

Think Tanks and Civil Societies Program

International Relations Program

University of Pennsylvania

635 WILLIAMS HALL

255 S. 36TH STREET

PHILADELPHIA, PA 19104-6305

DIRECT LINE: (215) 746-2928

MAIN OFFICE: (215) 898-0452

EMAIL: jmcgann@sas.upenn.edu

January 31, 2011

Dear Friend and Colleague:

I am pleased to announce that the 2010 Global Go To Think Tanks Rankings and trends report is now available. You can download the report at: www.gotothinktank.com and they can also be accessed on the University of Pennsylvania's news web site at:

<http://www.upenn.edu/pennnews/news/penn-based-index-shows-rise-asian-latin-american-african-think-tanks-brookings-institution-top->

The publication of the report represents the culmination of a process that takes approximately 8 months to complete and involves the support of think tanks and experts from every region of the world. The rankings are conducted without the benefit of a full time staff or budget and are made possible with the assistance of a group of research interns from the University of Pennsylvania and other colleges in the area.

A snapshot of the peer institutions and experts who participated in the process is provided below:

- 250 nominated expert panelists
- 150 journalists and scholars who cover politics, think tanks and civil society
- 30 current and former directors of think tank programs and networks
- 40 public and private donors
- 63 civil society representatives
- 100s of think tanks
- 25-30 intergovernmental organizations

- 80 academic institutions

I am pleased to report that our outreach efforts in Eastern and Central Europe, Asia, Africa and Latin America were successful and the global reach of the rankings is clearly reflected in the statistics provided below:

- 6480 think tanks from 169 countries were invited to participate in the process
- 1500 individuals from 120 countries participated in the nominations and rankings process
- Think tanks were nominated and then ranked in 29 categories
- Total number of think tanks nominated 5491
- Total number of nominations for all 29 categories 17,971
- 75 think tanks nominated for the top think in the world

We are constantly trying to improve the quality of our data on think tanks so that critical changes in countries and regions are reflected in our research. This year we conducted a comprehensive assessment of the nominations and rankings process and launched an intensive outreach effort to increase the rigor and reach of the Global Go To Think Tank Rankings. We are always looking for ways to enhance the process so I welcome your comments and suggestions on how we might improve the nomination and rankings. We also welcome the names and contact information for prospective Expert Panel members for the functional and geographic regions covered by the rankings.

As you may know, our initial effort to produce a list of the leading think tanks in the world grew out of a series of requests from donors and journalists to produce national, regional and international lists of the top think tanks. Our continuing effort is now defined by our desire to understand their role in governments and civil societies around the world so we can help improve their capacity and performance.

We believe our system of ranking the top think tanks using a shared definition of public policy research, analysis and engagement organizations, a detailed set of selection criteria and an open and transparent nomination and selection process has tremendous utility for think tanks, policymakers, donors and the public. We are particularly pleased by the increased participation from developing countries which allows us to bring special attention to the important work they are doing under often very difficult circumstances.

Thanks again for all your support over the years and for helping make the Think Tanks and Civil Society Program a success.

Sincerely

James G. McGann, Ph.D.

Assistant Director

International Relations Program

University of Pennsylvania

Director

Think Tanks and Civil Societies Program

“Helping to bridge the gap between knowledge and policy”

2010 Top Think Tank Categories

1. Top Think Tank in the World

- Think Tank of the Year 2010 – Top Think Tank in the World
- Top Think Tanks Worldwide (Non-US)
- Top Think Tanks Worldwide (US and Non-US)

2. Top Think Tanks by Region

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

3. Top Think Tanks by Research Area

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

- Top Social Policy Think Tanks
- Top Science and Technology Think Tanks
- Top Transparency and Good Governance Think Tanks

4. Top Think Tanks by Special Achievement

- Think Tanks with the Most Innovative Policy Ideas/Proposals
- Best New Think Tanks (established in the last 18 months)
- Outstanding Policy-Oriented Public Policy Research Program
- Best Use of the Internet to Engage the Public
- Best Use of the Media (Print or Electronic) to Communicate Programs and Research
- Best External Relations/Public Engagement Program
- Greatest Impact on Public Policy
- Best University Affiliated Think Tanks
- Best Government Affiliated Think Tanks
- Best Party Affiliated Think Tanks

James G. McGann, Ph.D.
Assistant Director, International Relations Program
Director, Think Tanks and Civil Societies Program
University of Pennsylvania
635 Williams Hall
255 S. 36th Street
Philadelphia, PA 19104-6304

Main Office: 215 898-0452
Direct Line: 215 746-2928
Mobile: 215 206-1799
Email: jmcgann@sas.upenn.edu
IR Web site: <http://www.sas.upenn.edu/irp/>

THE GLOBAL “GO-TO THINK TANKS”

2010



The Leading Public Policy Research Organizations In The World

**Final UNITED NATIONS UNIVERSITY EDITION
JANUARY 18, 2011
Updated 1/31/11**

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

***THE 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

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Acknowledgements

First and foremost, I want to express my deep appreciation to all the scholars, think tank directors, journalists, policy makers and donors from every region of the world who took time out of their busy schedules to participate in the 2010 think tank rankings. I also want to thank my research interns for their help in collecting and analyzing the data collected for this research project. Special thanks goes to Robert Gard, International Relations Program, University of Pennsylvania who served as the project lead for this year's report.

INTRODUCTION

The 2010 Global Go To Think Tank Rankings marks the fourth edition of what has now become an annual report. The Think Tanks and Civil Societies Program at the International Relations Program, University of Pennsylvania has created a process for ranking think tanks around the world. It is the first comprehensive ranking of the world's top think tanks, based on a worldwide survey of close to 1500 scholars, policy makers, journalists and regional and subject area experts. The think tank index has been described as the insider's guide to the global marketplace of ideas. All 6480 think tanks in the world were contacted and encouraged to participate in this year's nominations process. For this ambitious global project, I have assembled a panel of over 250 experts from around the world, across the political spectrum and from every discipline and sector to help nominate and select public policy research centers of excellence for 2010. This group of peers and experts were asked to nominate and then rank regional or global centers of excellence that they felt should be recognized for producing rigorous and relevant research, publications and programs in one or more substantive areas of research.

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

The primary objective of the rankings is to recognize some of the leading public policy think tanks in the world and highlight the important contributions these organizations are making to governments and civil societies around the world. In five short years the Global Go To Index has become an authoritative source for the top public policy research institutes in the world. Last year's Report was launched at a briefing at the United Nations University in New York and at the Johns Hopkins University, School of Advanced International Studies (SAIS) in Washington DC. Over 225 diplomats, foundations and think tanks attended the meeting at the UN and over 100 print and electronic media outlets featured the findings of the study.

Contained in this Report are the results of the 2010 Global Go To Think Tank Rankings. Also included in this report is a summary of the major trends and issues that think tanks face across the globe. These trends were identified through our annual survey of think tanks and interviews with the staff of think tanks and civil society organizations in every region of the world.

Every year we try to respond systematically to comments and suggestions for how we might improve the nomination and rankings process but this year we devoted considerable time and energy to evaluating the entire process. Based on the findings of the evaluation and the other input we received for how to improve the quality and representativeness of the rankings we instituted several changes. Specifically, we made some minor changes to the wording of the nomination and rankings criteria so the meaning was clearer, launched an aggressive outreach effort in Asia, Latin America, Africa and MENA and proposed a set of options for changing the process for the Expert Panel to consider. After careful consideration of how to organize the nominations and rankings process we settled on a mixed approach that was explained in the letter I sent out to every institution in August 2010. This change resulted in turning the process on its head by having an open nominations process in which all 6480 think tanks were invited to submit nominations, rather

than having the Expert Panel develop the initial slate of institutions to be ranked as we had done in previous years. The changes dramatically increased the levels of participation from the regions listed above and greatly improved the quality and representativeness of the universe of institutions that were nominated this year. The fact that individuals and organizations from 120 countries participated in this year's nominations and rankings process is a clear testament to the success of these efforts.

While this year's selection process is greatly improved, a number of qualifications are still in order. First and foremost, the significant differences between the levels of development and resources in the world continue to contribute to certain regions being underrepresented on the top 50 think tanks in the world list. We suspect that this has to do with the relatively small number of think tanks in developing countries, their underdeveloped capacity and the limited resources available to these organizations. The unfortunate reality is that there are simply more and better-funded think tanks in the Organization for Economic Co-Operation and Development (OECD) countries. In addition, the dominant role these countries play in world politics and the influence they exert over political, economic and social thinking is reflected in the global prominence of their think tanks. That being said, the real story is not what organizations make it on the list of the Top 50 think tanks in the world but the ones who make it on the list for the top think tanks in Africa, Latin America, Asia and Eastern and Central Europe.

Despite our best efforts to consult widely and create a rigorous and inclusive process, we cannot eliminate all bias from the selection of the top think tanks in the world. We fully recognize that personal, regional, ideological, and disciplinary 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 US think tanks (see the list of the top 50 Think Tanks in the US) were not included in the universe of institutions considered for the Top Think Tanks Worldwide list because we felt their inclusion would have a distorting effect on the global rankings. By organizing the process in this way, we were able to further highlight the lesser-known think tanks in other regions of the world.

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

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

Methodology and Timeline

In 2010, the Global Go-To Think Tank Rankings (GGTTTR) process for nominating and selecting the leading public policy research organizations (think tanks) was restructured based on feedback we received from scholars, think tanks and experts who had participated in the nomination and selection process since its inception five years ago. This evaluation resulted in a number of improvements to the nomination and ranking process including the creation of new

categories (i.e. science and technology think tanks, government affiliated think tanks and political party think tanks), the expansion and diversification of our Expert Panel, and broader and deeper participation from every region of the world.

Prior to launching the 2010 rankings, extensive research was conducted to develop a comprehensive universe of all the known think tanks in the world. Relying on previous studies, think tank directories and databases, and experts in the field, I identified a universe of 6,480 institutions for possible inclusion in the study. Once the universe of think tanks was established, a team of 30 interns spent two months updating and verifying the contact information for all of the institutions using internet searches and institution profile surveys which were sent to all 6,480 institutions in the Think Tanks and Civil Societies database.

A month prior to the commencement of the 2010 rankings, an announcement letter was sent out to all 6,480 institutions in order to seek final recommendations for improving the methodology and the nominations of potential expert panelists. Furthermore, a survey was concurrently distributed to the expert panelists in order to evaluate the efficacy of previous criteria used in nominating and ranking think tanks.

This year's process and schedule is summarized below:

Round I Nominations July 15 - August 20, 2010

Call for Nominations is sent to 6,480 think tanks and approximately 500 journalists, public and private donors and policy makers from around the world. These nominations are tabulated and institutes with six or more nominations are included in the 2010 think tank rankings process. Individuals who served on last year's expert panel and those who are nominated are invited to serve on the 2010 expert panel. Experts from every region and functional area being ranked will be represented on the expert panel.

Round II Peer/Expert Rankings September/November 29, 2010

Think Tanks with five or more nominations are placed on an electronic ranking survey. A letter announcing the second round is emailed to the 6,480 think tanks and the journalists, public and private donors and policy maker group. The rankings are tabulated and the list of finalists is generated for the Expert Panel to review and make the final selections. The list of nominated institutions was then shared with members of the Expert Panel and they were asked to identify any serious errors, omissions or irregularities in the slate of nominated institutions.

Round III Expert Panel Selects 2010 Go To Think Tanks December/January 2011

Expert Panel members are asked to review the final rankings and recommend changes if they are warranted.

2010 Global Go To Think Tanks Announced January 2011

The 2010 Global Go To Think Tanks are announced at the United Nations in New York and in Washington D.C. as well as selected organizations in every region of the world.

Nomination Categories Include:

1. Top Think Tank in the World

- Think Tank of the Year 2010 – Top Think Tank in the World
- Top Think Tanks Worldwide (Non-US)
- Top Think Tanks Worldwide (US and Non-US)

2. Top Think Tanks by Region

- Top Think Tanks in the United States
- Top Think Tanks in Latin America and the Caribbean
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- Top Think Tanks in Western Europe
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4. Top Think Tanks by Special Achievement

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- Total number of nominations 17,971
- 75 think tanks nominated for the top think in the world

In each stage of the process I requested that those persons making nominations and ranking the think tanks to use the provided selection criteria (**see appendix pages 57-59 for a complete set of 2010 Nomination and Ranking Criteria, Definition of Think Tanks and Think Tank Assessment Tools**). Specifically, the peers and experts were asked to focus on the key aspects of the think tanks' performance such as the rigor and relevance of the research and analysis produced, scale of operations, breadth of audience and financial support, contribution of research and analysis to public debate and the policy making process, and the organization's overall impact on public policy. I also requested that the Expert Panel and every participant in the process follow a very simple but important ground rules:

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

Clearly, the greatest challenge in assessing these institutions (many of which are by the very nature of their work political) is to abstract from subjective characteristics and to focus on more universal and concrete features. It is for this reason that each participant in the process was provided with access (web link) to a set selection criteria that was designed to create a common, objective metric for ranking the 6,480 think tanks.

I would like to point out a critical dimension of the nomination and selection process that has created what may appear to be a discrepancy in the rankings. The experts and peer institutions that participated in the nominations and selections process were able to rank the top global think tanks, top regional think tanks and specialty categories separately (so these rankings are independent of one another). What this means is that panelists were able to nominate think

tanks in those regions and research areas where they were knowledgeable and could provide us with informed nominations and selections. This resulted in a variance in the number of people who provided nominations for each category. This occurs because panelists may have only felt comfortable and knowledgeable about the region where they live and/or work and chose to limit their rankings to that specific region. In addition, an institution may be better known outside the region in which it is located and therefore may receive a higher global ranking than it does in the regional rankings or vice versa. For all these reasons, the ranking results may vary from category to category. My objective in having the rankings done separately was to assure proper and meaningful regional representation in the rankings.

The 2010 Global Go To Think Tank Rankings Process

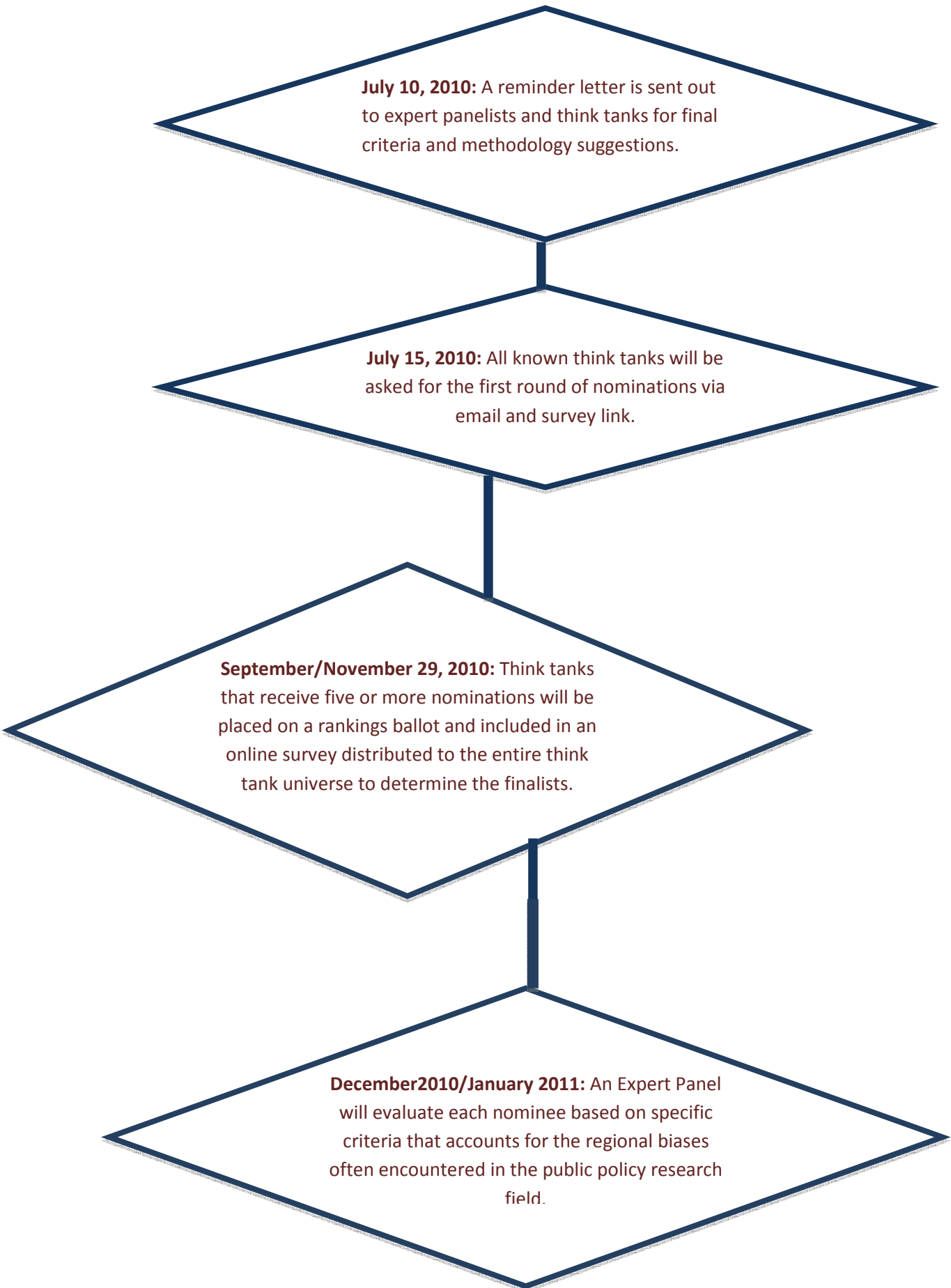
March 7, 2010: An 'input letter' was distributed to expert panelists from 2009 asking for suggestions and/or critiques.

A team of interns analyzed incoming responses from March-May 2010

A new team of interns developed a modified selection process to be used for the 2010 rankings.

June 21, 2010: An 'announcement letter' was distributed to all known think tanks in the recently updated database, informing them of the modified selection process and inviting further suggestions.

June 31, 2010: An expert panel email was sent out asking for an evaluation of 2009's subjective criteria.



GLOBAL TRENDS AND TRANSITIONS

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

(Think Tanks and Policy Advice McGann 2007)

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

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

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

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

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

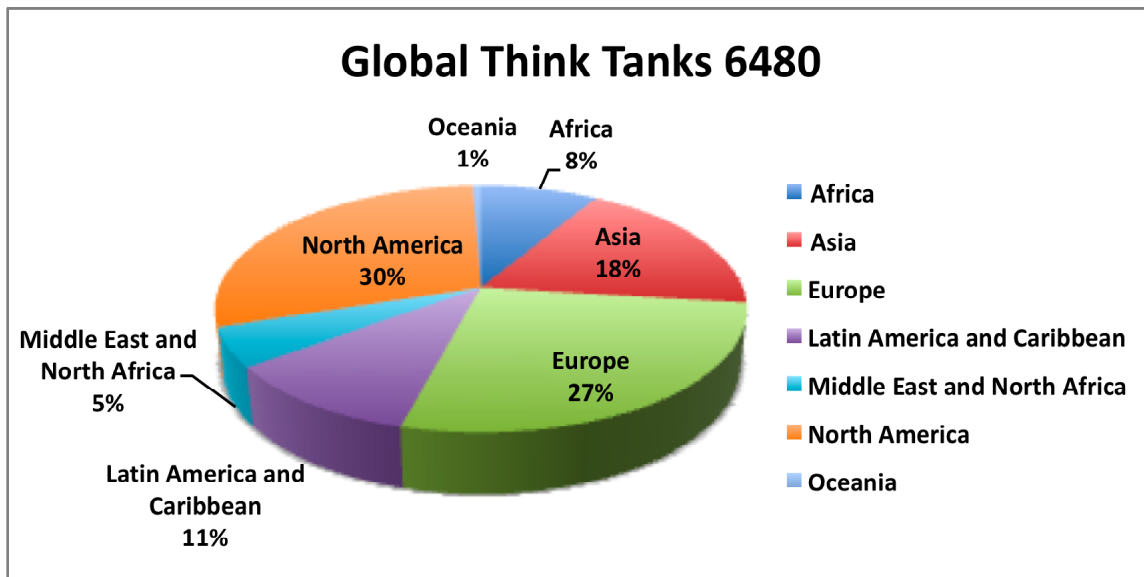
Overall, think tanks represent an important subset of the institutions that make up civil society. Their existence contributes to the creation of a robust civil society. In turn, the presence of a robust civil society strengthens the existence of think tanks, creating a ‘virtuous cycle’ of consolidation.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

Today there are over 6,480 think tanks operating in 169 countries. The growth in numbers and influence of independent public policy research organizations—“think tanks” as they are commonly called—has been noted by a growing number of scholars, donors and practitioners in the United States and abroad.³ Regional and global intergovernmental organizations such as the UN, World Bank, Asian Development Bank and NATO have recently come to recognize the significant role think tanks play in the policymaking process.

The proliferation of think tanks across the globe has exponentially increased the potential for international communication, information gathering, and new, creative policy analysis. There are currently 6,480 think tanks in the world, a great increase from ten years ago. North America and Western Europe still dominate the scene with 57% of think tanks, but other regions are catching up. The Middle East and North Africa and Africa as a whole have seen the least activity, with a current level of 5% and 8% of the world’s think tanks, respectively. While more think tanks are appearing around the globe, individual think tanks themselves are simultaneously globalizing. Individual think tanks are executing global expansion strategies, in which a think tank establishes multiple physical operational centers, either in different domestic locations or in countries outside of its headquarters. These organizations have organized nascent think tank networks to help develop and assess policies and programs and serve as a link to civil society groups at the national, regional, and global level.

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

2010 Global Distribution of Think Tanks by Region

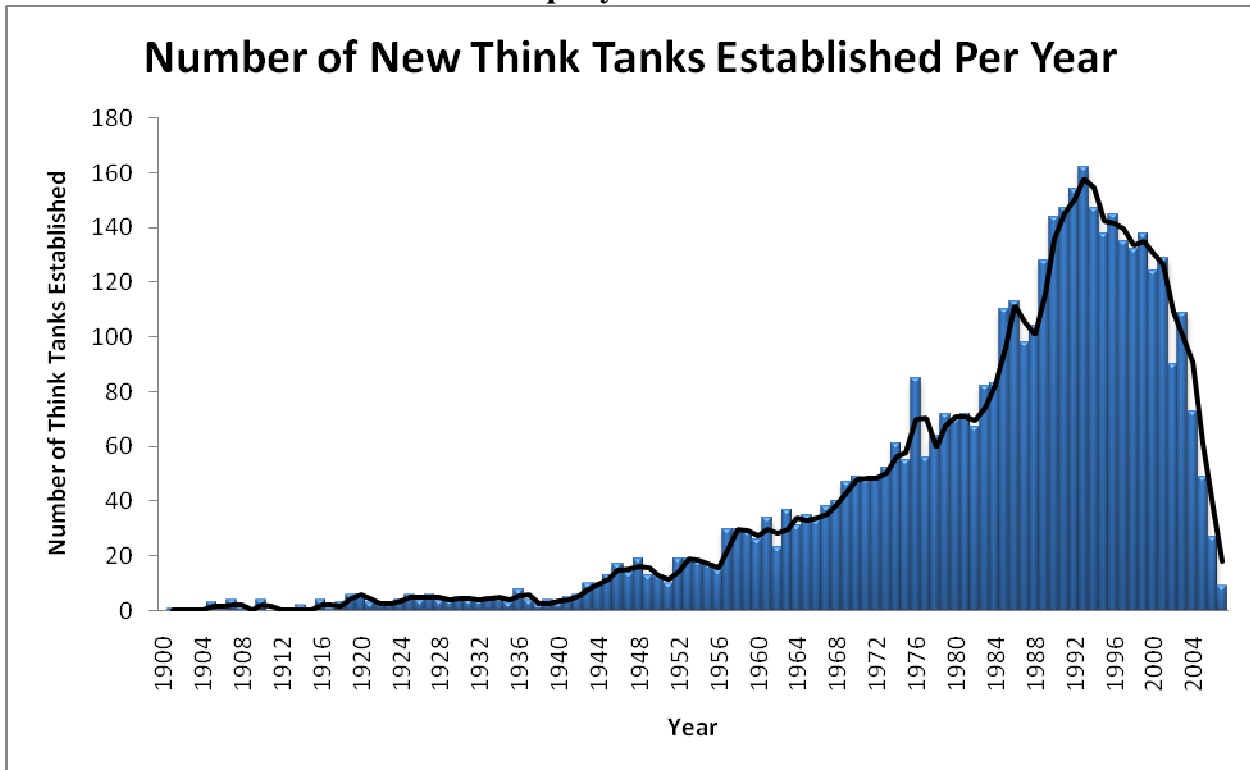


Think tanks now operate in a variety of political systems, engage in a range of policy-related activities and comprise a diverse set of institutions that have varied organizational forms. While their organizational structure, modes of operation, audience or market and means of support may vary from institution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

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

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

Number of new think tanks established per year



Created from 6480 Date Established records in the Global Think Tank Database –August 31st 2009

The growth of public policy research organizations, or think tanks, over the last few decades has been nothing less than explosive. Not only have these organizations increased in number, but the scope and impact of their work has also expanded dramatically. The 1980s and 90s witnessed an exponential growth of think tanks and an increasing specialization in policy making. The following chart reflects the 2010 global statistics on think tanks.

NUMBER OF THINK TANKS IN THE WORLD 2010

Region	No. of TT's	% of Total
Africa	548	8
Asia	1200	18
Europe	1757	27
Latin America and Caribbean	690	11
Middle East and North Africa	333	5
North America	1913	30
Oceania	39	1
Total	6480	100

* This chart reflects the number of think tanks in 2010 based on data collected as of July 24, 2010

Most interestingly, the last decade has witnessed a new phenomenon of global networks and partnerships of think tanks. Granted some institutions had experimented cross-border collaboration but strategically placed global think tanks and think tanks networks are now in full bloom. These global partnerships and networks have become an effective mechanism for transferring knowledge and information internationally that policymakers can use at the national level. George Stiglitz's challenge to policymakers "scan globally but reinvent locally" has become a reality. These global partnerships among think tanks have resulted in the creation of networks that can focus on issues of transnational significance and help in the cooperation of policy-oriented research that maximizes expertise and minimizes redundancy across countries. Additionally, models of global partnerships such as the Atlas Foundation, Center for Global Partnerships, German Marshall Fund and Open Society Institute that involve policy makers and think tanks demonstrate how global networks and partnerships can help improve performance and policy making. Many global think tanks or partnerships have taken this one step further and established operational centers, field offices, or outreach centers outside of their headquarter country e.g. Carnegie Endowment for International Peace, Brookings Institution and RAND. In terms of structure, such global think tanks contain an integrated relatively-permanent body of researchers or members (institutional or individual) in international locales that perform the organization's central functions e.g. Kiel Institute for World Economy.

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

Globalization of think tanks has increased their capacity to communicate knowledge and ideas to diverse audiences and has also enabled policymakers to use greater research in policy making. As think tanks continue to grow in numbers and size, and become more transnational, the stock of policy-relevant knowledge and quality continues to increase. New ideas to the policy agenda are constantly and rapidly being introduced while checking that knowledge is provided to decision-makers in a form that they can use. Vice versa, policy debate on a global level is also helping to alleviate deficiencies in the research process, such as when research fails to address pressing issues, or when its results arrive too late to be useful. Hence, by encouraging dialogues and greater cooperation among researchers and decision-makers, particularly at the outset of projects, the relevance and timing of work is ensured. As the world continues to become more complex and interconnected, global think tanks will be a growing and welcome phenomenon. This report documents this new phenomenon by highlighting some of the leading think tanks in the world. The 2010 Global Go To Report marks the fourth year that the report has been produced.

COUNTRIES WITH THE LARGEST NUMBER OF THINK TANKS

1	United States	1816
2	China	425
3	India	292
4	United Kingdom	278
5	Germany	191
6	France	176
7	Argentina	131
8	Russia	112
9	Japan	103
10	Canada	97
11	Italy	90
12	South Africa	85
13	Brazil	81
14	Switzerland	66
15	Sweden	65
16	Mexico	57
17	Spain	55
18	Romania	54
18	Israel	54
20	Kenya	53
20	Netherlands	53
22	Taiwan	52
22	Belgium	52
24	Bolivia	51
25	Ukraine	47

NOTE: WE HAVE NOT BEEN ABLE TO IDENTIFY ANY THINK TANK OPERATING IN THE FOLLOWING COUNTRIES: ANGUILLA, ANTIGUA & BARBUDA, ARUBA, BRITISH VIRGIN ISLANDS, BRUNEI, CAYMAN ISLANDS, COMOROS, DJIBOUTI, EQUATORIAL GUINEA, FRENCH GUIANA, KIRIBATI, MACAO, MARSHALL ISLANDS, MARTINIQUE, MICRONESIA, MONACO, MONTSERRAT, MYANMAR, NAURU, PALAU, SAN MARINO, SAO TOME & PRINCIPE, SOLOMON ISLANDS, TONGA, TURKMENISTAN, TURKS AND CAICOS ISLANDS, TUVALU, U.S. VIRGIN ISLANDS, VANUATU

COUNTRIES WITH 10 OR MORE THINK TANKS

AFRICA		ASIA		EASTERN EUROPE		WESTERN EUROPE	
South Africa	85	China	425	Russia	112	United Kingdom	278
Kenya	53	India	292	Romania	54	Germany	191
Nigeria	46	Japan	103	Ukraine	47	France	176
Ghana	36	Taiwan	52	Poland	41	Italy	90
Uganda	27	South Korea	35	Hungary	39	Switzerland	66
Ethiopia	25	Bangladesh	34	Bulgaria	33	Sweden	65
Zimbabwe	24	Hong Kong	27	Czech Republic	25	Spain	55
Cameroon	21	Indonesia	20	Serbia	24	Netherlands	53
Burkina Faso	16	Philippines	20	Lithuania	19	Belgium	52
Senegal	16	Pakistan	19	Slovenia	19	Austria	41
Malawi	15	Malaysia	17	Slovakia	18	Greece	35
Tanzania	15	Armenia	14	Estonia	17	Denmark	27
Benin	14	Sri Lanka	14	Macedonia (FYR)	15	Finland	26
Namibia	14	Nepal	13	Bosnia & Herzegovina	13	Portugal	20
Botswana	13	Azerbaijan	12	Belarus	12	Norway	14
Côte d'Ivoire	11	Georgia	12	Latvia	11	Ireland	13
		Cambodia	10	Albania	10		
				Croatia	10		

LATIN AMERICA		MIDDLE EAST		NORTH AMERICA		OCEANIA	
Argentina	131	Israel	54	United States	1816	Australia	29
Brazil	81	Egypt	34	Canada	97		
Mexico	57	Iran	32				
Bolivia	51	Iraq	30				
Chile	42	Palestine	28				
Colombia	40	Turkey	27				
Costa Rica	33	Yemen	24				
Peru	32	Tunisia	18				
Paraguay	27	Jordan	16				
Cuba	18	Lebanon	12				
Ecuador	18	Kuwait	11				
Uruguay	17	Morocco	10				
Venezuela	17						
Dominican Republic	15						
El Salvador	13						
Panama	12						
Guatemala	11						
Nicaragua	10						
Trinidad & Tobago	10						

GLOBAL DISTRIBUTION OF THINK TANKS BY COUNTRY

AFRICA		ASIA		EASTERN EUROPE		WESTERN EUROPE	
Angola	4	Afghanistan	6	Albania	10	Andorra	1
Benin	14	Armenia	14	Belarus	12	Austria	41
Botswana	13	Azerbaijan	12	Bosnia & Herzegovina	13	Belgium	52
Burkina Faso	16	Bangladesh	34	Bulgaria	33	Denmark	27
Burundi	5	Bhutan	1	Croatia	10	Finland	26
Cameroon	21	Brunei	0	Czech Republic	25	France	176
Cape Verde	2	Cambodia	10	Estonia	17	Germany	191
Central African Rep	2	China	425	Hungary	39	Greece	35
Chad	3	Georgia	12	Kosovo	3	Iceland	6
Comoros	0	Hong Kong	27	Latvia	11	Ireland	13
Congo	3	India	292	Lithuania	19	Italy	90
Congo, D.R.	7	Indonesia	20	Macedonia (FYR)	15	Liechtenstein	2
Côte d'Ivoire	12	Japan	103	Moldova	9	Luxembourg	6
Djibouti	0	Kazakhstan	8	Montenegro	4	Malta	4
Equatorial Guinea	0	Kyrgyzstan	8	Poland	41	Monaco	0
Eritrea	5	Laos	3	Romania	54	Netherlands	53
Ethiopia	25	Macao	0	Russia	112	Norway	14
Gabon	2	Malaysia	17	Serbia	24	Portugal	20
Gambia	6	Maldives	6	Slovakia	18	San Marino	0
Ghana	36	Mongolia	7	Slovenia	19	Spain	55
Guinea	2	Myanmar	0	Ukraine	47	Sweden	65
Guinea-Bissau	1	Nepal	13	Region Total	535	Switzerland	66
Kenya	53	North Korea	2			United Kingdom	278
Lesotho	4	Pakistan	19			Vatican City	1
Liberia	3	Philippines	20			Region Total	1222
Madagascar	5	Singapore	6				
Malawi	15	South Korea	35				
Mali	9	Sri Lanka	14				
Mauritania	2	Taiwan	52				
Mauritius	6	Tajikistan	7				
Mozambique	4	Thailand	8				
Namibia	14	Turkmenistan	0				
Niger	4	Uzbekistan	8				
Nigeria	46	Vietnam	9				
Rwanda	7	Region Total	1200				
Sao Tome & Principe	0						
Senegal	16						
Seychelles	3						
Sierra Leone	1						
Somalia	6						
South Africa	85						
Sudan	3						
Swaziland	4						
Tanzania	15						
Togo	4						
Uganda	27						
Zambia	9						
Zimbabwe	24						
Region Total	548						

LATIN AMERICA		MIDDLE EAST		NORTH AMERICA		OCEANIA	
Anguilla	0	Algeria	9	Canada	97	Australia	29
Antigua & Barbuda	0	Bahrain	3	United States	1816	Fiji	1
Argentina	131	Cyprus	6	Region Total	1913	Kiribati	0
Aruba	0	Egypt	34			Marshall Islands	0
Bahamas	1	Iran	32			Micronesia	0
Barbados	7	Iraq	30			Nauru	0
Belize	4	Israel	54			New Zealand	6
Bermuda	3	Jordan	16			Palau	0
Bolivia	51	Kuwait	11			Papua N. Guinea	2
Brazil	81	Lebanon	12			Samoa	1
British Virgin Islands	0	Libya	1			Solomon Islands	0
Cayman Islands	0	Morocco	10			Tonga	0
Chile	42	Oman	2			Tuvalu	0
Colombia	40	Palestine	28			Vanuatu	0
Costa Rica	33	Qatar	6			Region Total	39
Cuba	18	Saudi Arabia	5				
Dominica	3	Syria	5				
Dominican Republic	15	Tunisia	18				
Ecuador	18	Turkey	27				
French Guiana	0	U.A.E	6				
El Salvador	13	Yemen	24				
Grenada	1	Region Total	333				
Guadeloupe	4						
Guatemala	11						
Guyana	3						
Haiti	2						
Honduras	9						
Jamaica	7						
Martinique	0						
Mexico	57						
Montserrat	0						
Nicaragua	10						
Panama	12						
Paraguay	27						
Peru	32						
Puerto Rico	5						
St. Kitts-Nevis	1						
St. Lucia	1						
St. Vincent	1						
Suriname	2						
Trinidad & Tobago	10						
Uruguay	17						
Venezuela	17						
Turks and Caicos Islands	0						
U.S. Virgin Islands	0						
Region Total	690						

2010 WORLD TOTAL
6480

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

WASHINGTON D.C.	393
MASSACHUSETTS	177
CALIFORNIA	170
NEW YORK	144
VIRGINIA	106
ILLINOIS	55
MARYLAND	49
TEXAS	47
CONNECTICUT	46
PENNSYLVANIA	41
NEW JERSEY	36
FLORIDA	32
MICHIGAN	31
COLORADO	31
GEORGIA	29
OHIO	25
MINNESOTA	23
NORTH CAROLINA	23
WASHINGTON	23
ARIZONA	21
WISCONSIN	22
INDIANA	21
MAINE	20
RHODE ISLAND	20
TENNESSEE	19
MISSOURI	18
ALABAMA	16
KANSAS	16
OREGON	16
NEW HAMPSHIRE	13
HAWAII	12
IOWA	11
KENTUCKY	11
LOUISIANA	10
MISSISSIPPI	10
ARKANSAS	8
MONTANA	8
OKLAHOMA	8
NEBRASKA	7
NEW MEXICO	7
UTAH	7
SOUTH CAROLINA	6

WEST VIRGINIA	6
SOUTH DAKOTA	5
VERMONT	5
IDAHO	4
NEVADA	4
NORTH DAKOTA	4
ALASKA	3
DELAWARE	3
WYOMING	0
TOTAL	1816

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

Adam Smith Institute, (United Kingdom)
African Center for the Constructive Resolution of Disputes (ACCORD), (South Africa)
Al-Ahram Center for Strategic and Political Studies, (Egypt)
American Enterprise Institute for Public Policy Research (AEI), (United States)
Amnesty International, (United Kingdom)
Brookings Institution, (United States)
Bruegel, (Belgium)
Bertelsmann Foundation, (Germany)
Carnegie Endowment for International Peace, (United States)
Carnegie Middle East Center, (Lebanon)
Carnegie Moscow Center, (Russia)
Cato Institute, (United States)
Cedice Libertad, (Venezuela)
Center for Economic and Social Research (CASE), (Poland)
Center for European Reform (CER), (United Kingdom)
Center for Global Development, (United States)
Center for Strategic and International Studies, (Indonesia)
Center for Strategic and International Studies, (United States)
Centre for European Policy Studies (CEPS), (Belgium)
Centre for International Governance Innovation (CIGI), (Canada)
Centro Brasileiro de Relacoes Internacionais (CEBRI), (Brazil)
Centro de Analisis e Investigacion (FUNDAR), (Mexico)
Centro de Estudios Publicos, (Chile)
Chatham House (AKA The Royal Institute of International Affairs), (United Kingdom)
China Institutes for Contemporary International Relations (CICIR), (China)
Chinese Academy of Social Sciences (CASS), (China)
Council for the Development of Social Science Research in Africa, (Senegal)
Council on Foreign Relations, (United States)
Development Alternatives, (Costa Rica)
Egmont Institute, (AKA The Royal Institute for International Relations (Belgium)
F.A. Hayek Foundation, (Slovakia)
Facultad Latinoamericana de Ciencias Sociales (FLASCO), (Cost Rica)
Fedesarrollo, (Colombia)
Foundation for International Relations and Foreign Dialogue (FRIDE), (Spain)

Foundation for Social Studies and Analysis (FAES), (Spain)
Fraser Institute, (Canada)
Free Market Foundation, (South Africa)
French Institute for International Relations (IFRI), (France)
Fundacion Getulio Vargas, (Brazil)
German Council on Foreign Relations (DGAP), (Germany)
German Development Institute / Deutsches Institut fuer Entwicklungspolitik, (Germany)
German Institute for International and Security Affairs (SWP), (Germany)
Gulf Research Center, (United Arab Emirates)
Heritage Foundation, (United States)
Human Rights Watch, (United Kingdom)
IMANI Center for Policy and Education, (Ghana)
IMEMO Institute of World Economy and International Relations, (Russia)
Institut des Relations Internationales et Stratégiques (IRIS), (France)
Institute for National Security Studies, (FNA Jaffe Center for Strategic Studies), (Israel)
Institute for Policy Studies, (Georgia)
Institute for Security Studies (ISS), (South Africa)
Institute for Strategic Studies, (Slovenia)
International Crisis Group, (Belgium)
International Institute for Strategic Studies, (Albania)
International Institute for Strategic Studies, (United Kingdom)
Japan Institute of International Affairs (JIIA), (Japan)
Kenya Institute for Public Policy Research and Analysis (KIPPRA), (Kenya)
Kiel Institute for the World Economy, (Germany)
Korea Development Institute (KDI), (South Korea)
Korea Institute for International Economic Policy (KIEP), (South Korea)
Libertad y Desarrollo, (Chile)
Open Society Institute, (Hungary)
Overseas Development Institute, (United Kingdom)
Peace Research Institute Oslo (PRIO), (Norway)
Peterson Institute for International Economics (FNA) Institute for International Economics, (United States)
Polish Institute of International Affairs, (Poland)
Rajaratnam School of International Studies (Policy Center)(RSIS), Singapore
RAND Corporation, (United States)
Real Elcano, (Spain)
South African Institute of International Affairs (SAIIA), (South Africa)
Stockholm International Peace Research Institute (SIPRI), (Sweden)
Transparency International, (Germany)
Turkish Economic and Social Studies Foundation (TESEV), (Turkey)
Urban Institute, (United States)
Woodrow Wilson International Center for Scholars, (United States)

2010 Global Go To Think Tanks Ranking Results

I would like to point out that the inclusion of an institution in the universe of leading think tanks does not indicate a seal of approval or endorsement for the institution, its publications or programs. Likewise a failure to be nominated does not necessarily indicate a lack of a quality and effectiveness or poor performance. There are 6480 think tanks that are doing exceptional work to help bridge the gap between knowledge and policy. This report is simply an effort to highlight some of the leading think tanks around the world. The results of 2010 rankings process are provided below.

2010 Global Go To Think Tank Rankings (AKA Think Tank Index)

Think Tank of the Year – Top Think in the World *Table #1*

1. Brookings Institution, (United States)

Top 50 Think Tanks – Worldwide (Non-US) *Table #2*

1. Chatham House (AKA The Royal Institute of International Affairs), (United Kingdom)
2. Amnesty International, (United Kingdom)
3. Transparency International, (Germany)
4. International Institute for Strategic Studies (IISS), (United Kingdom)
5. Stockholm Peace Research Institute (SIPRI), (Sweden)
6. Centre for European Policy Studies (CEPS), (Belgium)
7. Bertelsmann Foundation, (Germany)
8. Adam Smith Institute, (United Kingdom)
9. International Crisis Group, (Belgium)
10. Friedrich Ebert Foundation, (Germany)
11. Center for Economic Policy Research (CEPR), (United Kingdom)
12. Bruegel, (Belgium)
13. European Council on Foreign Relations, (United Kingdom)
14. French Institute for International Relations (IFRI), (France)
15. Chinese Academy of Social Sciences (CASS), (China)
16. Fraser Institute, (Canada)
17. Carnegie Moscow Center, (Russia)
18. Center for European Reform (CER), (United Kingdom)
19. Clingendael (AKA) Netherlands Institute of International Relations, (The Netherlands)
20. German Institute for International and Security AKA Stiftung

Wissenschaft und Politik (SWP), (Germany)
21. Civitas: Institute for Study of Civil Society, (United Kingdom)
22. Konrad Adenauer Foundation, (Germany)
23. Friedrich Naumann Foundation, (Germany)
24. EU Institute for Security Studies (EUISS), (France)
25. Peace Research Institute Oslo (PRIO), (Norway)
26. Kiel Institute for World Economy, (Germany)
27. Lowy Institute for International Policy, (Australia)
28. Center for Policy Studies, (United Kingdom)
29. Carnegie Middle East Center, (Lebanon)
30. Danish Institute of International Studies, (DIIS), (Denmark)
31. Center for Strategic and International Studies (CSIS), (Indonesia)
32. Centre for International Governance Innovation (CIGI), (Canada)
33. European Policy Center, (Belgium)
34. Fundacion Getulio Vargas, (Brazil)
35. Heinrich Boell Foundation, (Germany)
36. Centro Brasileiro de Relacoes Internacionais (CEBRI), (Brazil)
37. CIDOB Center for the Study and Documentation International of Barcelona, (Spain)
38. China Institute for Contemporary International Relations (CICIR), (China)
39. Royal United Services Institute (RUSI), (United Kingdom)
40. Center for Conflict Resolution, (South Africa)
41. Center for Social and Economic Research (CASE), (Poland)
42. Institute for Economic Research (IFO), (Germany)
43. Center for Independent Studies, (Australia)
44. Overseas Development Institute, (United Kingdom)
45. German Council on Foreign Relations (DGAP), (Germany)
46. Japan Institute of International Affairs, (Japan)
47. Norwegian Institute of International Affairs (NUPI), (Norway)
48. International Institute for Sustainable Development, (Canada)
49. China Institute for International Studies (CISS), (China)
50. Bonn International Center for Conversion (BICC), (Germany)

**Top 25 Think Tanks – Worldwide
(US and Non- US)
Table #3**

1. Brookings Institution, (United States)
2. Council on Foreign Relations, (United States)
3. Carnegie Endowment for International Peace, (United States)

4. Chatham House (AKA The Royal Institute of International Affairs), (United Kingdom)
5. Amnesty International, (United Kingdom)
6. RAND Corporation, (United States)
7. Center for Strategic and International Studies, (United States)
8. Heritage Foundation, (United States)
9. Transparency International, (Germany)
10. Peterson Institute for International Economics (FNA) Institute for International Economics, (United States)
11. International Crisis Group, (Belgium)
12. Cato Institute, (United States)
13. American Enterprise Institute for Public Policy Research (AEI), (United States)
14. International Institute for Strategic Studies, (United Kingdom)
15. Centre for European Policy Studies (CEPS), (Belgium)
16. Human Rights Watch, (United Kingdom)
17. Woodrow Wilson International Center for Scholars, (United States)
18. Bruegel, (Belgium)
19. Adam Smith Institute, (United Kingdom)
20. Stockholm International Peace Research Institute (SIPRI), (Sweden)
21. Open Society Institute, (Hungary)
22. Urban Institute, (United States)
23. Center for Global Development, (United States)
24. Chinese Academy of Social Sciences (CASS), (China)
25. Fraser Institute, (Canada)

Top Think Tanks by Region

Top 50 Think Tanks--United States	
<i>Table #4</i>	
1. Brookings Institution	
2. Council on Foreign Relations	
3. Carnegie Endowment for International Peace	
4. Center for Strategic and International Studies	
5. RAND Corporation	
6. Heritage Foundation	
7. American Enterprise Institute for Public Policy Research (AEI)	
8. Cato Institute	
9. Peterson Institute for International Economics (FNA Institute for International Economics)	
10. Center for American Progress	

11. Woodrow Wilson International Center for Scholars
12. National Bureau of Economic Research
13. Hoover Institution
14. Pew Research Center
15. Harvard Center for International Development
16. United States Institute of Peace
17. Open Society Institute New York (OSI)
18. Center for Global Development
19. Atlantic Council of the United States
20. Urban Institute
21. Hudson Institute
22. German Marshall Fund of the United States
23. Center for New American Security
24. New America Foundation
25. Belfer Center for Science and International Affairs, KSG, Harvard University World Resources Institute
26. Economic Policy Institute
27. James A. Baker III Institute for Public Policy, Rice University
28. Center on Budget and Policy Priorities
29. World Resources Institute
30. Institute for Policy Studies
31. EastWest Institute
32. Carnegie Council for Ethics in International Affairs
33. Foreign Policy Research Institute
34. Pew Center on Global Climate Change
35. Institute for Food Policy Research
36. Resources for the Future
37. Stimson Center (FNA Henry Stimson Center)
38. East-West Center Honolulu
39. Demos US
40. Manhattan Institute
41. Nixon Center
42. Reason Foundation
43. Mercatus Center
44. Freedom House
45. Earth Institute Columbia University
46. Competitive Enterprise Institute
47. Acton Institute
48. Center for Transatlantic Relations SAIS, Johns Hopkins University
49. Pacific Research Institute
50. Aspen Institute

Top 25 Think Tanks in Latin America and the Caribbean

Table #5

1. Fundacion Getulio Vargas, (Brazil)
2. Centro de Estudios Publicos (CEP), (Chile)
3. Centro Brasileiro de Relaciones Internacionales (CEBRI), (Brazil)
4. Centro de Implementacion de Politicas Publicas para la Equidad y el Crecimiento (CIPPEC), (Argentina)
5. Instituto Fernando Henrique Cardoso, (Brazil)
6. Fedesarrollo, (Colombia)
7. Center for Study of State and Society (CEDES), (Argentina)
8. Economic Commission for Latin America and the Caribbean (ECLAC), (Chile)
9. Libertad y Desarrollo, (Chile)
10. Instituto de Pesquisa Economica Aplicada (IPEA) - Institute for Applied Economic Research, (Brazil)
11. Fundacion de Investigaciones Económicas Latinoamericanas, (Argentina)
12. Consejo Argentino para las Relaciones Internacionales (CARI), (Argentina)
13. Centro de Estudio de Realidad Economica y Social (CERES), (Uruguay)
14. Centro Brasileiro de Analisis y Planeamiento (CEBRAP), (Brazil)
15. Instituto Libertad y Democracia (ILD), (Peru)
16. Centro de Divulgacion del Conocimiento Economico (CEDICE Libertad), (Venezuela)
17. Corporacion de Estudios para Latinoamerica (CIEPLAN), (Chile)
18. Nucleo de Estudios de la Violencia de la Universidad de São Paulo (NEV/USP) (Brazil)
19. Centro Latinoamericano de Economia Humana (CLAEH), (Uruguay)
20. Consejo Latinoamericano de Ciencias Sociales (CLACSO), (Argentina)
21. Fundacion Libertad, (Argentina)
22. Fundacion Ideas para la Paz, (Colombia)
23. Facultad Latinoamericana de Ciencias Sociales (FLACSO), (Costa Rica, Chile, Ecuador)
24. Grupo de Analisis para el Desarrollo (GRADE), (Peru)
25. Instituto Ecuatoriano de Economia Politica (IEEP), (Ecuador)

Top 25 Think Tanks in the Middle East and North Africa (MENA)

Table #6

1. Carnegie Middle East Center, (Lebanon)
2. Gulf Research Center (GRC), Dubai, (United Arab Emirates)
3. Al-Ahram Center for Political and Strategic Studies, (Egypt)
4. Brookings Doha Center, (Qatar)
5. Institute for National Security Studies (INSS), (Israel)
6. Turkish Economic and Social Studies Foundation (TESEV), (Turkey)
7. Moshe Dayan Center for Middle Eastern and African Studies, (Israel)
8. Begin Sadat Center for Strategic Studies, (Israel)
9. Jerusalem Center for Public Affairs, (Israel)
10. Center for Strategic Studies, (Jordan)
11. Emirates Center for Strategic Studies and Research, (United Arab Emirates)
12. European Stability Initiative, (Turkey)
13. Association for Liberal Thinking, (Turkey)
14. Rabin Center for Israeli Studies, (Israel)
15. Truman Institute for the Advancement of Peace, (Israel)
16. Israel Center for Social and Economic Progress (ICSEP), (Israel)
17. Friedrich Naumann Foundation, (Jordan)
18. Arab Thought Forum, (Jordan)
19. Ibn Khaldoun Center for Development Studies, (Egypt)
20. Israel-Palestine Center for Research and Information, (Palestinian Authority)
21. Lebanese Center for Policy Studies (LCPS), (Lebanon)
22. Center d'Etudes et des Recherches en Sciences Sociales, (Morocco)
23. Kuwait Center for Strategic Studies, (Kuwait)
24. Van Leer Jerusalem Institute, (Israel)
25. The Information and Decision Support Center (IDSC), (Egypt)

Top 25 Think Tanks in Sub-Saharan Africa

Table #7

1. South African Institute of International Affairs (SAIIA), (South Africa)
2. Institute for Security Studies (ISS), (South Africa)
3. Free Market Foundation, (South Africa)
4. Centre for Conflict Resolution, (South Africa)
5. African Center for the Constructive Resolution of Disputes (ACCORD), (South Africa)
6. Centre for Development and Enterprise, (South Africa)
7. Africa Institute of South Africa, (South Africa)

8. African Economic Research Consortium, (Kenya)
9. Council for the Development of Social Science Research in Africa (CODESRIA), (Senegal)
10. Center for the Study of the Economies of Africa (CSEA), (Nigeria)
11. Institute of Economic Affairs, (IEA-Ghana), (Ghana)
12. Botswana Institute for Development Policy Analysis (BIDPA), (Botswana)
13. African Technology Policy Studies Network, (ATPS-Tanzania), (Tanzania)
14. IMANI Center for Policy and Education, (Ghana)
15. Centre d'Etudes, de Documentation et de Recherches Economique et sociale (CEDRES), (Burkina Faso)
16. Centre for Development Studies, (Ghana)
17. Ghana Centre for Democratic Development (CDD), (Ghana)
18. Centre for Policy Analysis, (Ghana)
19. Nigerian Institute of International Affairs (NIIA), (Nigeria)
20. Research on Poverty Alleviation (REPOA), (Tanzania)
21. Economic Policy Research Centre (EPRC), (Uganda)
22. Initiative for Public Policy Analysis (IPPA), (Nigeria)
23. Makerere Institute of Social Research (MISR), (Uganda)
24. Economic and Social Research Foundation (ESRF), (Tanzania)
25. Kenya Institute of Public Policy Research and Analysis (KIPPRA), (Kenya)

Top 25 Think Tanks in Western Europe

Table #8

1. Chatham House (FNA Royal Institute of International Affairs), (United Kingdom)
2. Stockholm International Peace Research Institute, (SIPRI) (Sweden)
3. French Institute for International Relations (IFRI), (France)
4.. Centre for European Policy Studies (CEPS), (Belgium)
5. Transparency International, (Germany)
6. Adam Smith Institute, (United Kingdom)
7. International Institute for Strategic Studies, (United Kingdom)
8. International Crisis Group, (Belgium)
9. Bruegel, (Belgium)
10. Friedrich Ebert Foundation (Germany)
11. Kiel Institute for World Economy, (Germany)
12. Bertelsmann Foundation, (Germany)
13. Center for Economic Policy Research (CEPR), (United Kingdom)
14. German Council on Foreign Relations (DGAP) (Germany)

15. Clingendael (AKA) Netherlands Institute of International Relations, (The Netherlands Affairs (
16.) German Institute for International and Security AKA Stiftung Wissenschaft und Politik (SWP), (Germany)
17. European Council on Foreign Relations, (United Kingdom)
18. Center for European Reform, (United Kingdom)
19. European Union Institute for Security Studies, (France)
20. Overseas Development Institute (ODI), (United Kingdom)
21. Friedrich Naumann Foundation, (Germany)
22. Peace Research Institute Oslo PRIO, (Norway)
23. Civitas, (United Kingdom)
24. Konrad Adenauer Foundation (KAS), (Germany)
25. European Policy Center (EPC), (Belgium)

**Top 25 Central and Eastern
European Think Tanks
*Table #9***

1. Carnegie Moscow Center, (Russia)
2. Polish Institute of International Affairs, (Poland)
3. Center for Economic and Social Research (CASE), (Poland)
4. F.A. Hayek Foundation, (Slovakia)
5. Center for Policy Studies at Central European University, (Hungary)
6. Demos Europa, (Poland)
7. Europeum Institute for European Policy, Prague, (Czech Republic)
8. Moscow State Institute of International Relations (MGIMO), (Russia)
9. Batory Foundation, (Poland)
10. Institute of World Economy and International Relations, (Russia)
11. Lithuanian Free Market Institute, (Lithuania)
12. Gaidar Institute for Economic Policy, (FNA Institute for the Economy in Transition) (Russia)
13. Hungarian Institute of International Affairs, (Hungary)
14. Center for Economic and Social Development (CESD), (Azerbaijan)
15. Center for Liberal Strategies, (Bulgaria)
16. Razumkov Centre, (Ukraine)
17. Center for Eastern Studies, (Poland)
18. International Center for Policy Studies (Ukraine)
19. Center for International Relations, (Poland)
20. Center for Democracy and Human Rights (CEDEM), (Montenegro)
21. Center for Liberal-Democratic Studies, (Serbia)
22. Center for Defense and Security Studies, (Hungary)
23. Prague Security Studies Institute, (Czech Republic)

24. Institute for Public Affairs, (Slovakia)
25. Institute for Policy Studies, (Georgia)

Top 25 Think Tanks in Asia <i>Table #10</i>
1. Chinese Academy of Social Sciences (CASS), (China)
2. Japan Institute of International Affairs (JIJA), (Japan)
3. Institute for Defense Studies and Analyses (IDSA), (India)
4. Centre for Strategic and International Studies (CSIS), (Indonesia)
5. China Institute for Contemporary International Relations (CICIR), (China)
6. Development Institute (KDI), (South Korea)
7. Shanghai Institute for International Studies (SIIS), (China)
8. Lowy Institute for International Policy, (Australia)Korea
9. Institute for International Policy Studies, (Japan)
10.Center for Policy Research, (India)
11.China Institute for International Studies (CIIS), (China)
12. East Asia Institute, (South Korea)
13. National Institute for Defense Studies (NIDS), (Japan)
14. Hong Kong Centre for Economic Research (HKCER), (China)
15. Institute of Southeast Asian Studies (ISEAS), (Singapore)
16. Bangladesh Institute for Development Studies, (Bangladesh)
17. Taiwan Foundation for Democracy, (Taiwan)
18. Institute of Peace and Conflict Studies, (IPS), (India)
19. Australian Institute for International Affairs (AIIA), (Australia)
20. Rajaratnam School of International Studies (RSIS), Singapore
21. Lee Kuan Yew School of Public Policy, Institute of Policy Studies (IPS), (Singapore)
22. Institute of Strategic and International Studies (ISIS), (Malaysia)
23. Indian Council for Research on International Economic Relations (ICRIER), (India)
24. Economic Research Institute for ASEAN and East Asia, (Indonesia)
25. Liberty Institute, (India)

Top Think Tanks by Research Area (Global)

Top 25 International Development Think Tank <i>Table #11</i>
1. Brookings Institution, (United States)
2. Center for Global Development, (United States)
3. Overseas Development Institute (ODI), (United Kingdom)
4. German Development Institute / Deutsches Institut für Entwicklungspolitik, (Germany)
5. Chatham House (AKA The Royal Institute of International Affairs), (United Kingdom)
6. Woodrow Wilson International Center for Scholars, (United States)
7. United Nations University World Institute for Development Economics Research (UNU-WIDER) (Finland)
8. Council on Foreign Relations (CFR), (United States)
9. Friedrich Ebert Stiftung, (Germany)
10. International Food Policy Research Institute (IFPRI), (United States)
11. Konrad Adenauer Stiftung (KAS), (Germany)
12. Atlas Economic Research Foundation, (United States)
13. Institute of Development Studies, (United Kingdom)
14. Danish Institute for International Studies (DIIS), (Denmark)
15. Fundacao Getulio Vargas (FGV), (Brazil)
16. Cato Institute: Center for Global Liberty and Prosperity, (United States)
17. Club of Rome, (Switzerland)
18. Center for International Governance Innovation (CIGI), (Canada)
19. Center for Development and the Environment, (Norway)
20. Institute for Policy Studies, (United States)
21. International Institute for Sustainable Development (IISD), (Canada)
22. Korea Development Institute (KDI), (Korea)
23. Bangladesh Institute of Development Studies (BIDS), (Bangladesh)
24. Institute of Developing Economies (IDE-JETRO), (Japan)
25. Hudson Institute, Center for Global Prosperity, (United States)

Top 15 Health Policy Think Tanks <i>Table #12</i>
1. Brookings Institution, (United States)
2. RAND Corporation, (United States)
3. Bloomberg School of Public Health Research Centers, (United States)
4. Cato Institute, (United States)
5. Fraser Institute, (Canada)

6. Urban Institute, (United States)
7. Department of Health Policy and Management, Harvard School of Public Health, (United States)
8. Council on Foreign Relations, Global Health Program, (United States)
9. Civitas, (United Kingdom)
10. Health Policy Institute, (Japan)
11. Kaiser Permanente Institute for Health Policy, (United States)
12. African Population and Health Research Center, (Kenya)
13. Center for Global Development, (United States)
14. Center for Strategic and International Studies, (United States)
15. Phillips Center for Health and Well-being, (Netherlands)

Top 25 Environment Think Tanks	
<i>Table #13</i>	
1. World Resources Institute, (United States)	
2. Brookings Institution, (United States)	
3. Worldwatch Institute, (United States)	
4. Pew Center on Global Climate Change, (United States)	
5. Potsdam Institute for Climate Impact Research (PIK), (Germany)	
6. Ecologic Institute, (Germany)	
7. Resources for the Future (RFF), (United States)	
8. RAND Corporation, (United States)	
9. Earthwatch Institute, (United States)	
10. Stockholm Environment Institute (SEI), (Sweden)	
11. Stanford University Program on Energy and Sustainable Development, (United States)	
12. Chatham House (formerly Royal Institute for International Affairs), (United Kingdom)	
13. Center for Global Development, (United States)	
14. Copenhagen Consensus Center, (Denmark)	
15. International Institute for Environment and Development (IIED), (United Kingdom)	
16. Center for Environmental Research (UFZ), (Germany)	
17. E3G, Third Generation Environmentalism (United Kingdom)	
18. Center for Economic and Ecological Studies (Cen2eco), (Switzerland)	
19. Heritage Foundation, (United States)	
20. Center for Development and the Environment, (Norway)	
21. Wuppertal Institute, (Germany)	
22. African Wildlife Foundation (AWF), (Kenya)	
23 Cato Institute (United States)	
24. International Institute for Sustainable Development (IISD), (Canada)	

25. Centre for European Policy Studies (CEPS), (Belgium)

**Top 25 Security and International
Affairs Think Tanks**
Table #14

1. Brookings Institution, (United States)
2. Center for Strategic and International Studies (CSIS), (United States)
3. Council on Foreign Relations, (United States)
4. Carnegie Endowment for International Peace, (United States)
5. RAND Corporation, (United States)
6. International Institute for Strategic Studies, (United Kingdom)
7. Stockholm International Peace Research Institute (SIPRI), (Sweden)
8. Chatham House (AKA) The Royal Institute of International Affairs), (United Kingdom)
9. Hoover Institution, (United States)
10. Heritage Foundation, (United States)
11. International Crisis Group, (Belgium)
12. Human Rights Watch, (United Kingdom)
13. Transparency International, (Germany)
14. German Marshall Fund of the United States, (United States)
15. Cato Institute, (United States)
16. German Institute for International and Security AKA Stiftung Wissenschaft und Politik (SWP), (Germany)
17. European Council on Foreign Relations (ECFR), (United Kingdom)
18. Center for American Progress, (United States)
19. French Institute for International Relations (IFRI), (France)
20. Peace Research Institute Oslo (PRIO), (Norway)
21. Centre d' Etudes et de Recherches Internationales (CERI-Sciences Po), (France)
22. European Union Institute for Security Studies (EUISS), (France)
23. Center for Strategic and International Studies (CSIS), (Indonesia)
24. German Council on Foreign Relations (DGAP), (Germany)
25. Institute for International and Strategic Relations (IRIS), (France)

**Top 25 Domestic Economic Policy
Think Tanks
Table #15**

1. Brookings Institution, (United States)
2. National Bureau of Economic Research, (United States)
3. Cato Institute, (United States)
4. American Enterprise Institute for Public Policy Research (AEI), (United States)
5. Peterson Institute for International Economics, (United States)
6. RAND Corporation, (United States)
7. Heritage Foundation, (United States)
8. Urban Institute, (United States)
9. Adam Smith Institute, (United Kingdom)
10. Ifo Institute for Economic Research. (Germany)
11. Center for American Progress, (United States)
12. Hoover Institution, (United States)
13. Kiel Institute for the World Economy, (Germany)
14. Center on Budget and Policy Priorities, (United States)
15. Bruegel, (Belgium)
16. Economic Policy Institute, (United States)
17. Fraser Institute, (Canada)
18. Centre for European Policy Studies (CEPS), (Belgium)
19. Center for Economic and Social Development (CESD), (Azerbaijan)
20. Fundacao Getulio Vargas (FGV), (Brazil)
21. Center for Economic and Social Research (CASE), (Poland)
22. Institute for Fiscal Studies, (United Kingdom)
23. Centro Brasileiro de Relacoes Internacionais (CEBRI), (Brazil)
24. Manhattan Institute for Policy Research, (United States)
25. National Center for Public Policy Research, (United States)

**Top 25 International Economic Policy
Think Tanks
Table #16**

1. Brookings Institution, (United States)
2. Peterson Institute for International Economics, (United States)
3. Chatham House (AKA) The Royal Institute of International Affairs, (United Kingdom)
4. Breugel, (Belgium)
5. Council on Foreign Relations (CFR), (United States)
6. Kiel Institute for the World Economy, (Germany)
7. Heritage Foundation, (United States)

8. Cato Institute, (United States)
9. American Enterprise Institute for Public Policy Research (AEI), (United States)
10. RAND Corporation, (United States)
11. Centre for European Policy Studies (CEPS), (Belgium)
12. Center for Strategic and International Studies (CSIS), (United States)
13. Berkeley Roundtable on the International Economy (BRIE), (United States)
14. Institute of World Economics and Politics (IWEP), CASS, (China)
15. Vienna Institute for International Economic Studies, (Austria)
16. European Centre for International Political Economy (ECIPE), (United States)
17. Institute of Developing Economies (IDE-JETRO), (Japan)
18. Center for International Governance Innovation (CIGI), (Canada)
19. Centre d'Etudes Prospectives et d'Informations Internationales (CEPII), (France)
20. Indian Council for Research on International Economic Relations (ICRIER), (India)
21. International Policy Network, (United Kingdom)
22. Korea Institute of International Economic Policies (KIEP), (South Korea)
23. Centro Brasileiro de Relacoes Internacionais (CEBRI), (Brazil)
24. Institute for Policy Studies, (United States)
25. Center for Global Development (United States)

Top 25 Social Policy Think Tanks

Table #17

1. Brookings Institution, (United States)
2. Cato Institute, (United States)
3. Heritage Foundation, (United States)
4. RAND Corporation, (United States)
5. Center for American Progress, (United States)
6. Urban Institute, (United States) (United States)
7. Max Planck Institute for the Study of Societies (MPIfG), (Germany)
8. Fraser Institute, (Canada)
9. Swedish Institute for Social Research (SOFI), (Sweden)
10. Center for Economic and Policy Research (CEPR), (United Kingdom)
11. Demos, (United Kingdom)
12. Acton Institute, (United States)

13. Center on Budget and Policy Priorities, (United States)
14. Institute for Public Policy Research (IPPR), (United Kingdom)
15. Breugel (Belgium)
16. New America Foundation (United States)
17. Russell Sage Foundation, (United States)
18. Israel Center for Social and Economic Progress (ICESP), (Israel)
19. Institute for Research on Public Policy (IRPP), (Canada)
20. Policy Studies Institute, (United Kingdom)
21. Center for Social and Economic Research (CASE), (Poland)
22. Center for Education Policy Reform, (South Africa)
23. Grupo de Analisis para el Desarrollo (GRADE), (Peru)
24. Bangladesh Rural Advancement Committee (BRAC), (Bangladesh)
25. Institute for Southeast Asian Studies (ISEAS), (Singapore)

Top 25 Science and Technology Think Tanks
Table #18

1. Max Planck Institute, (Germany)
2. Bertelsmann Foundation, (Germany)
3. Battelle Memorial Institute, (United States)
4. Science and Technology Policy Research (SPRU), (United Kingdom)
5. Center for Development Research (ZEF), (Germany)
6. Institute for Science and International Security, (United States)
7. Institute for Future Technology (IFTECH), (Japan)
8. Santa Fe Institute (SFI), (United States)
9. Consortium for Science, Policy, and Outcomes (CSPO), (United States)
10. International Institute for Applied Systems Analysis (IIASA), (Austria)
11. World Security Institute, (United States)
12. Kansai Institute of Informational Systems and Industrial Renovation (KIIS), (Japan)
13. Technology Policy Institute, (United States)
14. Information Technology and Innovation Foundation (ITIF), (United States)
15. Evidence-Informed Policy Network (EVIPNet), World Health Organization, (Switzerland)
16. Richard Dawkins Foundation for Reason and Science, (United States)
17. Information and Communication Technologies for Development (ICT4D), (United Kingdom)
18. Lisbon Council for Economic Competitiveness, (Belgium)
19. Technology, Entertainment, Design (TED), (United States)

20. Eudoxa, (Sweden)
21. Keck Institute for Space Studies, (United States)
22. Council for Scientific and Industrial Research (CSIR), (South Africa)
23. Institute for the Encouragement of Scientific Research and Innovation of Brussels (ISRIB), (Belgium)
24. Samuel Neaman Institute for Advanced Studies in Science and Technology, (Israel)
25. Institute for Basic Research, (United States)

**Top 20 Transparency and Good Governance
Think Tanks
Table #19**

1. Transparency International, (United Kingdom)
2. Amnesty International, (United Kingdom)
3. Human Rights Watch, (United Kingdom)
4. Freedom House, (United States)
5. Open Society Institute (OSI), (United States)
6. National Endowment for Democracy, (United States)
7. Center for Public Integrity, (United States)
8. Oxford Council on Good Governance, (United Kingdom)
9. Geneva Centre for the Democratic Control of Armed Forces (DCAF), (Switzerland)
10. Revenue Watch Institute (RWI), (United States)
11. Mo Ibrahim Foundation, (United Kingdom)
12. Taxpayers' Alliance, (United Kingdom)
13. Common Cause, (India)
14. Global Integrity, (United States)
15. Institute for Democracy in South Africa (IDASA), (South Africa)
16. Indonesia Corruption Watch (ICW), (Indonesia)
17. Centro de Análisis e Investigación (FUNDAR), (Mexico)
18. International Budget Partnership, (United States)
19. Grupo Faro, (Ecuador)
20. Fundacion Jubileo, (Bolivia)

Special Achievement Categories

Think Tanks with the Most Innovative Policy Ideas/Proposals *Table #20*

1. Brookings Institution, (United States)
2. Carnegie Endowment for International Peace, (United States)
3. Cato Institute, (United States)
4. New America Foundation, (United States)
5. Heritage Foundation, (United States)
6. Peterson Institute for International, (United States)
7. Center for American Progress, (United States)
8. International Crisis Group (ICG), (Belgium)
9. American Enterprise Institute (AEI), (United States)
10. Fraser Institute, (Canada)
11. Center for Strategic and International Studies, (United States)
12. European Council on Foreign Relations, (United Kingdom)
13. Friedrich Ebert Foundation (FES), (Germany)
14. German Development Institute/ Deutsches Institut für Entwicklungspolitik, (Germany)
15. Heinrich Boll Foundation, (Germany)
16. Israel-Palestine Center for Research and Information (IPCRI), (Israel)
17. Konrad Adenauer Foundation (KAS), (Germany)
18. French Institute of International Relations (IFRI), (France)
19. Centro Brasileiro de Relacoes Internacionais (CEBRI), (Brazil)
20. IMANI Center for Policy and Education, (Ghana)
21. Center for Policy Studies, (United Kingdom)
22. Development Alternatives, (India)
23. Friedrich Naumann Foundation, (Germany)
24. Centro de Analisis e Investigacion (FUNDAR), (Mexico)
25. Security and Defense Agenda, (Belgium)

Best New Think Tanks (Established in the last 18 months) *Table #21*

1. Institute of Advanced Studies on Sustainability (IASS), (Germany)
2. Institute for New Economic Thinking (INET), (United States)

3. Economic Strategies for the 21st Century (e21), (United States)
4. New Economy Network (NEN), (United States)
5. Dusseldorf Institute for Competition Economics (DICE), (Germany)
6. Cambridge Winter Center, (United States)
7. New Economy Working Group (NEWGroup), (United States)
8. Econwatch Society of Political Analysis, (Germany)
9. China Center for International Educational Exchanges (CCIEE), (China)
10. Legatum Institute, (United Kingdom)
11. African Centre for Leadership, Strategy and Development (Centre LSD), (Nigeria)
12. Grattan Institute, (Australia)
13. Sheikh Saud bin Saqr Al Qasimi Foundation for Policy Research, (United Arab Emirates)
14. Casablanca Institute, (Morocco)
15. Centro Argentino de Estudios Internacionales (CAEI), (Argentina)
16. Foundation for Political, Economic and Social Research (SETA), (United States)
17. Res Publica, (United Kingdom)
18. Institute for Democracy and Economic Affairs, (Malaysia)
19. Institute of Policy Analysis and Research (IPAR), (Rwanda)
20. Macdonald-Laurier Institute (MLI), (Canada)

**Outstanding Policy-Oriented Public Policy
Research Program
Table #22**

1. Brookings Institution, (United States)
2. Amnesty International, (United Kingdom)
3. Cato Institute, (United States)
4. Carnegie Endowment for International Peace, (United States)
5. RAND Corporation, (United States)
6. Peterson Institute for International Economics (FNA) Institute for International Economics, (United States)
7. International Crisis Group, (Belgium)
8. Human Rights Watch, (United Kingdom)
9. Chatham House (AKA) The Royal Institute of International Affairs, (United Kingdom)
10. American Enterprise Institute (AEI), (United States)
11. Breugel (Brussels European and Global Economic Laboratory), (Belgium)
12. Urban Institute, (United States)
13. Center for Strategic and International Studies, (United States)

14. Stockholm International Peace Research Institute (SIPRI), (Sweden)
15. Overseas Development Institute (ODI), (United Kingdom)
16. Fundacao Getulio Vargas (FGV), (Brazil)
17. German Institute for International and Security AKA Stiftung Wissenschaft und Politik (SWP), (Germany)
18. Centro Brasileiro de Relacoes Internacionais (CEBRI), (Brazil)
19. German Council on Foreign Relations (DGAP), (Germany)
20. German Development Institute / Deutsches Institut fuer Entwicklungspolitik, (Germany)
21. Institute of Policy Studies (IPS), Lee Kuan Yew School of Public Policy, (Singapore)
22. Konrad Adenauer Foundation (KAS), (Germany)
23. Center for Social and Economic Research (CASE), (Poland)
24. Centre for Policy Studies, (United Kingdom)
25. French Institute of International Relations (IFRI), (France)

Best Use of the Internet to Engage the Public
Table #23

1. Brookings Institution, (United States)
2. Carnegie Endowment for International Peace, (United States)
3. Council on Foreign Relations, (United States)
4. Transparency International, (Germany)
5. Heritage Foundation, (United States)
6. Center for American Progress, (United States)
7. International Crisis Group (ICG), (Belgium)
8. Center for Global Development, (United States)
9. Technology, Entertainment, Design (TED), (United States)
10. Lowy Institute for International Policy, (Australia)

Best Use of the Media (Print or Electronic) to Communicate Programs and Research
Table #24

1. Brookings Institution, (United States)
2. Amnesty International, (United Kingdom)
3. Human Rights Watch, (United Kingdom)
4. Transparency International, (Germany)
5. Carnegie Endowment for International Peace (United States)
6. International Crisis Group (ICG), (Belgium)
7. Open Society Institute (OSI), (United States)
8. Heritage Foundation, (United States)

9. Al Jazeera Research Project, USC Center on Public Diplomacy School, USC, (United States)
10. Center for a New American Security, (United States)

Best External Relations / Public Engagement Program
Table #25

1. Amnesty International, (United Kingdom)
2. Brookings Institution, (United States)
3. Human Rights Watch, (United Kingdom)
4. Council on Foreign Relations, (United States)
5. Carnegie Endowment for International Peace, (United States)
6. Heritage Foundation, (United States)
7. Cato Institute, (United States)
8. Chatham House (AKA) The Royal Institute of International Affairs, (United Kingdom)
9. Transparency International, (Germany)
10. International Crisis Group, (Belgium)
11. Stockholm International Peace Research Institute (SIPRI), (Sweden)
12. Peterson Institute for International Economics (FNA) Institute for International Economics, (United States)
13. Bruegel, (Belgium)
14. Pew Center on Global Climate Change (United States)
15. Center for Global Development, (United States)
16. Centre for International Governance Innovation (CIGI), (Canada)
17. German Council on Foreign Relations (DGAP), (Germany)
18. Overseas Development Institute, (United Kingdom)
19. Japan Institute of International Affairs (JIIA), (Japan)
20. Konrad Adenauer Foundation (KAS), (Germany)
21. Urban Institute, (United States)
22. Centro Brasileiro de Relações Internacionais (CEBRI), (Brazil)
23. Institute of Fiscal Studies, (United Kingdom)
24. Peace Research Institute Oslo PRIO, (Norway)
25. Turkish Economic and Social Studies Foundation (TESEV), (Turkey)

Greatest Impact on Public Policy
Table #26

1. Brookings Institution, (United States)
2. Amnesty International, (United Kingdom)
3. Carnegie Endowment for International Peace, (United States)

4. Human Rights Watch, (United Kingdom)
5. Council on Foreign Relations, (United States)
6. Transparency International, (Germany)
7. RAND Corporation, (United States)
8. Heritage Foundation, (United States)
9. Cato Institute, (United States)
10. Chatham House (AKA) The Royal Institute of International Affairs), (United Kingdom)
11. Peterson Institute for International Economics, (United States)
12. American Enterprise Institute (AEI), (United States)
13. Center for Strategic and International Studies (CSIS), (United States)
14. Stockholm International Peace Research Institute (SIPRI), (Sweden)
15. Open Society Institute (OSI), (United States)
16. International Crisis Group, (Belgium)
17. Fraser Institute, (Canada)
18. Bruegel, (Belgium)
19. National Bureau of Economic Research (NBER), (United States)
20. Adam Smith Institute (ASI), (United Kingdom)
21. Centre for European Policy Studies (CEPS), (Belgium)
22. German Council on Foreign Relations (DGAP), (Germany)
23. Fundacion Getulio Vargas, (Brazil)
24. German Institute for International and Security AKA Stiftung Wissenschaft und Politik (SWP), (Germany)
25. Center for American Progress, (United States)

Best University Affiliated Think Tanks
Table #27

1. Hoover Institution, Stanford University, (United States)
2. Belfer Center for Science and International Affairs, Harvard University, (United States)
3. Center for International Development, Harvard University, (United States)
4. Institute for Advanced Study, Princeton University, (United States)
5. Earth Institute, Columbia University, (United States)
6. Center for Transatlantic Relations, John Hopkins University, (United States)
7. Center for International Studies and Research (CERI), Sciences Po, (France)
8. John M. Olin Institute for Strategic Studies, Harvard University, (United States)
9. Center for International Security and Cooperation (CISAC), Stanford University, (United States)

10. Center for Defence Studies, Kings College, (United Kingdom)
11. Institute of Development Studies, University of Sussex, (United Kingdom)
12. Center for the Study of Globalization, Yale University, (United States)
13. S. Rajaratnam School of International Studies (RSIS), Nanyang Technical University, (Singapore)
14. Center for Development Research (ZEF), University of Bonn (Germany)
15. Center for the Study of African Economies, Oxford University, (United Kingdom)
16. James A. Baker III Institute for Public Policy, Rice University, (United States)
17. Center for Security Studies (CSS), ETH Zürich, (Switzerland)
18. Moscow State Institute of International Relations (MGIMO), (Russia)
19. Strategic and Defence Studies Centre (SDSC), Australian National University, (Australia)
20. Facultad Latinoamericana de Ciencias Sociales (FLACSO), (Costa Rica)
21. Center for Policy Studies, Central European University, (Hungary)
22. Institute of Southeast Asian Studies (ISEAS), National University of Singapore, (Singapore)
23. Freeman Spogli Institute for International Studies (FSI), Stanford University, (United States)
24. Human Security Report Project (HSRP), Simon Fraser University, (Canada)
25. Globalization and Development Centre, Bond University, (Australia)

Best Government Affiliated Think Tanks

Table #28

1. World Bank Institute (WBI), World Bank, (United States)
2. Congressional Research Service, (United States)
3. Royal United Services Institute for Defence and Security Studies, (United Kingdom)
4. Chinese Academy of Social Sciences (CASS), (China)
5. European Union Institute for Security Studies, (France)
6. Norwegian Institute of International Affairs (NUPI), (Norway)
7. United Nations University (UNU), (Japan)
8. Korea Development Institute (KDI), (South Korea)
9. German Development Institute / Deutsches Institut für Entwicklungspolitik, (Germany)

10. China Institute of Contemporary International Relations (CICIR), (China)
11. Shanghai Institute for International Studies, (China)
12. Institute of World Economy and International Relations (IMEMO), (Russia)
13. Research Institute of Economy, Trade and Industry (RIETI) (Japan)
14. Council of Policy Advisors EU, (Belgium)
15. China Institute of International Studies (CIIS), (China)
16. Polish Institute of International Affairs, (Poland)
17. Institute for Defence Studies and Analyses, (India)
18. Institute of Foreign Affairs and National Security (IFANS), (South Korea)
19. Center for Eastern Studies, (Poland)
20. Information and Decision Support Center, (Egypt)

Best Party Affiliated Think Tanks

Table #29

1. Friedrich Ebert Foundation (FES), (Germany)
2. Konrad Adenauer Foundation (KAS), (Germany)
3. Center for Policy Studies, (United Kingdom)
4. Heinrich Boll Foundation, (Germany)
5. Friedrich Naumann Foundation (FNS), (Germany)
6. Demos, (United Kingdom)
7. Progressive Policy Institute (PPI), (United States)
8. Center for European Policy Studies, (Belgium)
9. Fabian Society, (United Kingdom)
10. Robert Schuman Foundation, (Germany)
11. Foundation for Social Studies and Analysis (FAES), (Spain)
12. Green European Foundation (GEF), (Belgium)
13. Rosa Luxemburg Foundation, (Germany)
14. Foundation for European Progressive Studies (FEPS), (Belgium)
15. New Democrat Network, (United States)
16. Hanns Seidel Foundation, (Germany)
17. Fundacion IDEAS, (Spain)
18. Institute of Strategic Analysis and Policy Research (INSAP), (Malaysia)
19. Terra Nova, (France)
20. European Ideas Network, (Belgium)
21. Fundacion Pensar, (Argentina)
22. Central Party School, (China)
23. Fondation pour l'Innovation Politique, (France)
24. Fundacion Armando Alvares Penteado (FAAP), (Brazil)

25. Belgrade Center for Security Policy (FNA Center for Civil-Military Relations), (Serbia)

APPENDICES

I. June 21, 2010 Global Go To Index Announcement Letter

Think Tanks and Civil Societies Program

International Relations Program

University of Pennsylvania

635 Williams Hall

255 South 36th Street

PHILADELPHIA, PA, USA 19104-6305

TEL. (001) 215 746-2928

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

June 21, 2010

Greetings:

I am pleased to announce the commencement of the **2010 Global Go To Think Tank Report**. Next month the Think Tanks and Civil Societies Program (TTCSP) will be contacting you for help in indentifying the world's leading think tanks for the **Global Go To Index**. Before we formally launch the rankings process we need your input on some critical issues and want to make you aware of changes in the rankings process.

First and foremost, we want to let you know that on **July 15th, 2010**, you will receive an email asking for nominations of think tanks that you feel warrant consideration as centers of excellence on global, regional and national levels. Those institutions that receive five or more nominations will be placed on the rankings ballot that will be used to create an on-line rankings survey. This survey will then be used to identify the pool of finalists. After all the results have been tabulated an expert panel will carefully evaluate each institution and make the final selections. This change in the rankings and selection process is the result of the recommendations made by more than 1,200 think tanks and expert panelists who participated in last year's rankings process.

At this time I would like to solicit your input on how we might improve the Global Go To Think Tank Rankings process. Specifically, I would like to ask you to share any comments or suggestions you might have on the following issues of concern:

- 1) Recommendations for new or revised categories (regions of the world, areas of research or special categories) that might be added to next year's rankings (see page 68 of the 2009 Report for a list of categories and the selection criteria-link provided below).
- 2) Strategies for increasing participation from developing countries and/or your country or region;
- 3) Strategies for indentifying new think tanks and small to mid-sized, high performance think tanks;
- 4) Recommended revisions and/or additions to the selection criteria;
- 5) Recommendations for how to improve the nominations and rankings process (how we might make the process more efficient, effective and user friendly);
- 6) Strategies for assuring the accuracy of the names of the institutions that are submitted during the nomination stage of the process;
- 7) Strategies for increasing the awareness and direct involvement among policymakers, journalists and public and private donors in the nomination and selection process;
- 8) Names and contact information for prospective expert panel members (please submit them on or before **June 30, 2010**);
- 9) Names of potential sponsors for possible annual grant awards for think tanks with high impact policy proposals; collaborative interdisciplinary policy research and pioneering/innovative policy research.
- 10) Names and contact information for print and electronic journalists and public policy bloggers that we should send the Global Go To Think Tank Rankings Press Release to each year. Also, if have recommendations of regional or global publications that might want to feature the Global Go To Report.

I value your input and welcome any additional comments or suggestions you might have for improving the process and how we report and disseminate the findings. Please submit your response at your earliest convenience and your nominations for expert panel members by **June 30th, 2010**.

A copy of the unabridged 2009 Global Go To Report is currently posted on the International Relations Program web page:

http://www.sas.upenn.edu/irp/documents/2009GlobalGoToReportThinkTankIndex1.31.10_2010.02.14.pdf

Thanks again for all your support over the years and for helping make the Think Tanks and Civil Society Program a success.

“Helping to bridge the gap between knowledge and policy”

James G. McGann, Ph.D.
Assistant Director, International Relations Program
Director, Think Tanks and Civil Societies Program
University of Pennsylvania
635 Williams Hall
255 S. 36th Street
Philadelphia, PA 19104-6304

Main Office: 215 898-0452
Direct Line: 215 746-2928
Mobile: 215 206-1799
Email: jmcgann@sas.upenn.edu
IR Web site: <http://www.sas.upenn.edu/irp/>

Recent Publications:

2009 Global Go To Think Tank Ranking (AKA Think Tank Index)
http://www.sas.upenn.edu/irp/documents/2009GlobalGoToReportThinkTankIndex1.31.10_2010.02.14.pdf

Democratization and Market Reform in Developing and Transitional Countries Think Tanks as Catalysts (Routledge 2010) <http://www.routledge.com/books/Democratization-and-Market-Reform-in-Developing-and-Transitional-Countries-isbn9780415547383>

Catalysts for Growth and Development: The Role of Think Tanks in Brazil, Russia, India, China, and South Africa (CIPE 2009) <http://www.cipe.org/bookstore>

Forging a Partnership Between GCC and US Think Tanks (ECSSR 2009)
<http://www.ecssr.ac.ae/CDA/en/Publications/SeriesInformation/0.2092.574.00.html?type=LS&lang=Both>

Think Tanks and Policy Advice in the US: Academics, Advisors and Advocates (Routledge 2007)
<http://www.routledgepolitics.com/books/Think-Tanks-and-Policy-Advice-in-the-US-isbn9780415772280>

Comparative Think Tanks, Politics and Public Policy (Edward Elgar 2005) http://www.e-elgar.co.uk/Bookentry_Main.lasso?id=2756

Global Think Tanks (Forthcoming Routledge 2010)

II. Expert Panelist Survey Letter

Think Tanks and Civil Societies Program

International Relations Program

University of Pennsylvania

635 Williams Hall

255 South 36th Street

PHILADELPHIA, PA, USA 19104-6305

TEL. (001) 215 746-2928

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

June 18, 2010

Greetings:

I am pleased to announce the commencement of the **2010 Global Go To Think Tank Report**. Next month the Think Tanks and Civil Societies Program (TTCSP) will be contacting you for help in identifying the world's leading think tanks for the **Global Go To Index**. Before we formally launch the 2010 rankings process we need your input on the selection criteria we have used over the last four years. We also want to make you aware of some changes in the rankings process.

On **July 15th, 2010**, we will be asking you to nominate think tanks that you feel warrant consideration as centers of excellence on global, regional or national levels. Those institutions that receive five or more nominations will be placed on the rankings ballot that will be used to create an on-line rankings survey. This survey will then be used to identify the pool of finalists. After all the results have been tabulated an expert panel will carefully evaluate each institution and make the final selections. This change in the rankings and selection process is the result of the recommendations made by a number of the more than 1,200 think tanks and expert panelists who participated in last year's rankings process.

At this time I would like to solicit your help in assessing the utility of the Global Go To Think Tank nomination and rankings criteria that are currently used to evaluate the performance of public policy research organizations (think tanks) for the annual ranking of think tanks (a.k.a. Think Tank Index). Specifically, I would like to ask you to fill out this brief survey to indicate whether each one of the criterion provided is an Excellent, Good, Fair or Poor indicator of a high performance think tank: <http://www.surveymonkey.com/s/BDHZPXJ>. After having completed the survey, please send me any additional criteria that you think we should add.

I value your input and welcome any additional comments or suggestions you might have for improving the process and how we report and disseminate the findings. Please submit your

response to the survey at your earliest convenience. I would also welcome receiving the names of individuals you nominate to serve on this year's expert panel by **July 9th, 2010**.

A copy of the unabridged 2009 Global Go To Report is currently posted on the International Relations Program web page:

http://www.sas.upenn.edu/irp/documents/2009GlobalGoToReportThinkTankIndex1.31.10_2010.02.14.pdf

Thanks again for all your support over the years and for helping make the Think Tanks and Civil Societies Program a success.

“Helping to bridge the gap between knowledge and policy”

James G. McGann, Ph.D.
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Democratization and Market Reform in Developing and Transitional Countries Think Tanks as Catalysts (Routledge 2010) <http://www.routledge.com/books/Democratization-and-Market-Reform-in-Developing-and-Transitional-Countries-isbn9780415547383>

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Comparative Think Tanks, Politics and Public Policy (Edward Elgar 2005) http://www.elgar.co.uk/Bookentry_Main.lasso?id=2756

Global Think Tanks (Forthcoming Routledge 2010)

III. First Round Nominations Letter

Think Tanks and Civil Societies **Program**

International Relations Program *University of Pennsylvania*

635 Williams Hall
255 South 36th Street
PHILADELPHIA, PA, USA 19104-6305
TEL. (001) 215 746-2928

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

July 18, 2010

Greetings:

I am pleased to announce the commencement of the **2010 Global Go To Think Tank Report** nominations process. The Think Tanks and Civil Societies Program (TTCSP) is contacting you for help in indentifying the world's leading think tanks for the **Global Go To Index**. **Please submit your nomination on or before August 20, 2010**. A link to the on-line nominations instrument along with a list of the nomination categories, a working definition of think tanks, a think typology and an impact assessment tool are provided below to help guide the nomination process. **You encouraged to make think tank nominations only in those areas where you have knowledge and experience.**

We are asking for nominations of think tanks that you feel warrant consideration as centers of excellence on global, regional and national levels. The 2010 Global Go To Rankings will be conducted in three rounds. This change in the rankings and selection process is the result of the recommendations made by some of the more than 1,200 think tanks and expert panelists who participated in last year's rankings process.

This year's process and schedule is summarized below:

Round I Nominations July 15 - August 20, 2010

Call for Nominations is sent to 6,300 think tanks and approximately 500 journalists, public and private donors and policy makers from around the world. These nominations are tabulated and institutes with 5 or more nominations are included in the 2010 think tank rankings process.

Round II Peer/Expert Rankings September/October 2010

Think Tanks with 5 or more nominations are placed on an electronic ranking survey. A letter announcing the second round is emailed to the 6,300 think tanks and the journalists, public and private donors and policy maker group. The rankings are tabulated and the list of finalists is generated for the Expert Panel to review and make the final selections. Individuals who served on last year's expert panel and those who are nominated are invited to serve on the 2010 expert panel. Experts from every region and functional area being ranked will be represented on the expert panel.

Round III Expert Panel Selects 2010 Go To Think Tanks November 2010

The members of the expert panel are selected and information packets are sent by email to all the panel members to make their final selections.

2010 Global Go To Think Tanks are Announced January 2011

The 2010 Global Go To Think Tanks are announced at the United Nations in New York and selected organizations in every region of the world.

Please take the time to make your nominations online, following this survey link: [\[survey link posted here\]](#). You may nominate 25 Organizations for the Global Go To Think Tank- leading think tanks in the world. Please also nominate the top think tanks by region and area of research and special achievement. You can nominate up to 25 institutions per region, 25 per research area, 10 per organizational or programmatic achievement and 5 Top Think Tanks. Please note that all nominations you make will be kept confidential.

I value your input and welcome any additional comments or suggestions you might have for improving the process and how we report and disseminate the findings. Please submit your response at your earliest convenience but no later than **August 20, 2010**.

A copy of the unabridged 2009 Global Go To Report is currently posted on the International Relations Program web page:

http://www.sas.upenn.edu/irp/documents/2009GlobalGoToReportThinkTankIndex1.31.10_2010.02.14.pdf

Thank you for assisting us with the 2010 "Global Go-To Think Tanks" Report. We appreciate your help.

James G. McGann, Ph.D.
Assistant Director, International Relations Program
Director, Think Tanks and Civil Societies Program
University of Pennsylvania
635 Williams Hall
255 S. 36th Street

Philadelphia, PA 19104-6304

Main Office: 215 898-0452

Direct Line: 215 746-2928

Mobile: 215 206-1799

Email: jmcgann@sas.upenn.edu

IR Web site: <http://www.sas.upenn.edu/irp/>

“Helping to bridge the gap between knowledge and policy”

2010 Global Go To Think Tank Nomination Categories

Please use the on-line survey instrument to submit your nomination so they can be properly tabulated.

Category I. Top 25 Think Tanks Worldwide (non-U.S.)*****

Nominate up to 25 institutions.

Category II. Top Think Tanks by Region (Regional)

Nominate up to 25 institutions for each of these regions:

Top 25 Think Tanks in Latin America and the Caribbean

Top 25 Think Tanks in the Middle East and North Africa (MENA)

Top 25 Think Tanks in Sub-Saharan Africa

Top 25 Think Tanks in Asia

Top 25 Think Tanks in Central and Eastern Europe

Top 25 Think Tanks in Western Europe

Top 25 Think Tanks in North America (Only Mexico and Canada)

Top 25 Think Tanks in the United States

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

Nominate up to 25 institutions for each of these categories:

Top 25 International Development Think Tanks

Top 25 Health Policy Think Tanks

Top 25 Environment Think Tanks

Top 25 Security and International Affairs Think Tanks

Top 25 Domestic Economic Policy Think Tanks

Top 25 International Economic Policy Think Tanks

Top 25 Social Policy Think Tanks

Top 25 Science and Technology Think Tanks

Top 25 Transparency and Good Governance Think Tanks

Category IV. Think Tanks with the Most Innovative Policy Ideas/Proposals (Global)

Nominate up to 10 institutions and include the specific policy idea/proposal.

Category V. Best New Think Tanks (established in the last 18 months) (Global)

Nominate up to 10 institutions.

Category VI. Outstanding Policy-Oriented Public Policy Research Program (Global)

Nominate up to 10 institutions.

Category VII. Best Use of the Internet to Engage the Public (Global)

Nominate up to 10 institutions.

Category VIII. Best Use of the Media (Print or Electronic) to Communicate Programs and Research (Global)

Nominate up to 10 institutions.

Category IX. Best External Relations/Public Engagement Program (Global)

Nominate up to 10 institutions.

Category X. Greatest Impact on Public Policy (Global)

Nominate up to 10 institutions.

Category XI Best University Affiliated Think Tanks (Global)

Nominate up to 10 institutions.

Category XII Best Government Affiliated Think Tanks (Global)

Nominate up to 10 institutions

Category XIII Best Party Affiliated Think Tanks (Global)

Nominate up to 10 institutions.

Category XIV. Think Tank of the Year—Top Think Tank in the World (Global)

Nominate up to 5 institutions.

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

NOMINATIONS AND RANKING CRITERIA

It is essential that you consider a variety of criteria in making your decisions. These may include, but are not limited to:

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

- Ability to bridge the gap between the academic and policymaking communities;
- Ability to bridge the gap between policymakers and the public;
- Ability to include new voices in the policymaking process;
- Ability of organization to be inscribed within issue and policy networks;
- Success in challenging the traditional wisdom of policymakers and in generating innovative policy ideas and programs.

DEFINITION OF THINK TANKS

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

Structured as permanent bodies, in contrast with ad hoc commissions or research panels, think tanks devote a substantial portion of their financial and human resources to commissioning and publishing research and policy analysis in the social sciences: political science, economics, public administration, and international affairs. The major

outputs of these organizations are books, monographs, reports, policy briefs, conferences, seminars, formal briefings and informal discussions with policymakers, government officials, and key stakeholders.

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

CATEGORIES OF THINK TANK AFFILIATIONS

<i>Category</i>	<i>Definition</i>
<i>Autonomous and Independent</i>	<i>Significant independence from any one interest group or donor and autonomous in its operation and funding from government.*</i>
<i>Quasi Independent</i>	<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>
<i>University Affiliated</i>	<i>A policy research center at a university.</i>
<i>Political Party Affiliated</i>	<i>Formally affiliated with a political party.</i>
<i>Government Affiliated</i>	<i>A part of the structure of government.</i>
<i>Quasi Governmental</i>	<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 others, think tanks can utilize various measures to assess the impact of increases in their activities as well as to account for their contributions to the policymaking environment and civil society. McGann’s recent (2008) research has focused on developing a comprehensive assessment tool for evaluating a think tank’s impact. The impetus for this research, in part, was the apparent confusion that exists about the differences between outputs and impacts. In various studies and surveys that McGann has conducted over the years, researchers and think tanks responded curiously when asked about 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

* Autonomous and Independent is a distinction based on structure, research direction and finance, not independence of thought or research. A think tank may have independent, authoritative research regardless of which affiliation category it belongs to. Institutions that receive more than fifteen percent of their funding from any one government, interest group or donor are not autonomous.

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 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 which “moves away from assessing the products of an activity or a program to focus on changes in behaviors and relationships (outcomes) which can lead to changes.” Impact can be viewed as positive if it “changes the behavior, relationships, activities, or actions of the people, groups, and organizations with whom a program works directly.”

Although this qualitative assessment is essential because it recognizes that policy impact can be successfully achieved even if policy prescriptions are not directly translated into actual policy, we recommend that this assessment should be translated into numerical rankings, thereby allowing comparisons with baseline data for effective monitoring and evaluation in the future.

November 1, 2010

Please participate in the Global Go To Think Tank Rankings Body: Think Tanks and Civil Societies Program
International Relations Program
University of Pennsylvania

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

Dear Colleague:

I am writing to invite you to help rank the think tanks that have been nominated for the top think tanks in the world for 2010. Please use this link to enter the rankings survey <http://www.surveymonkey.com/s.aspx> . The survey is designed to have a unique signature from your e-mail account making it possible for us to track response activity from you and other individuals who respond to the survey.

Please note that your rankings are due on November 30, 2010 and all rankings will be kept strictly confidential.

I am pleased to report that over 725 individuals participated in the nominations process with over 1200 institutions qualifying for consideration in the 29 categories. Thanks to our outreach efforts we have witnessed a dramatic increase in the participation from journalists, public and private donors and policymakers from Eastern and Central Europe, Asia, Latin America and Africa. The impact of this increased participation is reflected in each and every one of the 29 ranking categories.

Over the last two months it has taken a marathon of weekends and late nights to compile the lists of nominees and to consult with members of the Expert Panel to assure the quality and integrity of the nominations process. As you go through the list you will realize that the list of nominated institution represents a valuable reference and networking resource that will only be enhanced by your participation in the next round of 2010 Global Go To Tank rankings. Our goal is to create a list of the world's top think tanks that is rigorous, transparent, representative, inclusive and authoritative.

When ranking the top think tanks in the world, we suggest that you use the criteria provided and focus on aspects such as the rigor and relevance of the research and analysis produced, scale of operations, breadth of audience and financial support, contribution of research and analysis to public debate and the policymaking process, and the organization's overall impact on public policy.

This summer the selection criteria we use to guide the nominations and rankings process was sent to the 300 plus Expert Panelists for their critical assessment. The response from the experts who evaluated each criterion separately was very positive with all but two of the criterion receiving an 85 plus (out of 100)

positive rating. If you would like a copy of the findings, please let me know and I will send you a copy.

To help with this process please utilize the following criteria when ranking the nominated institutions for the 2010 Global

Go To Think Tank Index:

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

Your participation in the process helps us recognize centers of excellence in public policy research, analysis and engagement organizations (think tanks) that are operating in governments and civil societies around the world.

A few important ground rules:

- You cannot rank your own institution.]
- conduct by revealing and avoiding any potential conflicts of interest.] Adhere to professional
- Use the selection criteria provided as a tool when evaluating organizations when ranking each group of

institutions.)

and discipline bias when ranking institutions.) Avoid political, ideological

You have 1 month to complete the rankings process. You can reenter the survey as frequently as you like but YOU MUST KEEP THE ORIGINAL LINK THAT IS PROVIDED IN THE FIRST PARAGRAPH OF THIS EMAIL. PLEASE NOTE IT IS UNIQUE TO YOUR EMAIL ADDRESS AND CAN NOT BE SHARED WITH OTHERS. Please complete the rankings process by November 30th, 2010.

Should you have any questions, comments or suggestions don't hesitate to contact me to discuss them. For more information on the Think Tanks and Civil Societies Program, please see the description below.

Please note: If you do not wish to receive further emails from us, please click the link below, and you will be automatically removed from our mailing list <http://www.surveymonkey.com/optout.aspx>.

Thank you for your participation and continued interest in our research on think tanks and civil societies around the world.

Sincerely,

James G. McGann

Think Tank and Civil Societies Program

The Think Tanks and Civil Societies Program (TTCSP), established in 1989 at the Foreign Policy Research Institute in Philadelphia and is now located at the International Relations Program, University of Pennsylvania examines the role policy institutes play in governments and in civil societies around the world. Often referred to as the 'think tank's think tank,' TTCSP examines the evolving role and character of public policy research organizations. The Program specializes in the researching the challenges think tanks face and developing strategies and programs to strengthen the capacity and performance of think tanks around the world. Over the last 20 years the Program has launched a number of global initiatives that have helped bridge the gap between knowledge and policy in critical policy areas such as international peace and security, globalization and governance, international economics, environment, information and society, poverty alleviation and health. These international collaborative efforts are designed to establish regional and international networks of policy institutes and communities that will help to improve policymaking and strengthen democratic institutions and civil societies around the world. The Program works with some of the leading private foundations, intergovernmental organizations, think tanks and universities in a variety of collaborative efforts and programs. For additional information about our publications and programs contact: Jmcgann@sas.upenn.edu

November 7, 2010

Invitation to Rank the leading think tanks in the world Body:

Dear Friend and Colleague:

I am writing to encourage you to help us recognize centers of excellence in public policy research by participating in the 2010 Global Go To Think Tank Rankings (AKA Think Tank Index). Here is a link to the 2010 rankings survey: <http://www.surveymonkey.com/s.aspx> .

The mission of the Think Tanks and Civil Society Program is to help identify centers of excellence and increase public awareness of the important role think tanks play in civil societies and governments around the world.

You can reenter the survey as frequently as you like but YOU MUST KEEP THE ORIGINAL LINK THAT IS PROVIDED IN THE FIRST PARAGRAPH OF THIS EMAIL. PLEASE NOTE IT IS UNIQUE TO YOUR EMAIL ADDRESS AND CAN NOT BE SHARED WITH OTHERS.

We encourage you to rank think tanks in all of the categories listed below so that the Expert Panel can base their final selections on your valuable input.

Please complete the rankings process by November 30th, 2010.

2010 Global Go To Think Tank Index
(Categories of Top Think Tanks)

Top Think Tanks in the United States
Top Think Tanks Worldwide (Non-US)
Think Tank of the Year 2010 - Top Think Tank in the World (Global)
Top Think Tanks in Western Europe
Top Think Tanks in Central and Eastern Europe
Top Think Tanks in Asia
Top Think Tanks in Sub-Saharan Africa
Top Think Tanks in Latin America and the Caribbean
Top Think Tanks in the Middle East and North Africa (MENA)
Top Security and International Affairs Think Tanks
Top International Development Think Tanks
Top Environment Think Tanks
Top Health Policy Think Tanks
Top Domestic Economic Policy Think Tanks
Top International Economic Policy Think Tanks
Top Social Policy Think Tanks
Top Science and Technology Think Tanks
Top Transparency and Good Governance Think Tanks
Think Tanks with Most Innovative Policy Ideas/Proposals
Best New Think Tanks (established in the last 18 months)
Outstanding Policy-Oriented Public Policy Research Program
Best Use of the Internet to Engage the Public
Best Use of Media (Print or Electronic) to Communicate Programs and Research
Best External Relations/Public Engagement Program

Greatest Impact on Public Policy (Global)
Best University Affiliated Think Tanks (Global)
Best Government Affiliated Think Tanks
Best Party Affiliated Think Tanks

Please note: If you do not wish to receive further emails from us, please click the link below, and you will be automatically removed from our mailing list <http://www.surveymonkey.com/optout.aspx> .

We apologize in advance for any cross listing.

Thanks in advance for your participation and continued interest in our research!

Sincerely,

Jim McGann

James G. McGann, Ph.D.
Assistant Director, International Relations Program
Director, Think Tanks and Civil Societies Program
University of Pennsylvania
635 Williams Hall
255 S. 36th Street
Philadelphia, PA 19104-6304

Main Office: 215 898-0452
Direct Line: 215 746-2928
Mobile: 215 206-1799
Email: jmcgann@sas.upenn.edu
IR Web site: <http://www.sas.upenn.edu/irp/>

Recent Publications:

Global Think Tanks, Policy Networks and Governance (Forthcoming Routledge November 2010)
<http://www.routledge.com/books/Think-Tanks-isbn9780415779791>
2009 Global Go To Think Tank Ranking-AKA Think Tank Index (UofPa 2010)
http://www.sas.upenn.edu/irp/documents/2009GlobalGoToReportThinkTankIndex1.31.10_2010.02.14.pdf
Democratization and Market Reform in Developing and Transitional Countries Think Tanks as Catalysts (Routledge, 2010) <http://www.routledge.com/books/Democratization-and-Market-Reform-in-Developing-and-Transitional-Countries-isbn9780415547383>
Catalysts for Growth and Development: The Role of Think Tanks in Brazil, Russia, India, China, and South Africa (CIPE 2009) <http://www.cipe.org/bookstore>
Forging a Partnership Between GCC and US Think Tanks (ECSSR 2009)
<http://www.ecssr.ac.ae/CDA/en/Publications/SeriesInformation/0,2092,574,00.html?type=LS&lang=Both>
Think Tanks and Policy Advice in the US: Academics, Advisors and Advocates (Routledge 2007)

<http://www.routledgepolitics.com/books/Think-Tanks-and-Policy-Advice-in-the-US-isbn9780415772280>
Comparative Think Tanks, Politics and Public Policy (Edward Elgar 2005) http://www.e-elgar.co.uk/Bookentry_Main.lasso?id=2756

Subject: 2nd Reminder 2010 THINK TANK Ranking Survey Body: THINK TANKS AND CIVIL SOCIETIES PROGRAM

International Relations Program
University of Pennsylvania
Philadelphia, Pennsylvania, USA

November 14, 2010

2nd Reminder 2010 THINK TANK Ranking Survey

Dear friend and colleague:

Just a friendly reminder to encourage you to take a few moments to rank the 2010 leading think tanks in the world.

You must rank the think tanks even if you have already submitted your nominations. The nominations and ranking are two separate steps in the process.

Provided below you will find a link for the think tank rankings survey for the 2010 Global Go To Think Tanks Index, in case you no longer have the link.

All you have to do is use this link <http://www.surveymonkey.com/s.aspx> to access the list of nominated institutions. Use the drop down menu to rank the think tanks for each category.

The DEADLINE for submitting selections is November 30, 2010.

Your nominations will be kept strictly confidential.

Over 300 journalists, policymakers and public and private donors from every region of the world have already submitted their rankings.

Please try to rank the think tanks in all the categories even if it is only a few for each category.

You can opt-out by using this link <http://www.surveymonkey.com/optout.aspx>.

Thanks in advance for taking the time to complete the survey.

Sincerely,

Jim McGann

James G. McGann, Ph.D.
Assistant Director, International Relations Program
Director, Think Tanks and Civil Societies Program
University of Pennsylvania

November 21, 2010

Subject: 2nd reminder to rank the top think tanks in the world Body: THINK TANKS AND CIVIL SOCIETIES PROGRAM

International Relations Program
University of Pennsylvania
Philadelphia, Pennsylvania, USA

November 14, 2010

2nd Reminder 2010 THINK TANK Ranking Survey

Dear friend and colleague:

Just a friendly reminder to encourage you to take a few moments to rank the 2010 leading think tanks in the world.

You must rank the think tanks even if you have already submitted your nominations. The nominations and ranking are two separate steps in the process.

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You can opt-out by using this link <http://www.surveymonkey.com/optout.aspx>.

Thanks in advance for taking the time to complete the survey.

Sincerely,

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Direct Line: 215 746-2928
Mobile: 215 206-1799
Email: jmcgann@sas.upenn.edu
IR Web site: <http://www.sas.upenn.edu/irp/>

Please complete the rankings survey by 12/3/2010

Body:

Think Tanks and Civil Societies Program
International Relations Program
University of Pennsylvania

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

Greetings,

Thank you for agreeing to participate in the 2010 Global Go To Think Tank Rankings (GGTTTR) survey.

In reviewing your survey I noticed that you started but have not completed the survey. I wanted to take

this opportunity to encourage you to complete the survey by Friday, December 3 2010 (The deadline has been extended from November 30th to allow you to complete the survey).

Here is the link to the 2010 Think Tank Ranking survey: <http://www.surveymonkey.com/s.aspx> in case you have deleted it.

You can reenter the survey as frequently as you like but YOU MUST KEEP THE ORIGINAL LINK THAT IS PROVIDED IN THE THIRD (3) PARAGRAPH OF THIS EMAIL.

Over 450 scholars, policymakers, public and private donors and journalists from 110 countries have already participated in 2010 ranking process. Your full participation will help ensure the quality and integrity of the process. 750 individuals submitted nominations for the 29 categories in which we are ranking the world's top think tanks.

We encourage you to rank think tanks in all of the categories listed below so that the Expert Panel can base their final selections on your valuable input.

2010 Global Go To Think Tank Index (Categories of Top Think Tanks)

- Top Think Tanks in the United States
- Top Think Tanks Worldwide (Non-US)
- Think Tank of the Year 2010 - Top Think Tank in the World (Global)
- Top Think Tanks in Western Europe
- Top Think Tanks in Central and Eastern Europe
- Top Think Tanks in Asia
- Top Think Tanks in Sub-Saharan Africa
- Top Think Tanks in Latin America and the Caribbean
- Top Think Tanks in the Middle East and North Africa (MENA)
- Top Security and International Affairs Think Tanks
- Top International Development Think Tanks
- Top Environment Think Tanks
- Top Health Policy Think Tanks
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- Top Social Policy Think Tanks
- Top Science and Technology Think Tanks
- Top Transparency and Good Governance Think Tanks
- Think Tanks with Most Innovative Policy Ideas/Proposals
- Best New Think Tanks (established in the last 18 months)
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- Best External Relations/Public Engagement Program
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Best University Affiliated Think Tanks (Global)
Best Government Affiliated Think Tanks
Best Party Affiliated Think Tanks

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We apologize in advance for any cross listing.

Thanks in advance for your participation and continued interest in our research!

Sincerely,

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November 29, 2010

final reminder please submit think tank survey by 12.3.2010 Body:

Think Tanks and Civil Societies Program
International Relations Program
University of Pennsylvania

Greetings,

This is the Final Reminder for you to participate in the ranking of the leading centers of public policy excellence around the world. The DEADLINE for submitting your rankings has been extended to December 3, 2010.

Here is the link to the 2010 Global Go To Think Tank Ranking survey in case you have deleted it:
<http://www.surveymonkey.com/s.aspx> Use the drop down menu to rank the think tanks for each category.

You can reenter the survey as frequently as you like but YOU MUST KEEP THE ORIGINAL LINK THAT IS PROVIDED ABOVE.

750 individuals and institutions submitted nominations for the top think tanks in the world and over 480 scholars, policymakers, public and private donors and journalists from 110 countries have already participated in the 2010 ranking process.

Your full participation will help ensure the quality and integrity of the process. We encourage you to rank think tanks in all of the regional, functional, and special categories listed in the survey so that the Expert Panel can benefit from your valuable input.

Please note if you do not wish to receive further emails from us, click the link below, and you will be automatically removed from our mailing list: <http://www.surveymonkey.com/optout.aspx>

Thanks in advance for your participation and continued interest in our research.

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December 3, 2010

2010 Think Tank Index at UN on 1/18/2011 Body: Greetings,

The deadline for the 2010 Think Tank Index survey is midnight GMT tonight, Friday December 3, so there is still plenty of time to take part. Simply follow this link: <http://www.surveymonkey.com/s.aspx> .

We look forward to including your input in the 2010 Global Go To Think Tank Report which will be released on January 18th 2011 at the United Nations.

Date: Tuesday, January 18, 2010
Time: 10:00 a.m. to 12:30 p.m.
Venue: Conference Room 7, Temporary North Lawn Building

For further information Francis Lowe
Email: lowe@unu.edu or Phone: 212-963-6387

Please note: If you do not wish to receive further emails from us, please click the link below, and you will be automatically removed from our mailing list <http://www.surveymonkey.com/optout.aspx> .

Think Tank and Civil Societies Program

“Helping to bridge the gap between knowledge and policy”

The Think Tanks and Civil Societies Program (TTCSP) was established in 1989 at the Foreign Policy Research Institute in Philadelphia. In 2008 TTCSP relocated to International Relations Program, University of Pennsylvania. TTCSP conducts research on the role policy institutes play in governments and in civil societies around the world.

Often referred to as the 'think tank's think tank,' TTCSP examines the evolving role and character of public policy research organizations. The Program specializes in the researching the challenges think tanks face and developing strategies and programs to strengthen the capacity and performance of think tanks around the world. Over the last 25 years the Program has launched a number of global initiatives that have helped bridge the gap between knowledge and policy in critical policy areas such as international peace and security, globalization and governance, international economics, environment, information and society, poverty alleviation and health. These international collaborative efforts are designed to establish regional and international networks of policy institutes and communities that will help to improve policymaking and strengthen democratic institutions and civil societies around the world. The Program works with some of the leading private foundations, intergovernmental organizations, think tanks and universities in a variety of collaborative efforts and programs. For additional information about our publications and programs contact: Jmcgann@sas.upenn.edu

Research on Think Tanks and Civil Societies

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

Think Tank Capacity Building Program

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

Database and Directories

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

Program Director

James G. McGann, Ph.D. is assistant director of the International Relations Program and director of the Think Tanks and Civil Societies Program (TTCSP) at the University of Pennsylvania. He conducts research on the trends and challenges facing think tanks and policymakers around the world and provides advice and technical assistance to think tanks, governments and public and private donors on how to improve the quality and impact of policy research. He is also a senior fellow at the Foreign Policy Research Institute, a think tank based in Philadelphia. Prior to coming to the University of Pennsylvania Dr. McGann was an assistant professor of Political Science at Villanova University where he taught international relations, international organizations and international law.

Dr. McGann has served as a consultant and advisor to the World Bank; United Nations; United States Agency for International Development; the Soros, Rockefeller, MacArthur, Hewlett, and Gates foundations; the Carnegie Corporation; and foreign governments on the role of non-governmental, public policy, and public engagement organizations in civil society. He has served as the senior vice president for the Executive Council on Foreign Diplomats, the public policy program officer for the Pew Charitable Trusts, the assistant director of the Institute of Politics, John F. Kennedy School of Government at Harvard University, and a senior advisor to the Citizens' Network for Foreign Affairs and the Society for International Development.

Among Dr. McGann's publications are *Competition for Dollars, Scholars, and Influence in the Public Policy Research Industry* (University Press of America 1995); *The International Survey of Think Tanks* (Foreign Policy Research Institute 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); *Global Trends and Transitions: 2007 Survey of Think Tanks* (Foreign Policy Research Institute 2008); *The 2007 Global Go to Think Tanks* (Foreign Policy Research Institute 2008); *Think Tank Index* (Foreign Policy Magazine 2009); *The 2008 Global Go to Think Tanks* (IRP, University of Pennsylvania 2009); *Democratization and Market Reform: Think Tanks As Catalysts* (Routledge 2009), *Catalysts for Economic Growth and Development: The Role of Think Tanks in Brazil, Russia, India, China and South Africa* (CIPE 2009), *The 2009 Global Go to Think Tanks* (University of Pennsylvania 2009) and *Global Think Tanks, Policy Networks and Governance* (Routledge 2010)

RESEARCH INTERNS

Robert Gard, University of Pennsylvania

David Holliday, University of Pennsylvania

Emily Roberts, University of Pennsylvania

Daniel Benny, University of Pennsylvania

Anna Gadzinski, Bryn Mawr College

Emma Barnes, University of Pennsylvania

Adam Levenson, University of Pennsylvania

Nicole Weinrich, Stanford University

Dorothea Cheek, University of Pennsylvania
Chloe Grigri, University of Vermont
Nadine Zylinderberg, University of Pennsylvania
Ellie Joles, University of Pennsylvania

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**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

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