
 Economic Policy Institute - USA
 Economic Policy Research Foundation of Turkey, Int'l Policy Research Institute (TEPAV,
 IPRI) — Turkey
 Egyptian Center for Economic Studies - Egypt
 Electoral Institute of Southern Africa (EISA) – South Africa
 Emirates Center for Strategic Studies and Research - UAE
 ETH Zurich Forschungsstelle für Sicherheitspolitik und Konfliktanalyse – Switzerland
 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 (ECFR) – Multiple
European Policy Centre (EPC) – Belgium
European Research Institute (ERI) – UK
European Stability Initiative – Germany
European Union Institute for Security Studies (EUISS) - France
F.A. Hayek Foundation – Slovakia
Facultad Latinoamericana de Ciencias Sociales (FLACSO) - Costa Rica
Family Research Council - USA
Finnish Institute of International Affairs – Finland
Fondation pour l'Innovation Politique - France
Fondation pour la recherche stratégique (FRS) - France
Foreign Policy Centre – UK
Foreign Policy Research Institute (FPRI) - USA
Forum Brasileiro de Seguranca Publica – Brazil
Foundation for Economic Education - USA
Fraser Institute – Canada
Free Market Foundation – South Africa
Free Minds Association - Azerbaijan
Freeman Spogli Institute for International Studies Program on Energy and Sustainable Development (PESD) – USA
French Institute of International Relations (IFRI) – France
French Research Center in International Economics (CEPII) – France
Friedrich Naumann Foundation - Germany
Friends of Europe (Les Amis de l'Europe) - Belgium
Frontier Centre for Public Policy – Canada
Fundacao Getulio Vargas – Brazil
Fundacion Alternativas – Spain
Fundacion Atlas 1853 – Argentina
Fundacion Burke - Spain
Fundacion de Investigaciones Economicas Latinoamericanas (FIEL) - Argentina
Fundación Dr. Guillermo Manuel Ungo (FUNDAUNGO) - El Salvador
Fundacion Hayek – Argentina
Fundacion Ideas Para la Paz – Colombia
Fundacion Internacional Para la Libertad – Argentina
Fundacion Libertad – Argentina
Fundacion Libertad y Democracia (FULIDE) - Bolivia
Fundacion para el Analisis y los Estudios Sociales (FAES) – Spain
Fundacion para las Relaciones Internacionales y el Dialogo Exterior (FRIDE) – Spain
Fundacion Seguridad y Democracia – Colombia
Galen Institute – USA
Geneva Center for the Democratic Control of Armed Forces – Switzerland
Georgian Foundation for Strategic and International Studies – Georgia
German Council on Foreign Relations (DGAP) – Germany
German Development Institute – Germany
German Institute for Economic Research (DIW) – Germany
German Institute for Int'l and Security Affairs (SWP) – Germany
German Institute of Global and Area Studies (GIGA) – Germany
Ghana Centre for Democratic Development – Ghana
Gulf Research Center – Dubai
Hayek Institute – Austria
Health Economics and HIV/AIDS Research Division (HEARD) at the University of Kwazulu Natal - South Africa

Health Reform.cz - Czech Republic
Heartland Institute – USA
Hellenic Foundation for European and Foreign Policy (ELIAMEP) – Greece
Hellenic Leadership Institute - Greece
Henry L. Stimson Center- USA
Heritage Foundation – USA
Hong Kong Centre for Economic Research (HKCER) - Hong Kong
Hoover Institution – USA
Hudson Institute – USA
Human Rights Watch – USA
Human Sciences Research Council (HSRC) – South Africa
IFO Institute for Economic Research – Germany
IMANI Center for Policy and Education – Ghana
INDEM Foundation - Russia
Indian Council for Research on International Economic Relations (ICRIER) – India
Initiative for Public Policy Analysis (IPPA) - Nigeria
Institut Europeu de la Mediterrania (IEMed) – Spain
Institute Apoyo – Peru
Institute for Contemporary Development (INSOR)– Russia
Institute for Defense and Strategic Studies (IDSS)– Singapore
Institute for Defense Studies and Analyses (IDSA) – India
Institute for Democracy and Mediation (IDM) – Albania
Institute for Democracy in South Africa (IDASA) – South Africa
Institute for Democratic Governance (IDEG) – Ghana
Institute for Development and Social Initiatives IDIS – Moldova
Institute for Economic Analysis – Russia
Institute for Economic Research (IFO)- Germany
Institute for Economic Studies-Europe (IES) – France
Institute for Energy Research – USA
Institute for European Politics (IEP)– Germany
Institute for Fiscal Studies – UK
Institute for Global Dialogue – South Africa
Institute for Global Dialogue (IGD) – South Africa
Institute for International and Strategic Relations (IRIS) – France
Institute for International Policy Studies (IIPS) – Japan
Institute for Justice – USA
Institute for Justice and Reconciliation (IJR) – South Africa
Institute for Market Economics (IME)– Bulgaria
Institute for National Strategic Studies (INSS), formerly Jaffe Center for Strategic Studies – Israel
Institute for Peace Research and Security Policy (IFSH) – Germany
Institute for Policy Alternatives (IPA) – Ghana
Institute for Policy Analysis – Canada
Institute for Policy Studies – Singapore
Institute for Privatization and Management – Belarus
Institute for Public Affairs (IVO) – Slovakia
Institute for Public Policy – Kyrgyzstan
Institute for Research on Public Policy (IRPP)– Canada
Institute for Security Studies (ISS) – South Africa
Institute for Statistical, Social, and Economic Research (ISSER) – Ghana
Institute for Strategic and Defense Studies – Hungary
Institute for Strategic Studies and Prognoses – Montenegro
Institute for the USA and Canadian Studies (ISKRAN) – Russia

Institute for World Economics of the Hungarian Academy of Sciences (IWE) – Hungary
 Institute of Developing Economies, Japan External Trade Organization (IDE-JETRO) – Japan
 Institute of Development Studies (IDS) – UK
 Institute of Economic Affairs (IEA) - Ghana
 Institute of Economic Affairs (IEA) - UK
 Institute of Energy Economics Japan (IEEJ) – Japan
 Institute of International and European Affairs (IIEA) – Ireland
 Institute of International Finance
 Institute of International Relations – Czech Republic
 Institute of Medicine – USA
 Institute of Politics – Canada
 Institute of Public Policy Analysis – Nigeria
 Institute of Southeast Asian Studies (ISEAS)- Singapore
 Institute of Transportation Studies at UC Davis – USA
 Institute of World Economy and Int'l Relations (IMEMO) - Russia
 Institute on Governance - Canada
 Instituto Apoyo – Peru
 Instituto Bruno Leoni – Italy
 Instituto de Ciencias Politicas - Colombia
 Instituto de Defensa Legal – Peru
 Instituto de Estudios Peruanos (IEP) - Peru
 Instituto de Estudos Politicos, Universidade Catolica Portuguesa – Portugal
 Instituto de Libre Empresa – Peru
 Instituto Futuro - Spain
 Instituto Juan de Mariana - Spain
 Instituto Liberdade 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 (IAD) – USA
 International Center for Human Development - Armenia
 International Center for Policy Studies - Ukraine
 International Crisis Group – Belgium
 International Development Center of Japan (IDCJ) – Japan
 International Development Enterprises (IDE) - India
 International Development Research Centre (IDRC) – Canada
 International Food Policy Research Institute (IFPRI)– USA
 International Institute for Democracy and Electoral Assistance (IDEA) – Sweden
 International Institute for Environment and Development (IIED) – Argentina
 International Institute for Strategic Studies (IISS) – UK
 International Institute for Sustainable Development (IISD) - Canada
 International Peace Institute - USA
 International Peace Research Institute, Oslo (PRIO) – Norway
 International Policy Network – UK
 International Relations and Security Network (ISN) – Switzerland
 International Security Information Service Europe - Belgium
 Islamic Free Market Institute Foundation - USA
 Israel Center for Social and Economic Progress - Israel
 Israel-Palestine Committee for Research and Information (IPCRI) – Israel
 Istituto Affari Internazionali (IAI) – Italy
 Japan Institute of International Affairs (JIIA) – Japan

Japanese for Tax Reform - Japan
Jerusalem Center for Social and Economic Rights – Israel
Jerusalem Institute for Market Studies - Israel
Kenya Institute for Public Policy – Kenya
Kiel Institute for the World Economy (IfW) – Germany
Korea Development Institute (KDI) – South Korea
Korea Institute for Int'l Economic Policy (KIEP) – South Korea
L'Institut Montaigne – France
Lebanese Center for Policy Studies (LCPS) - Lebanon
Liberalni Institut - Czech Republic
Libertad y Desarrollo – Chile
Liberty Fund - USA
Liberty Institute - India
Lion Rock Institute - Hong Kong
Lithuanian Free Market Institute - Lithuania
Lowy Institute for International Policy - Australia
Ludwig von Mises Institute – USA
Mackinac Center for Public Policy – USA
Malaysian Institute of Economic Research (MIER) – Malaysia
Manhattan Institute – USA
Max Planck Institute for the Study of Societies – Germany
Maxim Institute – New Zealand
Mercatus Center - USA
Monday Morning – Denmark
Monterey Institute of International Studies – USA
Montreal Economic Institute - Canada
Moshe Dayan Center for Middle Eastern and African Studies - Israel
National Bureau of Economic Research (NBER) - USA
National Center for Policy Analysis (NCPA) – USA
National Center for Public Policy Research – USA
National Institute for Defense Studies (NIDS)– Japan
National Institute for Research Advancement (NIRA) - Japan
Netherlands Institute of International Relations (Clingendael) - Netherlands
New America Foundation – USA
New Economic School – Georgia
Nigerian Institute of International Affairs (NIIA) – Nigeria
Nixon Center – USA
Nomura Research Institute (NRI) – Japan
Nordiska Afrikainstitutet– Sweden
North-South Institute – Canada
Norwegian Institute of International Affairs (NUPI) – Norway
Núcleo de Estudos de la Violencia de la Universidad de São Paulo (NEV/USP)– Brazil
Overseas Development Institute (ODI) – UK
Pacific Research Institute for Public Policy – USA
Palestinian Academic Society for the Study of International Affairs (PASSIA) – Palestinian Authority
Peace Research Institute Frankfurt (PRIF) – Germany
Peterson Institute for International Economics – USA
Pew Center on Global Climate Change– USA
Philippine Institute for Development Studies (PIDS) – Philippines
Policy Exchange – UK
Policy Network – UK
Polish Institute of International Affairs – Poland

Politeia – UK
Potsdam Institute for Climate Impact Research (PIK) – Germany
Prague Security Studies Institute (PSSI) – Czech Republic
Private Enterprise Foundation (PEF) – Ghana
Progress & Freedom Foundation – USA
Progressive Policy Institute (PPI) - 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
Red Liberal de America Latina (RELIAL) – International
Research Institute of Economy, Trade and Industry (RIETI) - Japan)
Resources for the Future (RFF) – USA
Reut Institute - Israel
Royal United Services Institute for Defense and Security Studies (RUSI) – UK
S. Rajaratnam School of International Studies - Singapore
Scientific Research Mises Center - Belarus
Security& Defense Agenda (SDA) - Belgium
Sejong Institute- South Korea
Shanghai Institutes for International Studies (SIIS) – China
Sharq Informational-Analytical Center- Tajikistan
Social Affairs Unit – UK
Social Science Research Council (SSRC) – USA
South African Institute of International Affairs (SAIIA) – South Africa
South African Institute of Race Relations (SAIRR)– South Africa
Southern African Regional Poverty Network (SARPN) – South Africa
Stefan Batory Foundation - Poland
Stockholm International Peace Research Institute (SIPRI) – Sweden
Strategic Foresight Group - India
Swedish Institute of International Affairs (UI) – Sweden
Taiwan Foundation for Democracy – Taiwan
The Energy and Resources Institute (TERI) - India
The Independent Institute – USA
The Initiative for Global Development (IGD) – USA
Third World Network (TWN) – Malaysia
Timbro – Sweden
Transparency International – Germany
Turkish Economic and Social Studies Foundation (TESEV) – Turkey
Unirule Institute of Economics - China
United States Institute of Peace (USIP) – USA
Universidad Peruana de Ciencias Aplicadas (UPC) - Peru
Urban Institute – USA
Van Leer Jerusalem Institute – Turkey
Vienna Institute for International Economic Studies (WIIW) – Austria
Washington Office on Latin America (WOLA) – USA
Woodrow Wilson International Center for Scholars – USA
World Policy Institute (WPI) – USA
World Resources Institute (WRI) – USA
Worldwatch Institute – USA

Wuppertal Institute for Climate, Environment, and Energy – Germany
 York Centre for International and Security Studies (YCISS) – Canada
 * To make this list an institution had to receive two or more nominations. Self nominations were not counted.

The Top Think Tanks in the World

Provided below is the list of leading think tanks that emerged from the research conducted, the indicators utilized and the survey results compiled. Broadening the list of influential think tanks beyond the top 10, I then proceeded to develop a list of the top 50 think tanks internationally. The rankings of the expert panel, coupled with our own research and assessment, have yielded the top 50 think tanks globally:

Top 10 Think Tanks – Worldwide (Non-U.S.)

Table # 2

Think Tank	Country
1. Chatham House	<i>United Kingdom</i>
2. International Institute for Strategic Studies	<i>United Kingdom</i>
3. Stockholm International Peace Research Institute	<i>Sweden</i>
4. Overseas Development Institute	<i>United Kingdom</i>
5. Centre for European Policy Studies	<i>Belgium</i>
6. Transparency International	<i>Germany</i>
7. German Council on Foreign Relations	<i>Germany</i>
8. German Institute for International and Security Affairs	<i>Germany</i>
9. French Institute of International Relations	<i>France</i>
10. Adam Smith Institute	<i>United Kingdom</i>

Top 50 Think Tanks – Worldwide (Non-U.S.)

Table # 3

Think Tank	Country
1. Chatham House	<i>United Kingdom</i>
2. International Institute for Strategic Studies	<i>United Kingdom</i>
3. Stockholm International Peace Research Institute	<i>Sweden</i>
4. Overseas Development Institute	<i>United Kingdom</i>
5. Centre for European Policy Studies	<i>Belgium</i>
6. Transparency International	<i>Germany</i>
7. German Council on Foreign Relations	<i>Germany</i>
8. German Institute for International and Security Affairs	<i>Germany</i>
9. French Institute of International Relations	<i>France</i>
10. Adam Smith Institute	<i>Canada</i>
11. Fraser Institute	<i>United Kingdom</i>
12. European Council on Foreign Relations	<i>Multiple</i>
13. Center for Policy Studies	<i>United Kingdom</i>
14. Institute of Development Studies	<i>United Kingdom</i>
15. Centre for Economic Policy Research	<i>United Kingdom</i>
16. Centre for European Reform	<i>United Kingdom</i>

17. International Crisis Group	<i>Belgium</i>
18. International Institute for Democracy and Electoral Assistance	<i>Sweden</i>
19. Kiel Institute for World Economy	<i>Germany</i>
20. Canadian Institute of International Affairs	<i>Canada</i>
21. Japan Institute for International Affairs	<i>Japan</i>
22. Demos	<i>United Kingdom</i>
23. Bruegel	<i>Belgium</i>
24. Centre for Strategic and International Studies	<i>Indonesia</i>
25. Chinese Academy of Social Sciences	<i>China</i>
26. Danish Institute for International Studies	<i>Denmark</i>
27. EU Institute for Security Studies	<i>France</i>
28. European Policy Centre	<i>Belgium</i>
29. International Policy Network	<i>United Kingdom</i>
30. Netherlands Institute of International Relations	<i>Netherlands</i>
31. Foreign Policy Centre	<i>United Kingdom</i>
32. Institute of Economic Affairs	<i>United Kingdom</i>
33. International Institute for Sustainable Development	<i>Canada</i>
34. Shanghai Institute for International Studies	<i>China</i>
35. Civitas	<i>United Kingdom</i>
36. Norwegian Institute of International Affairs	<i>Norway</i>
37. Peace Research Institute of Oslo	<i>Norway</i>
38. Policy Network	<i>United Kingdom</i>
39. Royal United Services Institute	<i>United Kingdom</i>
40. Instituto Affari Internazionali	<i>Italy</i>
41. Center for Conflict Resolution	<i>South Africa</i>
42. ETH Zurich Forschungsstelle für Sicherheitspolitik und Konfliktanalyse	<i>Switzerland</i>
43. Fundacao Getulio Vargas	<i>Brazil</i>
44. Fundacion para el Análisis y los Estudios Sociale	<i>Spain</i>
45. German Development Institute	<i>Germany</i>
46. Institute for Defense Studies and Analysis	<i>India</i>
47. Institute for International and Strategic Relations	<i>France</i>
48. L'Institut Montaigne	<i>France</i>
49. Institute of International and European Affairs	<i>Ireland</i>
T50. Centre for Independent Studies	<i>Australia</i>
T50. Centre for International Governance Innovation	<i>Canada</i>
T50. Centro de Estudios Publicos	<i>Chile</i>
T50. Institute for Economic Research (IFO)	<i>Germany</i>
T50. Institute for World Economy and International Relations (IMEMO)	<i>Russia</i>
T50. Polish Institute of International Affairs	<i>Poland</i>
T50. Real Instituto Elcano	<i>Spain</i>

Note: several institutions were tied for the 50th spot in rankings so 7 institutions are listed above.

Top Think Tanks in the United States

As was previously stated, think tanks from the US were not included in the top 10 and 50 because I felt it might have a distorting effect on the results and the objective was to identify the leading think tanks outside of the United States. The lists below are the top 10 and top 30 think tanks in the United States, respectively.

Top 10 Think Tanks – United States

Table # 4

Think Tank

1. Brookings Institution
2. Council on Foreign Relations
3. Carnegie Endowment for International Peace
4. RAND Corporation
5. Heritage Foundation
6. Woodrow Wilson International Center for Scholars
7. Center for Strategic and International Studies
8. American Enterprise Institute
9. Cato Institute
- T10. Hoover Institution
- T10. Human Rights Watch

Note: Two institutions were tied for the 10th spot in rankings so both are listed above.

Top 30 Think Tanks – United States
<i>Table # 5</i>
Think Tank
1. Brookings Institution
2. Council on Foreign Relations
3. Carnegie Endowment for International Peace
4. RAND Corporation
5. Heritage Foundation
6. Woodrow Wilson International Center for Scholars
7. Center for Strategic and International Studies
8. American Enterprise Institute
9. Cato Institute
10. Hoover Institution
11. Human Rights Watch
12. Peterson Institute for International Economics
13. United States Institute of Peace
14. National Bureau of Economic Research (NBER)
15. Center for Global Development
16. World Policy Institute
17. Center for American Progress
18. Carter Center
19. Hudson Institute
20. Urban Institute
21. EastWest Institute
22. New America Foundation
23. Manhattan Institute
24. Resources for the Future (RFF)
25. Baker Institute for Public Policy
26. Henry L. Stimson Center
27. Center for Transatlantic Relations SAIS Johns Hopkins

28. Independent Institute
29. International Peace Institute
T30. National Center for Policy Analysis (NCPA)
T30. Mercatus Center

Note: Two institutions were tied for the 30th spot in rankings so both are listed above.

Top Think Tanks for Other Regions of the World

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

Note: Fewer than 25 think tanks in the region received the necessary nominations required to be included in the selection process.

Top 25 Think Tanks in Latin America and the Caribbean <i>Table # 7</i>
Think Tank
1. Consejo Argentino de Relaciones Internacionales (CARI)/Argentine Council for International Relations – Argentina
2. Facultad Latinoamericana de Ciencias Sociales (FLACSO) - Costa Rica

3. Libertad y Desarrollo – Chile
4. Centro de Estudios Publicos – Chile
5. Centro de Implementacion de Politicas Publicas para la Equidad y el Crecimiento (CIPPEC) - Argentina
6. Fundacion de Investigaciones Economicas Latinoamericans (FIEL) – Argentina
7. Fundacao Getulio Vargas – Brazil
8. Fundacion Libertad – Argentina
9. Instituto Libertad y Democracia – Peru
10. Centro Brasileiro de Relações Internacionais (CEBRI) – Brazil
11. Centro de Estudio de Realidad Economica y Social (CERES) – Uruguay
12. Centro de Estudios Legales y Sociales – Argentina
13. Centro de Investigaciones Economicas Nacionales (CIEN) – Guatemala
14. Cedice Libertad – Venezuela
15. Fundacion Atlas 1853 – Argentina
16. Fundacion Hayek – Argentina
17. Instituto de Estudios Peruanos (IEP) – Peru
18. Instituto Liberdade de Porto Alegre – Brazil
19. Universidad Peruana de Ciencias Aplicadas (UPC) – Peru
20. Centro Brasileiro de Analise e Planejamento (CEBRAP) – Brazil
21. Centro para la Apertura el Desarrollo de America Latina (CADAL) – Argentina
22. Fundacion Ideas Para la Paz – Colombia
23. Fundacion Libertad y Democracia (FULIDE) – Bolivia
24. Instituto de Defensa Legal – Peru
T25. Center for the Study of State and Society (CEDES) – Argentina
T25. Centro Latinoamericano de Economía Humana (CLAEH) – Uruguay
T25. Forum Brasileiro de Seguranca Publica – Brazil
T25. Fundación Dr. Guillermo Manuel Ungo (FUNDAUNGO) -- El Salvador
T25. Instituto de Ciencias Politicas – Colombia
T25. Nucleo de Estudios de la Violencia de la Universidad de São Paulo (NEV/USP) – Brazil

Note: several institutions were tied for the 25th spot in rankings so all six institutions are listed above.

Top 25 Think Tanks in Middle East and North Africa Table # 8	
Think Tank	
1. Al-Ahram Center for Strategic and Political Studies – Egypt	
2. Center for Strategic Studies – Jordan	
3. Institute for National Security Studies, formerly Jaffe Center for Strategic Studies – Israel	
4. Gulf Research Center – Dubai	
5. Emirates Center for Strategic Studies and Research – UAE	
6. Lebanese Center for Policy Studies (LCPS) – Lebanon	
7. Turkish Economic and Social Studies Foundation (TESEV) – Turkey	

8. Center for Palestine Research and Studies – Palestinian Authority
9. Centre d’Etudes et des Recherches en Sciences Sociales – Morocco
10. Free Minds Association – Azerbaijan
11. Palestinian Academic Society for the Study of International Affairs – Palestinian Authority
12. Economic Cooperation Foundation – Israel
13. Egyptian Center for Economic Studies – Egypt
14. Association for Liberal Thinking – Turkey
15. Moshe Dayan Center for Middle Eastern and African Studies – Israel
16. Van Leer Jerusalem Institute – Turkey
17. Israel-Palestine Center for Research and Information (IPCRI) – Israel
18. Jerusalem Institute for Market Studies - Israel
19. Israel Center for Social and Economic Progress – Israel
20. Reut Institute – Israel
21. Rabin Center for Israeli Studies – Israel

Note: Note: Fewer than 25 think tanks in the region received the necessary nominations required to be included in the selection process.

Top 25 Think Tanks in Southern Africa (including Sub-Saharan Africa)	
<i>Table # 9</i>	
Think Tank	
1. Centre for Conflict Resolution – South Africa	
2. South African Institute of International Affairs (SAIIA) – South Africa	
3. Institute for Security Studies (ISS) – South Africa	
4. Free Market Foundation – South Africa	
5. Council for the Development of Social Science Research in Africa (CODESRIA) – Senegal	
6. IMANI Center for Policy and Education – Ghana	
7. Institute for Global Dialogue (IGD) – South Africa	
8. Africa Institute of South Africa – South Africa	
9. African Center for the Constructive Resolution of Disputes (ACCORD) – South Africa	
10. Centre for Development Studies – Ghana	
11. Centre for Policy Analysis (CEPA) – Ghana	
12. Initiative for Public Policy Analysis - Nigeria	
13. Institute for Democracy in South Africa (IDASA) – South Africa	
14. Inter Region Economic Network (IREN) – Kenya	
15. Kenya Institute for Public Policy – Kenya	
16. Nigerian Institute of International Affairs (NIIA) – Nigeria	
17. Centre for Policy Studies – South Africa	
18. Institute for Justice and Reconciliation – South Africa	
19. Centre for Development and Enterprise - South Africa	
20. Electoral Institute of Southern Africa (EISA) – South Africa	
21. Institute for Statistical, Social, and Economic Research – Ghana	
22. Integrated Social Development Centre (ISODEC) – Ghana	
23. South African Institute of Race Relations – South Africa	
24. Ghana Centre for Democratic Development – Ghana	

T25. Institute for Policy Alternatives – Ghana
T25. Institute of Economic Affairs – Ghana

Note: Two institutions were tied for the 25th spot in rankings so both are listed above.

Top 25 Think Tanks in Western Europe <i>Table # 10</i>
Think Tank
1. Chatham House – UK
2. Stockholm International Peace Research Institute – Sweden
3. International Institute for Strategic Studies – UK
4. French Institute of International Relations (IFRI) – France
5. International Crisis Group – Belgium
6. Centre for European Policy Studies (CEPS) – Belgium
7. Overseas Development Institute – UK
8. Adam Smith – UK
9. Bertelsmann Foundation – Germany
10. Centre for European Reform (CER) – UK
11. German Institute for International and Security Affairs (SWP) – Germany
12. Civitas – UK
13. Centre for Policy Studies – UK
14. Centre for Economic Policy Research (CEPR) – UK
15. European Council on Foreign Relations (ECFR) – Multi-State
16. Foreign Policy Centre – UK
17. Friedrich Naumann Foundation - Germany
18. Bruegel – Belgium
19. Institute of Development Studies – UK
20. Institute of Economic Affairs – UK
21. Istituto Affari Internazionali (IAI) – Italy
22. International Policy Network – UK
23. German Council on Foreign Relations (DGAP) – Germany
24. Swedish Institute of International Affairs (UI) – Sweden
T25. Fundacion para las Relaciones Internacionales y el Dialogo Exterior (FRIDE) – Spain
T25. Netherlands Institute of International Relations – Netherlands
T25. Real Instituto Elcano de Estudios Internacionales y Estratégicos – Spain
T25. Timbro – Sweden

Note: several institutions were tied for the 25th spot in rankings so all Four institutions are listed above.

Top 25 Think Tanks in Eastern Europe <i>Table # 11</i>
Think Tank
1. Carnegie Moscow Center – Russia
2. Institute of World Economy and International Relations – Russia
3. Center for Economic and Social Research (CASE) – Poland

4. Center for Policy Studies at Central European University – Hungary
5. F.A. Hayek Foundation – Slovakia
6. International Center for Policy Studies – Ukraine
7. Lithuanian Free Market Institute – Lithuania
8. Polish Institute of International Affairs – Poland
9. Centre for Liberal Strategies - Bulgaria
10. Liberalni Institut - Czech Republic
11. Hellenic Leadership Institute – Greece
12. Ludwig von Mises Institut – Romania
13. Center for International Relations (CSM) – Poland
14. INDEM Foundation – Russia
15. Prague Security Studies Institute – Czech Republic
16. Adriatic Institute for Policy Studies – Croatia
17. Albanian Institute for International Studies – Albania
18. Institute for Public Policy – Kyrgyzstan
19. Institute for the USA and Canadian Studies – Russia
20. Institute of International Relations – Czech Republic
21. New Economic School – Georgia
22. Center for Liberal-Democratic Studies – Serbia
23. Center for Security and Defense Studies – Hungary
24. Institute for Market Economics – Bulgaria
T25. Institute for Public Affairs – Slovakia
T25. International Center for Human Development – Armenia
T25. Razumkov Centre – Ukraine

Note: Three institutions were tied for the 25th spot in rankings so all three are listed above.

Top 25 Think Tanks in Asia	
<i>Table # 12</i>	
Think Tank	
1. Chinese Academy of Social Sciences (CASS) – China	
2. Japan Institute of International Affairs (JIIA) – Japan	
3. Institute for Defense Studies and Analyses – India	
4. Center for Strategic and International Studies – Indonesia	
5. Institute for International Policy Studies – Japan	
6. Shanghai Institute for International Studies - China	
7. Institute of Southeast Asian Studies -- Singapore	
8. Center for Civil Society – India	
9. China Institute for Contemporary International Relations (CICIR) – China	
10. Institute for Defense and Strategic Studies – Singapore	
11. The Energy and Resources Institute (TERI) – India	
12. Asian Forum Japan (AFJ) – Japan	
13. China Institute for International Studies (CIIS) – China	
14. Lowy Institute for International Policy - Australia	
15. Cathay Institute for Public Affairs – China	
16. Korea Development Institute – South Korea	
17. National Institute for Defense Studies – Japan	
18. National Institute for Research Advancement - Japan	
19. Hong Kong Centre for Economic Research (HKCER) - Hong Kong	

20. Research Institute of Economy, Trade and Industry (RIETI) - Japan
21. Taiwan Foundation for Democracy – Taiwan
22. Unirule Institute of Economics – China
23. Institute of Energy Economics Japan (IEEJ) – Japan
24. Liberty Institute – India
T25. Malaysian Institute of Economic Research (MIER) – Malaysia
T25. Philippine Institute for Development Studies – Philippines
T25. Third World Network – Malaysia

Note: Three institutions were tied for the 25th spot in rankings so all three are listed above.

Top Think Tanks by Research Area (Global)

Top 10 International Development Think Tanks Table # 13	
Think Tank	
1. Brookings Institution – USA	
2. Overseas Development Institute (ODI) – UK	
3. Council on Foreign Relations – USA	
4. RAND Corporation – US	
5. Woodrow Wilson International Center for Scholars - USA	
6. Institute of Development Studies – UK	
7. Center for Global Development – USA	
8. International Food Policy Research Institute – USA	
9. German Development Institute – Germany	
T10. International Policy Network – UK	
T10. Atlas Economic Research Foundation - USA	
T10. International Development Research Centre - Canada	

Note: Three institutions were tied for the 10th spot in rankings so all three are listed above.

Top 10 Health Policy Think Tanks Table # 14	
Think Tank	
1. Brookings Institution – USA	
2. National Bureau of Economic Research – USA	
3. RAND Corporation – USA	
4. Urban Institute – USA	
5. American Enterprise Institute – USA	
6. Council on Foreign Relations Global Health Program – USA	
7. Cato Institute – USA	
8. Fraser Institute – Canada	
9. Center for Global Development – USA	
T10. Civitas – UK	
T10. National Center for Policy Analysis – USA	

Note: Two institutions were tied for the 10th spot in rankings so both are listed above.

Top 10 Environment Think Tanks <i>Table # 15</i>	
Think Tank	
1.	Carnegie Endowment for International Peace – USA
2.	Brookings Institution – USA
3.	World Resources Institute – USA
4.	Worldwatch Institute – USA
5.	Pew Center on Global Climate Change – USA
6.	Belfer Center for Science and Int'l Affairs, Kennedy School of Government – USA
7.	Resources for the Future (RFF) – USA
8.	Freeman Spogli Institute for International Studies Program on Energy and Sustainable Development (PESD) Stanford University – USA
9.	German Development Institute – Germany
T10.	RAND Corporation – USA
T10.	Cato Institute – USA

Note: Two institutions were tied for the 10th spot in rankings so both are listed above.

Top 10 Security and International Affairs Think Tanks <i>Table # 16</i>	
Think Tank	
1.	Brookings Institution – USA
2.	Chatham House – UK
3.	Carnegie Endowment for International Peace – USA
4.	Council on Foreign Relations – USA
5.	International Institute for Strategic Studies (IISS) – UK
6.	Stockholm International Peace Research Institute (SIPRI) – Sweden
7.	Center for Strategic and International Studies – USA
8.	International Crisis Group – Belgium
9.	RAND Corporation – USA
10.	French Institute of International Relations (IFRI) – France

Top 10 Domestic Economic Policy Think Tanks <i>Table # 17</i>	
Think Tank	
1.	Brookings Institution – USA
2.	National Bureau of Economic Research – USA
3.	Cato Institute – USA
4.	American Enterprise Institute – USA

5. RAND Corporation – USA
6. Heritage Foundation – USA
7. Fraser Institute – Canada
8. Center for American Progress – USA
9. Hoover Institution – USA
10. Peterson Institute for International Economics – USA

Top 10 International Economic Policy Think Tanks Table # 18	
Think Tank	
1. Brookings Institution – USA	
2. Peterson Institute for International Economics - USA	
3. Fraser Institute – Canada	
4. National Bureau of Economic Research – USA	
5. Adam Smith Institute – UK	
6. Cato Institute – USA	
7. Centre for Economic Policy Research – UK	
8. Heritage Foundation – USA	
9. Center for Global Development – USA	
T10. American Enterprise Institute – USA	
T10. Center for Strategic and International Studies – USA	

Note: Two institutions were tied for the 10th spot in rankings so both are listed above.

Top 10 Social Policy Think Tanks Table # 19	
Think Tank	
1. Brookings Institution – USA	
2. Urban Institute – USA	
3. American Enterprise Institute –USA	
4. National Bureau of Economic Research – USA	
5. RAND Corporation – USA	
6. Overseas Development Institute (ODI) – UK	
7. Civitas – UK	
8. Heritage Foundation – USA	
9. Social Science Research Council (SSRC) – USA	
T10. Hoover Institution – USA	
T10. Manhattan Institute – USA	

Note: Two institutions were tied for the 10th spot in rankings so both are listed above.

Top 3 Think Tanks for Innovative Ideas and Strategies

Note: The top 3 think tanks are reported for each category

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

Table # 20

Think Tank

1. Cato Institute – USA
2. Brookings Institute – USA
3. Carnegie Endowment for International Peace – USA

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

Table # 21

Think Tank

1. European Council on Foreign Relations – Belgium
2. Bruegel – Belgium
3. Center for American Progress – USA

**Outstanding Policy Oriented - Public Policy
Research Program**

Table # 22

Think Tank

1. Brookings Institution – USA
2. Peterson Institute for International Economics – USA
3. RAND Corporation – USA

Best Use of the Internet to Engage the Public

Table # 23

Think Tank

1. Council on Foreign Relations – USA
2. Brookings Institution – USA
3. Cato Institute – USA

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

Table # 24

Think Tank

1. International Crisis Group – Belgium
2. Peterson Institute for International Economics – USA
- T3. Brookings Institution – USA
- T3. Human Rights Watch – USA

Note: Two institutions were tied for the 3rd spot in rankings so both are listed above.

Most Impact on Public Policy or Policy Debates <i>Table # 25</i>
Think Tank
1. Brookings Institution – USA
2. Heritage Foundation – USA
T3. American Enterprise Institute – USA
T3. Henry L. Stimson Center – USA

Note: Two institutions were tied for the 3rd spot in rankings so both are listed above.

Top Think Tank in the World <i>Table # 26</i>
Think Tank
T1. Brookings Institution – USA
T1. Peterson Institute for International Economics – USA

Note: Two institutions were tied for the top think tank in the world so both are listed above

This section is the unabridged version of the article that appeared in the January/February 2009 Issue of Foreign Policy magazine.

A Think Tank Field Guide

As think tanks have grown in number and influence, a handful of distinct breeds have emerged. The categories and the major players are:

Multinational Think Tanks (MNTTs)

Many think tanks have gone global following the lead of multinational corporations and have set up operations in two or more capitols around the world.

Carnegie Endowment for International Peace – USA
 International Crisis Group – Belgium
 Rand Corporation – USA
 European Council on Foreign Relations – USA
 EastWest Institute – USA

The Policymakers

These organizations enjoy a competitive advantage over their rivals when it comes to government contracts and research. They have the know-how and PR skills that ministers, bean counters, and bureaucrats seek. They conduct research that focuses on the 3Rs-rigor, relevance and reliability.

Fundação Getulio Vargas – Brazil
 Institute for Research on Public Policy – Canada
 Overseas Development Council – UK

Polish Institute of International Affairs Poland
Resources for the Future USA
Rand Corporation – USA
Urban Institute – USA

The Partisans

These ideology-driven organizations generate the leading ideas on the right and left, develop new political talent, and offer a home to out-of-power party leaders.

Adam Smith Institute – UK
Center for American Progress – USA
Civitas – UK
Heritage Foundation – USA

The Phantoms

Designed to look like NGOs, these organizations are in fact arms of the government. They've emerged as a favorite strategy for authoritarian regimes to mask their diktats as a flourishing civil society.

China Development Institute – China
Institute for Democracy and Cooperation – Russia
Centre for Political Studies – Uzbekistan.

The Scholars

The stars of the think tank world are the powerhouses of policy that have lured scholars from their ivory towers in academia to the political capitals around the world. They are regularly relied upon to set agendas and craft new initiatives.

Brookings Institution – USA
Council on Foreign Relations – USA
Chatham House – UK
Danish Institute of International Studies – Denmark

The Activists

These do-gooders don't simply advocate for important causes. They've become top-notch policy and research hubs in their own right.

Human Rights Watch – USA
Centre for Conflict Resolution – South Africa
Amnesty International – UK

The Transformers

These are a group of institutions that have been created to transform the political landscape. They are often well funded and organized as change agents.

Demos – UK
Heritage Foundation – USA
Center for American Progress – USA

Hybrids

Not all think tanks fit into neat little categories, and increasingly they are borrowing effective strategies and structures from the media, marketing and high tech firms to create new and innovate ways to reach policy makers and the public with their research.

L' Institute Montaigne – France
New America Foundation – USA
Fraser Institute – Canada

Brief Descriptions of the 2008 Top Think Tanks

The Top 15 U.S. Think Tanks

1) Brookings Institution

Location: Washington

Budget: \$60.7 million

Specialties: U.S. foreign policy, Middle East, economic and social policy

Boldface names: Strobe Talbott, Kenneth Pollack, Alice Rivlin, Michael O'Hanlon

2) Council on Foreign Relations

Location: New York

Budget: \$38.3 million

Specialties: U.S. foreign policy, national security

Boldface names: Richard Haass, Michael Gerson, Walter Russell Mead, Angelina Jolie

3) Carnegie Endowment for International Peace

Location: Washington

Budget: \$22 million

Specialties: Nuclear nonproliferation, China

Boldface names: Jessica T. Mathews, Robert Kagan, Minxin Pei, Karim Sadjadpour

4) Rand Corporation

Location: Santa Monica, Calif.

Budget: \$251 million

Specialties: Military strategy, political economy, health and education policy

Boldface names: James Dobbins, Gregory Treverton, William Overholt, Nicole Lurie

5) Heritage Foundation

Location: Washington

Budget: \$48.4 million

Specialties: Tax policy, national defense, social policy

Boldface names: Edwin Meese, Peter Brookes, James Jay Carafano, Ariel Cohen

6) Woodrow Wilson International Center for Scholars

Location: Washington

Budget: \$34.5 million

Specialties: Regional studies, democracy promotion, international development

Boldface names: Lee Hamilton, Haleh Esfandiari

7) Center for Strategic & International Studies

Location: Washington

Budget: \$29 million

Specialties: Defense policy, diplomacy, regional studies

Boldface names: John Hamre, Richard Armitage, Zbigniew Brzezinski, Anthony Cordesman

8) American Enterprise Institute

Location: Washington

Budget: \$23.6 million (2006)

Specialties: Trade, defense, economic policy

Boldface names: Newt Gingrich, David Frum, Richard Perle

9) Cato Institute

Location: Washington

Budget: \$19 million

Specialties: Libertarianism, deregulation, social policy and defense policy

Boldface names: David Boaz, Edward Crane, Christopher Preble

10) Hoover Institution

Location: Stanford, Calif.

Budget: \$34.1 million

Specialties: Defense policy, deregulation, US-Russian relations

Boldface names: Larry Diamond, Michael McFaul, Victor Davis Hanson

11) Human Rights Watch

Location: New York

Budget: \$35.5 million

Specialties: Human rights, international justice

Boldface names: Kenneth Roth

12) Peterson Institute for International Economics

Location: Washington

Budget: \$9.5 million

Specialties: Trade, globalization, international political economy

Boldface names: C. Fred Bergsten, Anders Åslund, William Cline, Aaron Posen

13) United States Institute of Peace

Location: Washington

Budget: \$24.7 million

Specialties: Conflict resolution, post conflict stability

Boldface names: Richard H.Solomon, Scott Lasensky, J.Alexander Thier

14) National Bureau of Economic Research

Location: Cambridge, Mass.

Budget: \$29.8 million

Specialties: Economic growth, economic analysis and forecasting

Boldface names: James Poterba, Robert Lipsey, Martin Feldstein

15) Center for Global Development

Location: Washington

Budget: \$9.8 million

Specialties: Globalization, international development, aid effectiveness

Boldface names: Nancy Birdsall, Steven Radelet, Todd Moss

Top 10 Non-U.S. Think Tanks

1) Chatham House

Location: London

Budget: \$12.4 million

Specialties: International economics, regional and security studies

2) International Institute for Strategic Studies

Location: London

Budget: \$15.3 million

Specialties: Nonproliferation, counterterrorism

3) Stockholm International Peace Research Institute

Location: Solna, Sweden

Budget: \$5.3 million

Specialties: Arms control, conflict management

4) Overseas Development Institute

Location: London

Budget: \$25.9 million

Specialties: International development, humanitarian issues

5) Centre for European Policy Studies

Location: Brussels

Budget: \$8.6 million

Specialties: EU integration, citizenship, political economy

6) Transparency International

Location: Berlin

Budget: \$13.3 million

Specialties: Electoral reform, anticorruption in public and private sectors

7) German Council on Foreign Relations

Location: Berlin

Budget: \$6.4 million

Specialties: German foreign policy, international relations

8) German Institute for International and Security Affairs

Location: Berlin

Budget: \$16.4 million

Specialties: German foreign policy and security

9) French Institute of International Relations

Location: Paris

Budget: \$8.1 million

Specialties: Trans-Atlantic relations, European affairs

10) Adam Smith Institute

Location: London
Budget: \$500,000
Specialties: Free market and social policies

Think Tank Winners – An in-depth look

Below is a brief description of some of the new category winners. Each of these organizations has especially made a mark on public policy in their respective arenas.

Top Think Tanks for Innovative Ideas

Cato Institute

Cato's libertarian stance, once viewed as fringe, is now considered respectable. With its anti-incumbent, anti-Washington attitude, CATO has antagonized liberals with its push to privatize Social Security, as well as conservatives with its vigorous opposition to the Iraq war.

Brookings Institution

From healthcare reform to recommendations on closing the prison at Guantánamo Bay, Brookings has a breadth of expertise that allows it to offer innovative fixes for nearly every critical issue facing the United States today.

Carnegie Endowment for International Peace

Carnegie's role in opposing the invasion of Iraq and providing critical research on issues such as Iran's and North Korea's nuclear weapons programs places it at the heart of some of Washington's defining policy debates.

Best New Think Tanks (of the past 5 years)

European Council on Foreign Relations

Populated by European heavyweights like Nobel Peace Prize laureate Martti Ahtisaari and former German Foreign Minister Joschka Fischer, the ECFR aims to craft a common foreign policy for an increasingly integrated Europe.

Bruegel

Funded by EU member states, Bruegel specializes in driving European economic growth and making the continent more competitive in the global economy.

Center for American Progress

Thanks to its all-star roster of experts and savvy use of new media, CAP has emerged as the intellectual center of Democratic D.C.

Most Impact on Public Policy Debates

Brookings Institution

When important debates occur in Washington – whether over Middle East peace, global finance, or urban strategy—it's a fair bet that Brookings is driving the conversation.

Heritage Foundation

A partisan approach (they are unabashedly conservative), obsession with the latest policy issues, an effective marketing strategy, and proximity to the seat of power (it is steps away from the U.S. Congress) give Heritage an influential edge.

Stimson Center (Henry L.)

Recently, the Stimson Center has had its hand in a number of coalition-building projects in the global security arena. Those include the introduction of a space code of conduct that essentially bypassed the Bush administration's resistance to a ban on space weapons, as well as efforts to help developing countries get on board with the UN's mandate to report efforts to prevent WMD proliferation.

2008 Trends in Think Tanks and Policy Advice

MAJOR FINDINGS

Think tanks have become more active players in domestic and foreign policy in the last two decades and are now present in 169 countries. While the largest concentration of think tanks continues to be in the US and Western Europe, several factors are driving the growth of think tanks in other areas of the world.

- 1) Democratization
Democratization has opened more political space to establish think tanks, while political and economic reform has created a demand for developing more detailed policies and regulations.
- 2) Demands for independent information and analysis
More governments, facing increased pressure to improve economic and bureaucratic performance, appear to be turning to think tanks for evidence and independent advice. Government officials at all levels are asked to make decisions that are informed by research and data.
- 3) Growth of international actors
The proliferation of state and non-state actors such as NGOs and IGOs, foundations and interest groups have created more support and demand for think tanks.
- 4) Technology & communication advances
Better and cheaper technology have made it much easier for think tanks to operate and publicize their work. The Internet has made it much easier for even small think tanks with limited financial resources to conduct more extensive research, and organizations can use websites to share their agendas and findings outside traditional communication channels. These changes have helped extend the reach and impact of think tanks.
- 5) Globalization of NGO funding
Governments, foundations and interest groups are becoming more active and diverse in supporting policy oriented research and analysis by think tanks across most regions of the world.
- 6) More open debate about government decision making
Interest groups and public citizens are less deferential to allowing governments to monopolize decision making, which has put a premium on more open discussion of issues and policy options. Key players are less likely to accept government information and rationales, creating a demand for more independent sources of analysis. Global policy and advocacy networks have increased the power and influence of these organizations.

7) More complex and high pressure issues

Think tanks can sometimes be more flexible and adept than governments at addressing high-profile, sensitive, cross-cutting issues under severe time constraints. Sometimes governments actively seek input from think tanks to help facilitate more efficient decision making on controversial topics, or even when their ideas are not formally sought, think tanks can be in a position to produce policy options that are more publicly accessible, pithier and available more quickly than those generated by a more complex official government inter-agency process.

8) Going Global

Think tanks are increasingly adopting a global presence, perspective and audience. The economist George Stiglitz commented that think tanks must “scan globally and act locally” if they are to be effective in today’s policy environment. This trend is driven, in part, by transnational issues such as global warming, proliferation of weapons of mass destruction, pandemics and terrorism. A number of global think tanks (Carnegie Endowment for International Peace and the International Crisis Group) have emerged in recent years which are designed to address global issues and serve a global audience of policymakers.

REGIONAL HIGHLIGHTS

While all think tanks perform the same basic function – i.e., to bring knowledge and expertise to bear on the policy-making process – not all think tanks have the same degree of financial, intellectual and legal independence. There is also regional variation in the number, experience, depth, and focus of think tanks.

Western Europe

Western Europe has the most developed and largest number of think tanks outside the United States. While think tanks in Europe are numerous they are not very diverse. Many remain formally linked to political parties. Until recently most think tanks operated as adjuncts to political parties but major changes have taken place, sparked in part by creation of independent think tanks in Eastern and Central Europe. Most of these think tanks focus on European integration, US-European transatlantic relations, or topical issues such as climate change; in recent years, many of the top European think tanks have expanded work on democratization and nation-building in the developing world.

European think tanks have enjoyed better access to policymakers than many counterparts elsewhere in the world, although some now are attempting to reach out to even wider audiences in business, the media and citizens to participate in the public debate. A growing number of institutions are organized to conduct research on issues facing the Europe and the EU and many are now based in Brussels or have satellite offices there. Despite these developments many think tanks continue to have a state-centric perspective and ignore the trans-European issues. Think tanks in this region publish by far more books than any other region in the world. This is likely the result of government funding and the academic orientation of many think tanks.

Central and Eastern Europe

Eastern European think tanks have emerged in the last 15 years as a part of the political and economic transformation that swept the region. The strategy and structure of these institutions are more varied and policy-oriented than their counterparts in Western Europe. This is due, in part, because they benefited from entering the global marketplace of think tanks late and were therefore able to borrow the best features of independent public policy research organizations from around the world. They also received significant funding from public and private donors in Western Europe, North America and Asia that wanted to support the democratic transitions that were taking place in the region. The political dynamic at the moment of their creation also required that non-governmental think tanks adopt a more activist and policy-oriented approach in their research and programs in order to bring about the change that was called for by the will of the people. This chain of events led to the creation of a whole set of institutions that look more like think tanks in the US than in Western Europe. As a result, a vibrant and innovative community of think tanks now exists in this region. These institutions have been so successful that they are now sharing their experiences with emerging think tanks in the Balkans and Eurasia. Issues of independence, capacity and sustainability are challenging these institutions as political tides shift and they move from start-up organizations to established institutions in post-communist societies. Much of the focus has shifted away from international donors as a means of support to national and regional (EU and NATO) sources of funding.

Russian Federation

Several prominent and well established Russian think tanks that date back to the Cold War and survived the transition are still active today. In the post-communist period a new group of think tanks emerged with a new generation of scholars. A highly educated cadre of researchers and increasingly stable economic conditions created a favorable environment for think tanks to operate. Unfortunately, the opening and independence of the 1990s has faded in the face of more active and centralized government decision making on economic, political, and foreign policy issues. Vladimir Putin and now his successor Dmitry Medvedev continue to use legal and extralegal means to limit the role and influence of think tanks. These harsh measures have served to stifle independent analysis and push back at civil society in Russia. So the positive developments are offset by the significant constraints placed on the funding and operation of NGOs. In addition, the decline in Western financial support for think tanks is having a negative impact on the younger and more independent thinking policy research organizations. This is compounded by the fact that non-governmental indigenous support is not rising at a rate fast enough to make up for the loss of public and private support from the West.

Asia

Asian think tanks often focus on economic, strategic and security issues within the region, yet they sometimes are more constrained than their European counterparts because of their close ties to government. Southeast Asian think tanks are at the forefront of efforts to build stronger regional networks among such research organizations, particularly in the areas of economics and security. Public policy research organizations have grown quite rapidly and are now playing a significant role in public debate and discussion in their respective countries. While many of these organizations started out as governmental or quasi-governmental entities, they have slowly moved out of the orbit of government and become independent actors in civil society.

Latin America

Latin American has one of the most stable yet evolving think tank communities in the developing world. Some of the most prominent and long-standing Latin American think tanks focus on development issues, economic policy, human rights and the environment. Domestic security issues such as violent crime and criminal gangs are increasing and many think tanks are coming on-line to address these problems. The think tanks that are focused on security issues often have more links to official government military organizations. It is still unclear how change in the political landscape in the region will be reflected in the think tanks in Venezuela, Chile, Nicaragua and Bolivia.

Middle East and North Africa

The most prominent Middle East think tanks have focused largely on state-to-state security issues within the region over the last several decades. Our recent research revealed that the two leading areas of research are democratization, and economic policy. An increasing number of MENA think tanks are branching out with current research projects and are studying environmental issues. The number of independent think tanks has grown in recent years but they tend to have a limited degree of freedom and not much financial or political support relative to other regions in the world.

Africa

African think tanks generally are more limited in number, experience, and resources than their counterparts in other regions, and the focus more often is on domestic issues such as economic development, health (AIDS), policing and crime prevention rather than on regional security and economic issues. The issues of independence, sustainability and intellectual capital flight are prevalent in the region. To address these problems, public and private donors have begun to support efforts to strengthen indigenous research and institutional capacity.

EMERGING ISSUES AND TRENDS

There are a number of issues/trends facing think tanks that have not received as much attention in comparison to other NGOs. Outlined below are a few potential areas of inquiry that I feel require additional research and debate:

- **Outputs vs. Impact.** Historically think tanks have placed a focus on outputs over impact. How do think tanks measure their impact? For many institutions, it is limited to the numbers of books and policy briefs produced rather than to providing the impetus for new legislation or changes in policy. This issue is further complicated by donors who are increasingly interested in supporting “high-impact” policy research.
- **Influence and Independence.** As independent think tanks become more established, some appear to be losing their voice and independence along the way. Managing the tensions associated with relevance, influence and independence are a delicate balancing act that must be carefully managed if think tanks are to maintain their credibility with policymakers and the public.

- **Catalysts for Change.** It bears watching to see to what extent think tanks become a prime platform for opposition political players to develop policy alternatives and provide a home for those out of power. How well will the think tanks that were created during the wave of democratization in the late 80's and 90's fare when the tide turns in the other direction?
- **NGO Push Back.** There is an insidious global trend that is designed to take back the open and democratic space created by think tanks and civil society organizations in the late 80s and 90s by limiting the number, role and activities of civil society organizations. Some governments have been tightening restrictions on foreign support for NGOs operating in their country, which potentially may extend to limit foreign support for think tanks. In addition, registration laws and other bureaucratic measures have been implemented in order to limit the political space in which these groups operate and limit their numbers and influence.
- **Phantom NGO Think Tanks.** Governments are creating think tanks that are designed to appear to be non-governmental organizations but are in fact arms of the government. These have become known as GONGOS: Government Organized Nongovernmental Organizations. Corporations, unions and individuals have established think tanks to promote their special interests. This trend raises concerns about a lack of transparency and private interest masquerading as public interest.
- **General vs. Specific Focus.** Many prominent think tanks have incentives to move away from general, comprehensive research work to focus on more narrow projects that are geared toward the interests of a specific patron or interest group which creates intellectual blinders that often results in narrow and self serving policy recommendations. This trend runs counter to the policy issues we face today which tend to be transnational, complex and span many disciplines which leaves us unprepared to deal with the policy challenges we face in the short and long term. Clearly, what is called for is a commitment to providing sustained, general operating support for transnational and interdisciplinary research on a range of policy issues.
- **Hybrids.** As think tanks have faced new challenges in the societies in which they operate, they have adapted and created hybrid institutions. More and more think tanks are a blend of organizational types (part academic research center, consulting firm, and advocacy group and policy enterprise) and the roles of key staff have changed. Today the staff of think tanks must be comprised of multifaceted individuals who are part scholar, journalist, marketing executive and policy entrepreneur.
- **Sustainability and Institutional Capacity.** Much of the funding for think tanks in developing and transitional countries has been in the form of start-up grants from international public and private donors that were followed by a series of project specific grants which made it difficult for institutions to develop a strong institutional capacity. In many countries of the world the development of indigenous, non-governmental sources of funding is limited and underdeveloped. Additionally, the seeding of a host of small, specialized think tanks by public and

private donors rather than the supporting of a few multi-purpose, policy oriented think tanks may prove to be unsustainable over time. What impact will this lack of indigenous support and institutional capacity have on these newly created think tanks and their ability to respond to an array of policy problems facing these countries?

- **Partisan vs. Non-partisan.** Some think tanks attempt to advance the philosophies of a specific ideological group, while others try to create a space for less partisan explorations of policy alternatives. The public in the US appears to be growing weary of the partisan bickering in Washington, DC and are now expecting policymakers to move from stalemate to action on key policy issues. Those think tanks that have become caught up in this “war of ideas” may find themselves being viewed by the public as part of the problem rather than a credible and constructive force in the policy making process.
- **Relevance vs. Rigor.** There is a tension that faces all think tanks which must be balanced: the need to produce academic quality research that is understandable and accessible to policymakers and the public.
- **Think tank networks.** Numerous think tanks are trying to cultivate stronger ties to counterpart organizations within their region and across the world, and it will be interesting to see if these networks coalesce around particular topics, regions, or ideological views.
- **Supply vs. Demand.** Much of the support for think tanks in developing and transitional countries has been for improving the quality and supply of policy research policy makers. Not enough emphasis or support has been placed on how to increase the appreciation and utilization of policy research by policy makers, the media and the public.
- **Impact of the Internet.** The Internet is having a profound impact on think tanks and policy advice as it is for all organizations whose mission is centered on ideas and information. The issues raised by the Internet and how it influences the creation, dissemination and discussion of public policy issues are a few areas that require our attention.

CONCLUSION

This report marks our second edition of the Global Go To Think Tanks report. We face a daunting task in trying to capture and then compare the quality and performance of think tanks around the world. We readily admit that ranking the quality and performance of think tanks is difficult because of the differences in the environments in which these institutions operate and the significant variations in the size, scope, mission, research agendas and policy orientation of the 5,465 institutions that now operate in 169 countries. The rankings that appear in this report are intended to identify some of the high performance think tanks around the world and identify the institutions that policy makers and journalists are likely to go to when they need high-quality analysis or advice.

While it is a challenging endeavor, we feel it is a necessary one because public and private donors, boards of trustees, policy makers, journalist, governments and the public are demanding that think tanks demonstrate their value and impact. Think tanks around the world operate in an intensely competitive marketplace of ideas and influence. As a result, think tanks are being asked to develop “high impact” programs, find new ways to convey their ideas to policy makers and the public, and develop more sophisticated communications strategies that create and advance sound public policy. Think tanks cannot retreat to ivory towers, nor should they take to the barricades, but they must be prepared to demonstrate and communicate the vital role they play in the policy making process. Unlike businesses that compete over products and profits, think tanks demonstrate their value through the quality of their ideas and policy proposals and ultimately in how those ideas and proposals improve public policy and the lives of the people who are impacted by them. They achieve this by mastering the 3Rs rigor, relevance and reliability. Ultimately however, they will be judged by how they help policy makers and the public manage the “The Four Mores”: More issues, more actors, more competition, and more conflict. The institutions listed in this report are some of the high performance institutions that have mastered the 3Rs and 4 Mores.

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 at the Foreign Policy Research Institute in Philadelphia. For the last 25 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 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. Over the last 15 years he has taught courses in International Law, International Relations, International Organizations, Comparative Public Policy and Global Knowledge and Policy Networks on a regular basis.

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), *Think Tanks and Policy Advice in the U.S: Academics, Advisors and Advocates* (Routledge, 2007), *Think Tanks: Catalysts for Democratization and Market Reform* (Forthcoming 2009 Routledge), *Global Trends and Transitions: 2007 Survey of Think Tanks* (FRPI 2008), *The 2007 Global Go To Think Tanks* (FPRI 2008) *Think Tanks in India: Power Houses of Policy or Political Pawns?* (FPRI 2008), *Think Tanks and Civil Societies in the Middle East: A Changing Landscape* (FPRI 2008), *Think Tanks and Civil Societies in Hong Kong, Taiwan and the Mainland China* (FPRI 2008), *NGO Push Back in China, Egypt, Russia, Venezuela and Zimbabwe* (FPRI 2008), *The 2008 Global Go To Think Tanks* (2009).

APPENDICIES

I. Letter to Prospective Expert Panelist

Think Tanks and Civil Societies Program

1528 WALNUT STREET
SUITE 610
PHILADELPHIA, PA 19102
TEL. (215) 732-3774
FAX (215) 732-4401

July 2008

Dear :

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 2008 Global Go To Think Tanks Report**. For this ambitious project, we are seeking expert volunteers to serve on both global and regional selection panels. We are also in need of feedback on which think tanks have become recognized regionally and in key substantive areas for producing rigorous and relevant research, publications and programs. We would like to enlist your expertise as a panelist for this **ongoing research effort that has proved of vital importance to policymakers, donors, and the public about the impact of think tanks on the debate and formulation of public policy**.

Similar to the 2007 Global Go To Think Tanks Report, the nominations process will begin 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 (on the form attached) that you consider the best globally, regionally, and by subject area**. After tallying your votes, we will open the nominations process to a global group of 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.

In selecting the top think tanks in the world, we suggest that all nominators focus on aspects such as influence scale of operation, breadth of audience and contribution of research and analysis on policymaking. 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 consider factors including but not limited to:

- Direct relationship between 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 an organization's work by respected publisher;
- 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 organization's financial resources (endowment, membership fees, annual donations, government and private contracts, earned income),
- Ability of organization to meet the demands of those that fund it or to meet the goals of its respective grant-making institution;
- Overall output of 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 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 knowledge gap between policymakers and "on the ground" realities;
- Ability to include new voices in the policymaking process;
- Ability of organization to be inscribed within issue and policy networks; and
- Success in challenging the traditional wisdom of policymakers.

That being said, one of your main goals as panelist will be to help create a list that is transparent, representative and authoritative. This is why we have made an effort to make sure that no region is underrepresented and all biases are removed to the largest possible extent. In addition, although think tanks that focus on domestic issues are clearly represented on the lists that you will help us create as a panelist, think tanks that interact on regional and global levels tend to have an edge in the rankings. 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 causes these organizations to be overrepresented in the rankings.

Despite these potential challenges, as a panelist, it will be your task to focus on the role of a think tank as an effective bridge between the academic and policymaking communities as you make your calculations. As a panelist, you will be serving an important role in our research effort. As such, with your permission, your name will be printed in our final report. Please note, however, that all nominations you make will be kept strictly confidential. Please send us your nominations form by **July 5th, 2008** by e-mail at either Jmcgann@villanova.edu or JM@fpri.org. You can also contact me by phone at (610) 519-8040 or (215)-732-3774 ext. 209. For more information on the Think Tanks and Civil Societies Program, please see the description below.

Sincerely,

Jim McGann

II. Expert and Peer Institution Panelist Nonination Letter, Instructions and Nomination Form

THINK TANKS AND CIVIL SOCIETIES PROGRAM

1528 WALNUT STREET
SUITE 610
PHILADELPHIA, PA 19102
TEL. (215) 732-3774
FAX (215) 732-4401

July 2008

The 2008 “Global Go To Think Tanks” Report Nominations Form

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. As such, with your permission, your name will be printed in our final report. **Please note, however, 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 Tank- leading think tanks in the world. Please also consider nominating the top think tanks by region and area of research.** You can nominate up to 10 institutions per region and research. 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 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 an organization’s work by a respected publisher;
- 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 organization’s financial resources (endowment, membership fees, annual donations, government and private contracts, earned income),
- Ability of organization to meet the demands of those that fund it or to meet the goals of its respective grant-making institution;
- Overall output of 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 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 knowledge gap between policymakers and “on the ground” realities;
- Ability to include new voices in the policymaking process;
- Ability of organization to be inscribed within issue and policy networks; and
- Success in challenging the traditional wisdom of policymakers.

I. Nominator Information

Name: _____ Date(MM/DD/YYYY) :

Institutional Affiliation: _____

Title: _____

Street Address: _____

City/State : _____

Postal Code: _____

Country: _____

E-mail address: _____

Phone number: __8_____

I do ___ I do not ___ want to have my name published in the final version of the 2008 Global Go-To Think Tank Report.

II. Institutions Nominated

Top 25 Think Tanks Worldwide (non-U.S.)¹

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

- 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)

Top 10 International Development Think Tanks

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

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.

Top 10 Health Policy Think Tanks

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

Top 10 Environment Think Tanks

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

Top 10 Security and International Affairs Think Tanks

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

Top 10 Domestic Economic Policy Think Tanks

- 1) _____
- 2) _____
- 3) _____
- 4) _____

- 5) _____
- 6) _____
- 7) _____
- 8) _____
- 9) _____
- 10) _____

Top 10 International Economic Policy Think Tanks

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

Top 10 Social Policy Think Tanks

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

Top Think Tanks By Region

Top 10 Think Tanks in the United States

- 1) _____
- 2) _____
- 3) _____
- 4) _____
- 5) _____
- 6) _____
- 7) _____
- 8) _____

- 9) _____
- 10) _____

Top 10 Think Tanks in North America (Mexico and Canada)

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

Top 10 Think Tanks in Latin America

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

Top 10 Think Tanks in the Middle East and North Africa

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

Top 10 Think Tanks in Southern Africa including Sub-Saharan Africa

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

Top 10 Think Tanks in Western Europe

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

Top 10 Think Tanks in Eastern Europe

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

Top 10 Think Tanks in Asia

- 1) _____
- 2) _____
- 3) _____
- 4) _____

- 5) _____
- 6) _____
- 7) _____
- 8) _____
- 9) _____
- 10) _____

Thank you for your assisting us with the 2008 “Global Go To Think Tanks” Report. We appreciate your help.

Please return the above survey no later than July 10 , 2008 to JM@fpri.org or by mail to *Think Tanks and Civil Societies Program, 1528 Walnut Street Suite 610 Philadelphia PA USA 19102, att: James G. McGann*

DEFINITION OF THINK TANKS

(James G. McGann, 2007)

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
Autonomous and Independent	<i>Significant independence from any one interest group or donor and autonomous in its operation and funding from government.</i>
Quasi Independent	<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>
University Affiliated	<i>A policy research center at a university.</i>
Political Party Affiliated	<i>Formally affiliated with a political party.</i>
Government Affiliated	<i>A part of the structure of government.</i>
Quasi Governmental	<i>Funded exclusively by government grants and contracts but not a part of the formal structure of government.</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 Diane Stone, 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 impact on public policy and how they measure it. The overwhelming response was to provide a list of research outputs (number of books published, conference 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 a 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 analyze and produce timely and incisive analysis; institutional currency; quality and reliability of networks; and key contacts in the policy 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 the 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 the country

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.”^[1]

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 should 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 JM@fpri.org or by phone at **(215)-732-3774 ext. 209**.

**THINK TANKS AND CIVIL SOCIETIES PROGRAM
Philadelphia, Pennsylvania, USA**

2008 GLOBAL GO TO THINK TANK FINALISTS

August 2008

Dear friend and colleague:

Attached, please find the slate of think tanks nominated for the **2008 Global Go To Think Tanks Report** and a set of easy-to-follow instructions. I would like to invite you and your colleagues to help us make the final selections for this year's report by marking your recommendations on the form provided. All you have to do is place an X next to your selections and then email the form to me at (jmcgann@sas.upenn.edu or jm@fpri.org). The **DEADLINE** for submitting selections is **September 15th, 2008**.

I am pleased to announce that the results of the **2008 Global Go To Think Tanks Report** will appear in the **January/February 2009** issue of *Foreign Policy*. This single event provides a tremendous opportunity for us to expose a global audience to the important contributions think tanks make to civil societies and governments around the world. For this reason alone, I hope you will agree to participate

Please be sure to include your name and affiliation so that I can send you a copy of the final report. You can contact me by phone at +1-215-746-2928 or +1-215-732-3774 ext. 209 if you have any questions or concerns.

Sincerely,

James G. McGann, Ph.D.
Assistant Director
International Relations Program
University of Pennsylvania
635 Williams Hall
255 S. 36th Street
Philadelphia, PA 19104-6304
Direct Line: 215 746-2928
Mobile: 215 206-1799
Email: jmcgann@sas.upenn.edu

Instructions and Selection Criteria

I. Instructions

The Think Tanks and Civil Societies Program (TTCSP) is attempting to identify the world's **leading think tanks** for the **2008 Global Go To Think Tanks Report**. Over the last four months, a diverse panel of experts comprised of peer institutions, donors, directors of think tank networks, and representatives from intergovernmental organizations nominated over 350 think tanks to be considered for the distinction of being among the world's leading think tanks. With your help, we would like to make the final selections of the top think tanks globally, by region, by discipline, and by special areas of achievement. As you know, this is part of an ongoing research project designed to raise awareness among policymakers, donors, and the public of the important role these institutions play in the debate and formulation of public policy around the world.

The nomination and selection process has been vastly improved since our 2007 inaugural edition of the report: nominations are now divided into more specific categories; the panel of expert nominators is now more diverse; and a detailed set of criteria has been developed to guide the selection process. These changes have resulted in a larger, more diverse, and more representative pool of nominees. My staff and I carefully reviewed all the nominations, to ensure that each of the nominated institutions has received the required minimum of two nominations, and that there are no duplications or errors. While we have done our best to assure the accuracy of the nominated think tanks' names, there may remain some errors that eluded us; if you find any, please bring them to our attention. Please note some institutions have been nominated in several categories.

A slate of finalists by category has thus been provided for your consideration and final selection. No new nominations will be accepted at this time. Once the 2008 Global Go To Think Tanks are selected, they will be asked to complete the **2008 Think Tank Impact Survey** if they have not already done so. **Please note:** Institutions that do not submit a completed 2008 Think Tank Impact Survey will not be considered for the 2008 Global Go To Think Tanks Report even if they have been selected as one of the leading think tanks in the world. If your institution has been nominated you are **strongly encouraged** to submit a completed survey at your earliest convenience. Please do not wait until you have been selected to complete the survey. I encourage all think tanks to complete the survey so that the challenges and issues they face are reflected in the final report.

II. Selection Criteria

When making your selections, we suggest that you focus on aspects such as degree of influence, scale of operation, breadth of audience, and contribution of research and analysis to policymaking. 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 focus rather on universal, concrete features. To this end, please consider factors including but not limited to:

- Direct relationship between organization's efforts in a particular area, and positive change in that area, i.e. amount of goods and services available to citizens, state of physical and mental health, quality of environment, extent of political rights, access to institutions;
- Extent to which respected publishers agree to publish an organization's works;
- Ability to retain elite scholars and analysts;

- Access to elites in the area of policymaking, media, and academia;
- Academic reputation (formal accreditation; citations; publication in major academic books, journals, conferences, etc.);
- 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 organization's financial resources (endowment, membership fees, annual donations, government and private contracts, earned income),
- Ability of organization to meet the demands of those that fund it or to meet the goals of its respective grant-making institution;
- Overall output of organization (policy proposals, publications, interviews, conferences, staff nominated to official posts);
- Number of recommendations adopted by policymakers, staff serving advisory roles to policymakers, awards given to scholars;
- Usefulness of 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 knowledge gap between policymakers and "on the ground" realities;
- Ability to include new voices in the policymaking process;
- Ability of organization to be the hub for or central actor in issue and policy networks; and
- Success in challenging the traditional wisdom of policymakers and the public.

III. 2008 Global Go To Think Tank Nomination Categories

Category I. Top 50 Think Tanks Worldwide (non-U.S.)

Select 50 institutions from the list below.

Category II. Top Think Tanks by Research Area (Global)

Select 10 institutions from each of these categories:

- Top 10 International Development Think Tanks
- Top 10 Health Policy Think Tanks
- Top 10 Environment Think Tanks
- Top 10 Security and International Affairs Think Tanks
- Top 10 Domestic Economic Policy Think Tanks
- Top 10 Foreign Economic Policy Think Tanks
- Top 10 Social Policy Think Tanks

Category III. Top Think Tanks by Region (Regional)

Select 25 institutions from each of these categories:

- 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 IV. Think Tank with the Most Innovative Policy Idea/Proposal (Global)

Select 3 institutions from the list below.

Category V. Best New Think Tank (established in the last 3 years) (Global)

Select 3 institutions from the list below.

Category VI. Outstanding Policy-Oriented Public Policy Research Program (Global)
Select 3 institutions from the list below.

Category VII. Best Use of the Internet to Communicate Programs and Research (Global)
Select 3 institutions from the list below.

Category VIII. Best Use of the Media (Print or Electronic) to Communicate Programs and Research (Global)
Select 3 institutions from the list below.

Category IX. Most Impact on Public Policy or Policy Debates (Global)
Select 3 institutions from the list below.

Category X. Think Tank of the Year—Top Think Tank in the World
Select 1 institution from the list below.

**Place an X
next to your
Selections**

**Think Tanks and Civil Societies Program
2008 Global Go To Think Tank Nominations**

Email Selections to:
Jmcgann@sas.upenn.edu Or JM@FPRI.org

**Categories
Category I**

**List of Nominated Think Tanks By Category
Global Go To Think Tanks-Top Think World Wide (Select 50)**

	Adam Smith Institute – UK
	Africa Institute of South Africa – South Africa
	Al-Ahram Centre for Political and Strategic Studies (ACPSS) – Egypt
	Association for Liberal Thinking – Turkey
	Astrid – Italy
	Atlantic Institute for Market Studies – Canada
	Australian Institute of International Affairs – Australia
	Avenir Suisse – Switzerland
	Bonn International Center for Conversion (BICC) – Germany
	Brazilian Center for International Relations (CEBRI) – Brazil
	Bruegel – Belgium
	C.D. Howe Institute - Canada
	Canadian Institute of International Affairs – Canada
	Cathay Institution for Public Affairs - China
	Cedice Libertad - Venezuela
	Center for Applied Policy Research (CAP) – Germany
	Center for Civil Society - India

	Center for Conflict Resolution - South Africa
	Center for Entrepreneurship and Economic Development - Montenegro
	Center for Independent Studies - Australia
	Center for Policy Studies - UK
	Center for Policy Studies in Russia (PIR) - Russia
	Center for Political Studies - Denmark
	Center for Research and Communication - Philippines
	Center for Social and Economic Research - Poland
	Centre d'Etude d'Afrique Noire (CEAN) - France
	Centre for Chinese Studies - South Africa
	Centre for Economic Policy Research - UK
	Centre for European Policy Studies (CEPS) - Belgium
	Centre for European Reform (CER) - UK
	Centre for Free Enterprise - South Korea
	Centre for International Governance Innovation (CIGI) - Canada
	Centre for Strategic and International Studies (CSIS) - Indonesia
	Centro de Analisis e Investigacion (FUNDAR) - Mexico
	Centro de Estudios en Calidad de Vida y Desarrollo Social - Mexico
	Centro de Estudios Publicos, Chile
	Centro de Implementacion de Politicas Publicas para la Equidad y el Crecimiento (CIPPEC) - Argentina
	Centro de Investigación para el Desarrollo - Mexico
	Centro de Investigaciones de Relaciones Internacionales y Desarrollo - Spain
	Chatham House - UK
	China Reform Forum - China
	Chinese Academy of Social Sciences (CASS) - China
	Chinese Centre for Contemporary International Relations (CICR) - China
	Civitas - UK
	Conference Board of Canada - Canada
	Copenhagen Consensus Center - Denmark
	CPB Netherlands Bureau for Economic Analysis - Netherlands
	Danish Institute for International Studies - Denmark
	Delhi Policy Group - India
	Demos - UK
	E.G. West Center - UK
	Emirates Center for Strategic Studies - UAE
	ETH Zurich Forschungsstelle für Sicherheitspolitik und Konfliktanalyse - Switzerland
	EU Institute for Security Studies (EUISS) - France
	European Center for Development Policy Management (ECDPM) - Netherlands
	European Centre for International Political Economy (ECIPE) - Belgium
	European Council on Foreign Relations (ECFR)
	European Policy Centre (EPC) - Belgium
	European Research Institute (ERI) - UK
	F.A. Hayek Foundation - Slovakia
	Finnish Institute of International Affairs - Finland
	Fondation pour la recherche stratégique (FRS) - France
	Foreign Policy Centre - UK
	Fraser Institute - Canada

	Free Market Foundation - South Africa
	French Institute of International Relations (IFRI) - France
	French Research Center in International Economics (CEPII) - France
	Friends of Europe (Les Amis de l'Europe) - Belgium
	Fundacao Getulio Vargas - Brazil
	Fundacion Libertad - Argentina
	Fundacion para el Análisis y los Estudios Sociales - Spain
	Fundacion Seguridad y Democracia, Colombia
	Geneva Centre for the Democratic Control of Armed Forces - Switzerland
	German Council on Foreign Relations (DGAP) - Germany
	German Development Institute - Germany
	German Institute for Economic Research (DIW) - Germany
	German Institute for Global and Area Studies (GIGA) - Germany
	German Institute for Int'l and Security Affairs (SWP) - Germany
	German Institute for Int'l Politics and Security - Germany
	Ghana Centre for Democratic Development - Ghana
	Hayek Institut - Austria
	Health Reform.cz - Czech Republic
	Hellenic Foundation for European and Foreign Policy (ELIAMEP) - Greece
	Hong Kong Center for Economic Research - Hong Kong
	International Institute for Democracy and Electoral Assistance (IDEA) - Sweden
	Institute of Economic Affairs (IEA) - Ghana
	IMANI Center for Policy and Education - Ghana
	Indian Council for Research on Int'l Economic Relations (ICRIER) - India
	Institut Europeu de la Mediterrania (IEMed) - Spain
	Institute for Defense Studies and Analyses (IDSA) - India
	Institute for Democracy in South Africa (IDASA) - South Africa
	Institute for Economic Research - Germany (IFO)
	Institute for International and Strategic Relations (IRIS) - France
	Institute for International Policy Studies (IIPS) - Japan
	Institute for Fiscal Studies - UK
	Institute for Market Economics - Bulgaria
	Institute for National Strategic Studies (INSS) - Israel
	Institute for Peace Research and Security Policy (IFSH) - Germany
	Institute for Policy Analysis - Canada
	Institute for Policy Studies - Singapore
	Institute for Research on Public Policy - Canada
	Institute for Security Studies (ISS) - South Africa
	Institute for Strategic Strategies and Prognoses - Montenegro
	Institute for the USA and Canadian Studies (ISKRAN) - Russia
	Institute Montaigne - France
	Institute of Developing Economies, Japan External Trade Organization (IDE-JETRO) - Japan
	Institute of Development Studies (IDS) - UK
	Institute of Economic Affairs (IEA) - UK
	Institute of Energy Economics Japan (IEEJ) - Japan
	Institute of International and European Affairs (IIEA) - Dublin
	Institute of Southeast Asian Studies (ISEAS)
	Institute of World Economy and Int'l Relations (IMEMO) - Russia
	Institution of Statistical, Social, and Economic Research - Ghana

	Instituto Affari Internazionali (IAI) - Italy
	Instituto Apoyo – Peru
	Instituto Bruno Leoni - Italy
	Instituto de Ciencias Politicas - Colombia
	Instituto de Estudos Politicos, Universidade Catolica Portuguesa – Portugal
	Instituto Liberal Porto Alegre – Brazil
	Instituto Libertad y Democracia - Peru
	Inter Region Economic Network (IREN) - Kenya
	International Crisis Group - Belgium
	International Development Research Centre (IDRC) - Canada
	International Institute for Strategic Studies (IISS) - UK
	International Institute for Sustainable Development (IISD) - Canada
	International Policy Network - UK
	International Security Information Service Europe - Belgium
	Israel-Palestine Center for Research and Information (IPCRI) – Israel
	Israel Center for Social and Economic Progress - Israel
	Japan Institute for International Affairs (JIJA) - Japan
	Kiel Institute for World Economy (IfW) – Germany
	Korea Development Institute (KDI) – South Korea
	Korea Institute for Int'l Economic Policy (KIEP) – South Korea
	Liberalni Institut - Czech Republic
	Libertad y Desarrollo - Chile
	Lithuanian Free Market Institute - Lithuania
	Lowy Institute – Australia
	Maxim Institute – New Zealand
	Monday Morning – Denmark
	Montreal Economic Institute - Canada
	National Institute for Research Advancement (NIRA) - Japan
	Netherlands Institute of International Relations - Netherlands
	New Economic School - Georgia
	Nigerian Institute for International Affairs – Nigeria
	Nordiska Afrikainstitutet (NAI) – Sweden
	Norwegian Institute of International Affairs (NUPI) - Norway
	Overseas Development Institute (ODI) – UK
	Peace Research Institute of Frankfurt (HSFK) – Germany
	Peace Research Institute of Oslo (PRIO) - Norway
	Policy Network – UK
	Polish Institute of International Affairs - Poland
	Real Instituto Elcano - Spain
	Royal United Services Institute (RUSI) – UK
	Sejong Institute – South Korea
	Shanghai Institute for International Studies (SIIS) - China
	South African Institute of International Affairs (SAIIA) – S. Africa
	Stockholm International Peace Research Institute (SIPRI) - Sweden
	Timbro – Sweden
	Transparency International (TI) – Germany
	Turkish Social and Economic Studies Foundation (TESEV) – Turkey
	Unirule Institute of Economic Research - China
	Universidad de Ciencias Aplicadas (UCP) - Peru
	Wuppertal Institute - Germany

Category II Top Think Tanks By Major Research Area

(Select 10 for each Research Area)

Int'l

Development Select 10 Institutions

	Atlas Economic Research Foundation – USA
	Brookings Institution – USA
	Center for Global Development – USA
	Centre for International Development Issues Nijmegen – Netherlands
	Centro de Investigacion de Relaciones Internacionales y Desarrollo (CIDOB) – Spain
	Copenhagen Consensus Center – Denmark
	Council on Foreign Relations – USA
	European Centre for International Political Economy (ECIPE) – Belgium
	European Centre for Development Policy Management (ECDPM) – Netherlands
	Friends of Europe – Belgium
	Fundacion Internacional Para la Libertad – Argentina
	Fundacion para las Relaciones Internacionales y el Dialogo Exterior (FRIDE) – Spain
	German Development Institute – Germany
	Instituto Libertad y Democracia – Peru
	IMANI Center for Policy and Education – Ghana
	Institute of Development Studies – UK
	Institute on Governance – Canada
	Inter-American Dialogue (IAD) – USA
	International Development Center of Japan (IDCJ) – Japan
	International Development Enterprises - India
	International Food Policy Research Institute – USA
	International Institute for Environment and Development (IIED) – Argentina
	International Policy Network – UK
	Inter Region Economic Network (IREN) – Kenya
	Islamic Free Market Institute Foundation - USA
	Jerusalem Center for Social and Economic Progress – Israel
	MandE Network – UK
	New Economic School – Georgia
	North-South Institute – Canada
	Overseas Development Institute (ODI) – UK
	RAND Corporation – US
	South African Institute of International Affairs (SAIAA) – S. Africa
	Washington Office on Latin America – USA
	Woodrow Wilson Center - USA

Health Policy Select 10

	American Enterprise Institute – USA
	Baker Institute for Public Policy – USA
	Bloomberg School of Public Health, Johns Hopkins – USA
	Brookings Institution – USA
	Canadian Policy Research Networks, Inc. – Canada
	CATO Institute – USA
	Center for Global Development – USA
	Center for Medicine in the Public Interest - USA
	Center for Strategic and International Studies Africa Program – USA

	Civitas – UK
	Competitive Enterprise Institute – USA
	Council on Foreign Relations Global Health Program – USA
	Fraser Institute – Canada
	Galen Institute – USA
	Harvard School of Public Health Dept of Health Policy and Management & Dept of Global Health and Population – USA
	Health Reform.cz - Czech Republic
	HEARD University of Kwazulu Natal - South Africa
	Heartland Institute - USA
	Institute of Medicine – USA
	Manhattan Institute - USA
	National Bureau of Economic Research – USA
	National Center for Policy Analysis (NCPA) – USA
	National Center for Public Policy Research – USA
	Policy Exchange – UK
	RAND Corporation – USA
	S. Rajaratnam School of International Studies - Singapore
	Southern Africa Regional Poverty Network (SARPN) – S. Africa
	Urban Institute – USA

Environment Select 10 Institutions

	American Enterprise Institute - USA
	Baker Institute for Public Policy – USA
	Brookings Institution – USA
	Carnegie Endowment for International Peace – USA
	CATO Institute – USA
	Competitive Enterprise Institute - USA
	E3G – UK
	Energy Research Institute - USA
	Frontier Center for Public Policy - Canada
	German Development Institute – Germany
	Heartland Institute - USA
	Heritage Foundation - USA
	Instituto Juan de Mariana - Spain
	Institute for Economic Analysis - Russia
	Institute for Energy Research - USA
	Institute of Economic Affairs – UK
	International Policy Network – UK
	Kennedy School of Government - USA
	Pew Center – USA
	Potsdam Institute for Climate Impact Research – Germany
	Property and Environment Research Center (PERC) - USA
	RAND Corporation – USA
	Resources for the Future (RFF) – USA
	Stanford University Program on Energy and Sustainable Development – USA
	UC Davis Institute of Transportation Studies – USA
	World Resources Institute – USA
	Worldwatch Institute - USA

**Security,
Int'l Affairs Select 10 Institutions**

	African Center for the Constructive Resolution of Disputes
--	--

	(ACCORD) – South Africa
	American Enterprise Institute – USA
	Australian Institute of International Affairs – Australia
	Baker Institute for Public Policy – USA
	Brookings Institution – USA
	Canadian Institute of International Affairs – Canada
	Carnegie Endowment for International Peace – USA
	Carter Center – Center
	Center for Democratic Development (CDD) -Ghana
	Canadian Defense and Foreign Affairs Institute (CDFAI) – Canada
	Center for a New American Security – USA
	Center for American Progress – USA
	Center for Strategic and Budgetary Assessments – USA
	Center for Strategic and International Studies – USA
	Chatham House – UK
	Council on Foreign Relations – USA
	Danish Institute for International Studies – Denmark
	Deutsche Gesellschaft fuer Auswaertige Politik (DGAP) – Germany
	European Centre for Development Policy Management (ECDPM) – Netherlands
	European Policy Centre (EPC) – Belgium
	European Stability Initiative – Germany
	European Union Institute for Security Studies (EUISS) – France
	Foreign Policy Research Institute (FPRI) – USA
	French Institute of International Relations (IFRI) – France
	Fundacion para las Relaciones Internacionales y el Dialogo Exterior (FRIDE) – Spain
	German Institute for Int'l and Security Affairs (SWP) – Germany
	Hoover Institution – USA
	Hudson Institute – USA
	International Institute for Democracy and Electoral Assistance (IDEA) – Sweden
	Instituto Affari Internazionali – Italy
	Institute for Defense Studies and Analyses (IDSA) – India
	Institute for National Security Studies (INSS) – Israel
	Institute for Security Studies (ISS) – South Africa
	International Crisis Group – USA
	International Institute for Strategic Studies (IISS) – UK
	International Peace Institute – USA
	International Relations and Security Network (ISN) – Switzerland
	Israel-Palestine Committee for Research and Information (IPCRI) – Israel
	Japan Institute of International Affairs (JIJA) – Japan
	Monterey Institute for International Studies – USA
	Netherlands Institute of International Relations – Netherlands
	New America Foundation – USA
	Nixon Center – USA
	Norwegian Institute of Peace Studies (PRIO) – Norway
	Overseas Development Institute – UK
	Prague Security Studies Institute – Czech Republic
	RAND Corporation – USA
	Real Instituto Elcano – Spain
	Royal United Services Institute for Defense and Security (RUSI) – UK

	SAIS Center for Transatlantic Relations Johns Hopkins - USA
	Security and Defense Agenda (SDA) - Belgium
	Shanghai Institute for International Studies (SIIS) - China
	South African Institute of Int'l Studies (SAIIA) - South Africa
	Stockholm International Peace Research Institute (SIPRI) - Sweden
	Transparency International - Germany
	US Institute of Peace - USA
	York Center for International and Security Studies (YCISS) - Canada

**Domestic
Econ Policy**

Select 10 Institutions

	American Enterprise Institute - USA
	American for Tax Reform - USA
	Astrid - Italy
	Baker Institute for Public Policy - USA
	Brookings Institution - USA
	Bruegel - Belgium
	C.D. Howe Institute - Canada
	CATO Institute - USA
	Center for American Progress - USA
	Center for Economic and Policy Research - USA
	Center on Budget and Policy Priorities - USA
	Danish Center for Political Studies (CEPOS) - Denmark
	Competitive Enterprise Institute - USA
	Conference Board of Canada - Canada
	Economic Policy Institute - USA
	F.A. Hayek Foundation - Slovakia
	Fraser Institute - Canada
	Fundacion Libertad - Argentina
	Heritage Foundation - USA
	Hoover Institution - USA
	Human Sciences Research Council (HSRC) - South Africa
	Hudson Institute - USA
	IFO Institute for Economic Research - Germany
	Institut Montaigne - France
	Institute for Market Economics - Bulgaria
	Libertad y Desarrollo - Chile
	Mackinac Center for Public Policy - USA
	National Bureau of Economic Research - USA
	National Center for Policy Analysis - USA
	New America Foundation - USA
	Nomura Research Foundation - Japan
	Pacific Research Institute - USA
	Peterson Institute for Int'l Economics - USA
	Pew Center - USA
	Politeia - UK
	RAND Corporation - USA

**International
Econ Policy**

Select 10 Institutions

	Adam Smith Institute - UK
	American Enterprise Institute - USA
	Baker Institute for Public Policy - USA

	Brookings Institution - USA
	Bruegel - Belgium
	CATO - USA
	Center for American Progress - USA
	Center for Global Development - USA
	Center for Independent Studies (CIS) - Australia
	Center for Strategic and International Studies - USA
	Center for Study of Financial Innovation - UK
	Centre for Economic Policy Research - UK
	Centre for European Policy Studies (CEPS) - Belgium
	Centre for Chinese Studies - South Africa
	Centro de Estudios Publicos - Chile
	Centro de Estudio de Realidad Economica y Social (CERES) - Uruguay
	Council on Foreign Relations - USA
	European Centre for Development Policy Management (ECDPM) - Netherlands
	Economic Policy Institute - USA
	European Centre for International Political Economy (ECIPE) - Belgium
	Fundacion para el Analisis y los Estudios Sociales (FAES) - Spain
	Fraser Institute - Canada
	Heritage Foundation - USA
	Human Sciences Research Council (HSRC) - South Africa
	Institute for International Economics - USA
	Institute for World Economics of the Hungarian Academy of Sciences (IWE) - Hungary
	Instituto Bruno Leoni - Italy
	Lithuanian Free Market Institute - Lithuania
	Libertad y Desarrollo - Chile
	National Bureau of Economic Research - USA
	Peterson Institute for International Economics - USA
	South African Institute of International Affairs - South Africa
	Timbro - Sweden
	Vienna Institute for International Economics Studies (WIIW) - Austria

Social Policy Select 10 Institutions

	American Enterprise Institute -USA
	Baker Institute for Public Policy - USA
	Brookings Institute - USA
	Caledon Institute - Canada
	Center for American Progress- USA
	Canadian International Development Agency - Canada
	Civitas - UK
	Family Policy Research Council - USA
	Heritage Institute - USA
	Hoover Institution - USA
	Human Sciences Research Council (HSRC) - South Africa
	Independent Institute - USA
	Manhattan Institute - USA
	Maxim - New Zealand
	National Bureau of Economic Research - USA
	Nation Center for Policy Analysis- USA

	Overseas Development Institute (ODI) – UK
	RAND Corporation – USA
	Social Affairs Unit – UK
	Social Science Research Council (SSRC) – USA
	Urban Institute – USA

Category III Top Think Tanks By Region
US Select 25 Institutions

	American Enterprise Institute (AEI)
	Aspen Institute
	ATLAS Economic Research Foundation
	Baker Institute for Public Policy
	Brookings Institution
	Carnegie Endowment for International Peace
	Carter Center
	CATO Institute
	Competitive Enterprise Institute
	Center for American Progress
	Center for Global Development
	Center for Security and International Studies
	Center for Strategic and International Studies
	Center for International Private Enterprise
	Council on Foreign Relations
	EastWest Institute
	Economic Growth Center (EGC)
	Foundation for Economic Education
	Heritage Foundation
	Hoover Institution
	Hudson Institute
	Human Rights Watch
	Independent Institute
	Institute for Justice
	Initiative for Global Development (IGD)
	Institute for International Economics (ANA Peterson Institute International Economics)
	Institute of International Finance
	International Peace Institute
	Lawrence Berkeley National Laboratory
	Liberty Fund
	Mackinac Center for Public Policy
	Manhattan Institute
	Mercatus Center
	National Bureau of Economic Research (NBER)
	National Center for Policy Analysis (NCPA)
	New America Foundation
	Nixon Center
	Peterson Institute for Int'l Economics (FNA Intstitute for International Economics)
	Progress and Freedom Foundation
	Progressive Policy Institute
	RAND
	Reason Foundation
	Resources for the Future (RFF)
	Rockridge Institute

	Stimson (Henry) Center
	Center for Transatlantic Relations SAIS Johns Hopkins
	United States Institute of Peace
	Urban Institute
	Woodrow Wilson International Center for Scholars
	World Policy Institute

Mexico and Canada Select 25 Institutions

	Atlantic Institute for Market Studies (AIMS) – Canada
	C.D. Howe Institute – Canada
	Canada West Foundation – Canada
	Canadian Council for Chief Executives – Canada
	Canadian Institute of International Affairs – Canada
	Canadian International Council (CIC) – Canada
	Canadian Defense and Foreign Affairs Institute – Canada
	Center of Research for Development – Mexico
	Centre for International Governance Innovation (CIGI) – Canada
	Centro de Analisis e Investigacion (FUNDAR) – Mexico
	Centro de Estudios en Calidad de Vida y Desarrollo Social – Mexico
	Centro de Estudios en Educacion y Economia – Mexico
	Centro de Investigacion y Docencia Economica – Mexico
	Centro de la Investigacion para el Desarrollo, A.C. – Mexico
	Colegio de Mexico – Mexico
	Conference Board of Canada – Canada
	Consejo Mexicano de Asuntos Internacionales (COMEXI) – Mexico
	Fraser Institute – Canada
	Frontier Center for Public Policy – Canada
	Institute for Policy Analysis – Canada
	Institute for Research on Public Policy – Canada
	Institute of Politics – Canada
	Instituto para la Seguridad y Democracia – Mexico
	International Development Research Centre (IDRC) – Canada
	Montreal Economic Institute – Canada
	Public Policy Forum – Canada
	Queen's Centre for International Relations (QCIR) – Canada

Latin America Select 25 Institutions

	Argentine Council for International Relations – Argentina
	Asociacion por los Derechos Civiles - Argentina
	Cedice Libertad - Venezuela
	Center for the Study of State and Society (CEDES) - Argentina
	Centro Brasileiro de Analise e Planejamento (CEBRAP) – Brazil
	Centro Brasileiro de Relações Internacionais (CEBRI) - Brazil
	Centro de Estudos de Criminalidade e Seguranca Publica - Brazil
	Centro de Estudios de la Justicia de las Americas – Chile
	Centro de Estudios Legales y Sociales - Argentina
	Centro de Estudios Publicos – Chile
	Centro de Implementacion de Politicas Publicas para la Equidad y el Crecimiento (CIPPEC) - Argentina
	Centro Latinoamericano de Economía Humana (CLAEH) - Uruguay
	Centro de Estudio de Realidad Economica y Social (CERES) – Uruguay

	Centro de Investigaciones Economicas Nacionales (CIEN) - Guatemala
	Centro para la Apertura el Desarrollo de America Latina (CADAL) - Argentina
	Consejo Argentino de Relaciones Internacionales (CARI) - Argentina
	Dejusticia - Colombia
	Facultad Latinoamericana de Ciencias Sociales (FLACSO) - Costa Rica
	Fundacion de Investigaciones Economicas Latinoamericans (FIEL) - Argentina
	Forum Brasileiro de Seguranca Publica - Brazil
	Fundacion Libertad y Democracia (FULIDE) - Bolivia
	Fundacao Getulio Vargas - Brazil
	Fundacion Atlas 1853 - Argentina
	Fundación Dr. Guillermo Manuel Ungo (FUNDAUNGO) - El Salvador
	Fundacion Hayek - Argentina
	Fundacion Libertad - Argentina
	Fundacion Seguridad y Democracia - Colombia
	Fundacion Ideas Para la Paz - Colombia
	Institute Apaya - Peru
	Instituto de Ciencias Politicas - Colombia
	Instituto de Defensa Legal - Peru
	Instituto de Estudios Peruanos (IEP) - Peru
	Instituto de Libre Empresa - Peru
	Instituto Liberal de Porto Alegre - Brazil
	Instituto Libertad y Democracia - Peru
	Libertad y Desarrollo - Chile
	Nucleo de Estudios de la Violencia - Brazil
	Universidad de Ciencias Aplicadas (UPC) - Peru

Middle East & North Africa **Select up to 25 Institutions**

	Al Ahram Center for Strategic and Political Studies - Egypt
	Alternate Solutions Institute - Pakistan
	Association for Liberal Thinking - Turkey
	Center for Palestine Research and Studies - Palestine
	Center for Strategic Studies - Jordan
	Centre de l'Etude et de Recherches en Sciences Sociales - Morocco
	Economic Cooperation Foundation - Israel
	Egyptian Center for Economic Studies - Egypt
	Emirates Center for Strategic Studies and Research - UAE
	Free Minds Association - Azerbaijan
	Gulf Research Center - Dubai
	Institute for National Strategic Studies - Israel
	Israel-Palestine Center for Research and Information (IPCRI) - Israel
	Israel Center for Social and Economic Progress - Israel
	Jerusalem Institute for Market Studies - Israel
	Lebanese Center for Policy Studies (LCPS) - Lebanon
	Moshe Dayan Center - Israel
	Palestinian Academic Society for the Study of Int'l Affairs - Palestine
	Reut Institute - Israel
	Robin Center - Israel

	Turkish Social and Economic Studies Foundation (TESEV) – Turkey
	Van Leer Jerusalem Institute – Turkey

Southern Africa **Select up to 25 Institutions**

	African Center for the Constructive Resolution of Disputes (ACCORD) – South Africa
	Africa Institute of South Africa – South Africa
	Centre for Conflict Resolution – South Africa
	Centre for Development and Enterprise - South Africa
	Centre for Development Studies – Ghana
	Centre for Global Dialogue – South Africa
	Centre for Policy Analysis (CEPA) – Ghana
	Centre for Policy Studies – South Africa
	Council for the Development of Social Science Research in Africa (CODESRIA) – Senegal
	Electoral Institute of Southern Africa (EISA) – South Africa
	Free Market Foundation – South Africa
	Ghana Centre for Democratic Development – Ghana
	Institute of Economic Affairs – Ghana
	IMANI Center for Policy and Education - Ghana
	Initiative for Public Policy Analysis - Nigeria
	Institute for Democratic Governance (IDEG) – Ghana
	Institute for Democracy in South Africa (IDASA) – South Africa
	Institute for Global Dialogue (IGD) – South Africa
	Institute for Justice and Reconciliation – South Africa
	Institute for Policy Alternatives (IPA) – Ghana
	Institute for Public Policy Affairs - Nigeria
	Institute for Security Studies (ISS) – South Africa
	Institute for Statistical, Social, and Economic Research – Ghana
	Integrated Social Development Centre (ISODEC) - Ghana
	Inter Region Economic Network (IREN) – Kenya
	Kenyan Institute for Public Policy – Kenya
	Nigerian Institute of International Affairs (NIIA) – Nigeria
	Private Enterprise Foundation (PEF) – Ghana
	South African Institute of International Affairs (SAIIA) – South Africa
	South African Institute of Race Relations – South Africa

W. Europe **Select 25 Think Tanks**

	Adam Smith- UK
	Aspen Institute Italia – Italy
	Avenir Suisse – Switzerland
	Bertelsmann Foundation – Germany
	Bruegel – Belgium
	Center for Applied Policy Research – Germany
	Center for European Integration Studies (ZEI) – Germany
	Centre for European Reform (CER) – UK
	Centre for Policy Studies – UK
	Center for Political Studies – Denmark
	Centre d'Etude d'Afrique Noire (CEAN) – France
	Centre for European Policy Studies (CEPS) – Belgium
	Centre for Economic Policy Research (CEPR) – UK
	Centre for Research into Post-Communist Economies (CRCE) – UK

	Chatham House – UK (FNA Royal Institute of International Affairs)
	Civitas – UK
	Copenhagen Consensus Center – Denmark
	Demos – UK
	European Centre for International Political Economy (ECIPE) – Belgium
	E.G. West Center – UK
	European Centre for Development Policy Management (ECDPM) – Netherlands
	European Council on Foreign Relations (ECFR) – UK
	European Policy Center (EPC) – Belgium
	European Union Institute for Security Studies (EUISS) – France
	Fundacion para el Analisis y los Estudios Sociales (FAES) – Spain
	Fondation pour l'Innovation Politique – France
	Foreign Policy Centre – UK
	French Institute of International Relations (IFRI) – France
	French Research Center in International Economics (CEPII) – France
	Fundacion para las Relaciones Internacionales y el Dialogo Exterior (FRIDE) – Spain
	Friedrich Naumann Foundation – Germany
	Friends of Europe – Belgium
	Fundacion Alternativas – Spain
	Fundacion Burke – Spain
	Fundacion para las Relaciones Internacionales y el Dialogo Exterior (FRIDE) – Spain
	German Council on Foreign Relations (DGAP) – Germany
	German Development Institute – Germany
	German Institute for Economic Research (DIW) – Germany
	German Institute for Global and Area Studies (GIGA) – Germany
	German Institute for Int'l and Security Affairs (SWP) – Germany
	German Institute for Int'l Politics and Security – Germany
	Hellenic Foundation for European and Foreign Policy (ELIAMEP) – Greece
	Hellenic Leadership Institute – Greece
	Instituto de Estudos Politicos, Universidade Catolica Portuguesa – Portugal
	Ifo Institute for Economic Research – Germany
	Institute for Economic Studies-Europe – France
	Institute Montaigne – France
	Institute of Development Studies – UK
	Institute of Economic Affairs – UK
	Institute of International and European Affairs (IIEA) – Ireland
	Institute for European Politics – Germany
	Institute for Fiscal Studies – London
	Instituto Affari Internazionali (IAI) – Italy
	Instituto Bruno Leoni – Italy
	Instituto Futuro – Spain
	Instituto Juan de Mariana – Spain
	International Crisis Group – Belgium
	International Institute for Strategic Studies – UK
	International Policy Network – UK
	Max Planck Institute for the Study of the Societies – Germany
	Netherlands Institute of International Relations – Netherlands
	Nordiska Afrikainstitutet – Sweden

	Norwegian Institute of International Affairs - Norway
	Norwegian Institute of Peace Studies (PRIO) – Norway
	Overseas Development Institute – ODI
	Policy Network – UK
	Real Instituto Elcano – Spain
	Royal Institute of International Affairs (ANA Chatham House) – UK
	Stockholm International Peace Research Institute – Sweden
	Swedish Institute of International Affairs (UI) – Sweden
	Timbro – Sweden
	Wuppertal Institute – Germany

E. Europe Select 25 Institutions

	Adriatic Institute for Policy Studies – Croatia
	Advanced Social Technologies – Armenia
	Albanian Institute for International Studies – Albania
	Armenian International Policy Research Group – Armenia
	Carnegie Moscow Center – Russia
	Caucasus Research Resource Centre – Armenia
	Center for Economic and Social Reform – Poland
	Center for Entrepreneurship and Economic Development – Montenegro
	Center for International Relations (CSM) – Poland
	Center for Liberal Strategies - Bulgaria
	Center for Liberal Studies – Georgia
	Center for Liberal-Democratic Studies – Serbia
	Center for Policy Studies in Russia (PIR) – Russia
	Center for Policy Studies at Central European University – Hungary
	Center for Security and Defense Studies – Hungary
	Center for Social and Economic Research (CASE) – Poland
	Center for Social Practices – Bulgaria
	Center for the Study of Democracy – Bulgaria
	F.A. Hayek Foundation – Slovakia
	Foundation for Applied Political Research INDEM – Russia
	Georgian Foundation for Strategic and International Studies – Georgia
	Health Reform.cz - Czech Republic
	Hellenic Leadership Institute - Greece
	Institute for Contemporary Development – Russia
	Institute for Democracy and Mediation – Albania
	Institute for Development and Social Initiatives IDIS – Moldova
	Institute of International Relations – Czech Republic
	Institute for Market Economics – Bulgaria
	Institute for Privatization and Management – Belarus
	Institute for Public Affairs (IVO) – Slovakia
	Institute for Public Policy – Kyrgyzstan
	Institute for Strategic and Defense Studies – Hungary
	Institute for the USA and Canadian Studies – Russia
	Institute of World Economy and International Relations – Russia
	International Centre for Human Development – Armenia
	International Center for Policy Studies – Ukraine
	Liberalni Institut - Czech Republic
	Lithuanian Free Market Institute – Lithuania
	Ludwig von Mises Institut – Romania
	New Economic School – Georgia

	Polish Institute of International Affairs – Poland
	Prague Security Studies Institute – Czech Republic
	Razumkov Centre – Ukraine
	Research Centre Sharq – Tajikistan
	Scientific Research Mises Center – Belarus
	SIGMA Group – Russia
	Stefan Batory Foundation – Poland

Asia Select 25 Institutions

	Asian Forum Japan (AFJ) – Japan
	Cathay Institute for Public Affairs – China
	Center for Civil Society – India
	Center for Free Enterprise - South Korea
	Center for Research and Communication (CRC) – Philippines
	Center for Strategic and International Studies – Indonesia
	Centre for Contemporary International Relations (CICIR) – China
	China Institute for Contemporary International Relations (CICIR) – China
	China Institute for International Studies (CIIS) – China
	China Reform Forum - China
	Chinese Academy of Social Sciences (CASS) - China
	Delhi Policy Group - India
	Hong Kong Centre for Economic Research (HKCER) - Hong Kong
	Institute for Defense and Strategic Studies - Singapore
	Institute for Defense Studies and Analysis - India
	Institute for International Policy Studies - Japan
	Institute of Energy Economics Japan (IEEJ) – Japan
	Institute of South East Asian Studies - Singapore
	Japan Institute of International Affairs (JIIA) – Japan
	Japanese for Tax Reform - Japan
	Korea Development Institute – South Korea
	Liberty Institute – India
	Lion Rock Institute - Hong Kong
	Lowy Institute for International Policy - Australia
	Malaysian Institute of Economic Research (MIER) – Malaysia
	National Institute for Defense Studies - Japan
	National Institute for Research Advancement - Japan
	Philippine Institute for Development Studies (PIDS) – Philippines
	Research Institute of Economy, Trade and Industry (RIETI) - Japan
	Sejong Institute – South Korea
	Shanghai Institute for International Studies - China
	Strategic Foresight Group - India
	Taiwan Foundation for Democracy – Taiwan
	TEPAV IPRI - Economic Policy Research Foundation of Turkey Int'l Policy Research Institute - Turkey
	The Energy and Resources Institute (TERI) - India
	Third World Network – Malaysia
	Unirule – China

**Category IV Please type in your selections for Categories IV-X
Think Tank with the Most Innovative Policy Idea/Proposal
Select 3 Institutions**

**Category V Best New Think Tank (Established in the last 3 years)
Select 3 Institutions**

**Category VI Outstanding Public Policy Research Program
Select 3 Institutions**

**Category VII Best Use of the Internet to Engage to the Public
Select 3 Institutions**

**Category VIII Most Impact on Public Policy or Policy Debates
Select 3 Institutions**

**Category IX Best Use of the Media (Print or Electronic) to Communicate
Programs and Research Select 3 Institutions**

**Category X Top Think Tank of the Year-Top Think Tank in the World
Select 1 institution**

**Thank you for taking the time to complete and return your selections for the
2008 top think tanks in the world.**

Think Tank and Civil Societies Program

The Think Tanks and Civil Societies Program (TTCSP) examines 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 25 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.

THINK TANKS AND CIVIL SOCIETIES PROGRAM © 2008, 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
635 Williams Hall
255 S. 36th Street
Philadelphia, PA 19104-6305 U.S.A.
Telephone: +1-215-746-2928 or +1-215-732 3774 ext. 209
Email: jmcgann@sas.upenn.edu