

**REPORT EMBARGOED Until 10:00AM on 1/18/2012**

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

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January 18, 2012

Dear Friend and Colleague,

I am pleased to announce the launch of the 2011 Global Go To Think Tanks Rankings and associated trends report. The report can be accessed at the Program's website: <http://www.gotothinkank.com>.

The report's publication is the culmination of an eight-month process involving the support of think tanks and experts from every region of the world. Despite the scope of the project, the rankings are conducted without the benefit of a full time staff or budget, instead made possible with the assistance of a group of research interns from the University of Pennsylvania and other colleges in the Philadelphia area.

Below is a snapshot of the range of experts and peer institutions participating in this year's ranking process:

- 793 expert panelists for all the regional and functional research categories
- 150 journalists and scholars with expertise spanning politics, think tanks, and civil society
- 55 current and former directors of think tank programs and networks
- 40 public and private donors
- 100s of think tanks
- 25-30 intergovernmental organizations
- 120 academic institutions

Further, I am pleased to highlight the increasingly global reach of the rankings, as reflected in the following statistics regarding this years report:

- 6,545 think tanks from 182 countries were invited to participate in the process
- 1,500 plus individuals from 120 countries participated in the nominations and rankings process
- Think tanks were nominated, and subsequently ranked, in 30 categories

- A total of 5,329 think tanks were nominated
- A total of well over 25,000 nominations were received across the 30 categories
- 202 think tanks were nominated as the world's top think tank

Each year, our team works to improve the quality of the data collected and the results generated by the rankings process. This and last years' reviews of the process sparked an upheaval of aspects of previous years' methodology. In an effort to make the rankings process more democratic and fair, 2011's process, like 2010's, began with calling for nominations of think tanks across the thirty categories, not relying (as the process had in the past) on Expert Panels for these nominations. At each stage of the process, Expert Panel members were then consulted to verify the legitimacy of each round's results. By using the Expert Panels as barometers for the data's accuracy rather than generators of data, we intended to make the process more democratic and to eliminate the influence on the rankings of any potential bias of Expert Panel members.

In addition, this year's process featured the modification and addition of categories relative to previous years' rankings. In previous years, there was a single regional category titled "Top Think Tanks in Latin America." This year's rankings split that category into "Top Think Tanks in Mexico, Canada, and the Caribbean" and "Top Think Tanks in Central and South America." Additionally, the category titled "Think Tanks with the Best Use of the Internet to Engage the Public" was modified to include "or Social Media" in an effort to reflect the rising importance of social media in political and civil society movements. Finally, the "Top Think Tanks with Annual Operating Budgets of Less Than \$5 Million USD" category was added in an attempt to recognize the work of smaller think tanks that nevertheless produce influential research but might otherwise be edged out the rankings by think tanks with bigger budgets and more manpower.

Still, efforts to streamline and perfect the process are ongoing, and as we are forever seeking ways to enhance the process, I welcome your comments and suggestions on how it might be improved. I further encourage you to provide the names and contact information for prospective Expert Panel members you might suggest for the functional areas and geographic regions covered by the rankings.

As you may know, our initial effort to generate a ranking of the world's leading think tanks developed from a series of requests from donors and journalists to produce national, regional, and international lists of the preeminent think tanks. Our ongoing efforts with respect to the rankings are now defined by our drive to understand the role of think tanks in governments and civil societies globally, so that we can help to improve their capacity and performance.

Our rankings process, as in the past, relies on a shared definition of public policy research, analysis, and engagement organizations, a detailed set of selection criteria, and an increasingly open and transparent nomination and selection process. Particularly with this year's improvements, we believe this process to have tremendous utility for think tanks, policymakers, donors, and the public. We are especially pleased with the

increased participation from developing and BRICS<sup>1</sup> countries, which allows us to bring special attention to the important work they are doing, often under a set of circumstances with a set of obstacles all their own.

Finally, I would like to thank you again for all your support over the years, and for helping make the Think Tanks and Civil Societies Program a continued success.

Sincerely,

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

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<sup>1</sup> The BRICS countries include Brazil, Russia, India, China, and South Africa.

# 2011 THINK TANKS RANKINGS CATEGORIES

## **I. Top Think Tanks in the World**

- Think Tank of the Year 2011 – Top Think Tank in the World
- Top Think Tanks – Worldwide (Non-US)
- Top Think Tanks – Worldwide (US and Non-US)

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

- Top Think Tanks in the United States
- 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 Mexico, Canada, and the Caribbean<sup>†</sup>
- Top Think Tanks in Central and South America
- Top Think Tanks in the Middle East and North Africa (MENA)

## **III. Top Think Tanks by Area of Research**

- 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

## **IV. 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)
- Think Tanks with Outstanding Policy-Oriented Public Policy Research Programs
- Think Tanks with the Best Use of the Internet or Social Media to Engage the Public<sup>‡</sup>

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<sup>†</sup> In previous years, there was a single regional category titled “Top Think Tanks in Latin America.” This year’s rankings split that category into “Top Think Tanks in Mexico, Canada, and the Caribbean” and “Top Think Tanks in Central and South America.”

<sup>‡</sup> In previous years, this category was titled “Think Tanks with the Best Use of the Internet to Engage the Public.” The phrase “or Social Media” was added this year in an effort to reflect the rising importance of social media in political and civil society movements.

- Think Tanks with the Best Use of the Media (Print or Electronic) to Communicate Programs and Research
- Think Tanks with the Best External Relations/Public Engagement Programs
- Think Tanks with the Greatest Impact on Public Policy (Global)
- Best University Affiliated Think Tanks (Global)
- Best Government Affiliated Think Tanks
- Best Party Affiliated Think Tanks
- Top Think Tanks with Annual Operating Budgets of Less Than \$5 Million USD<sup>§</sup>

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<sup>§</sup> This category was added this year in an effort to recognize the work of smaller think tanks that nevertheless produce influential research but might otherwise be edged out the rankings by think tanks with bigger budgets and more manpower.

# *THE GLOBAL GO TO THINK TANKS REPORT 2011*



*THE LEADING PUBLIC POLICY RESEARCH ORGANIZATIONS IN THE WORLD*

**REPORT EMBARGOED Until 10:00AM on 1/18/2012**

FINAL NATIONAL PRESS CLUB EDITION  
JANUARY 18, 2012

James G. McGann, Ph.D.  
Director

Think Tanks and Civil Societies Program  
International Relations Program  
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Philadelphia, PA USA 19104-6305

# The Think Tanks and 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 directed to:  
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## ACKNOWLEDGEMENTS

First and foremost, I want to express my deep appreciation to all the scholars, think tank directors, journalists, policymakers, and donors from every region of the world who took time out of their busy schedules to participate in the 2011 think tank rankings. A special note of thanks goes to the over 700 functional area and regional specialists who served on the thirty Expert Panels that provided valuable insights and assistance as I compiled the final 2011 Global Go-To Think Tank Index.

I also want to thank my research interns for their help in collecting and analyzing the data for this research project. I want to thank James B. Sharp, International Relations Program, University of Pennsylvania, for updating the think tank data and preparing all the charts and graphs. Special thanks goes to Jillian Rafferty, International Relations Program, University of Pennsylvania, who assembled and edited this year's report. She put in long hours to help improve the quality and appearance of the 2011 Global Go-To Think Tank Index Report. Finally, I want to thank the United Nations and the United Nations University for hosting the briefing and global launch of the 2011 Global Go-To Think Tank Index in New York again this year, and the Diplomatic Courier magazine for hosting the Washington, D.C. briefing and launch. I am pleased to announce that that the Diplomatic Courier has agreed to sponsor and produce an iPad app for an abridged, special issue of the 2011 Global Go-To Think Tank Index Report.

## INTRODUCTION

The 2011 Global Go To Think Tank Rankings marks the fifth edition of the annual report. As in previous years, the Think Tanks and Civil Societies Program (TTCSP) at the University of Pennsylvania's International Relations Program has relied on the indexing criteria and process developed by James G. McGann for ranking think tanks around the world. The Program's Rankings remain the first and most comprehensive ranking of the world's top think tanks, and are based on an annual global peer and expert survey of close to 1500 scholars, policymakers, journalists, and regional and subject area experts. Given the rigor and scope of the process, the Rankings produced have been described as the insider's guide to the global marketplace of ideas. As part of the process, all 6,545 think tanks in the world were contacted and encouraged to participate in the nominations process as well as a group of over 6000 journalists, policymakers, public and private donors, think tanks, and regional and subject area specialists. This group of peers and experts were surveyed to nominate and then rank public policy research centers of excellence for 2011. Additionally, the Program has assembled a set of Expert Panels, comprising over 793 expert members from around the world, spanning the political spectrum and drawing from a wide variety of disciplines and sectors, to help in the refining and validation of the lists generated. These experts were consulted at every stage in the process. The nominations and rankings were based on the detailed set of criteria that included the think tanks' production of rigorous and relevant research, publications, and programs in one or more substantive areas of research (see "Methodology and Timeline" for the complete set of nomination and ranking criteria, and "Appendices" for a detailed explication of the rankings process).

The 2006 Global Go To Think Tank Rankings, the first of what would become the annual reports, was launched in response to the endless requests Dr. McGann received from journalists, donors, scholars, and government officials to provide a list of the leading think tanks globally and in particular countries or regions of the world. In its initial conception, the project sought to identify some of the leading think tanks globally in an effort to respond to these inquiries in a systematic fashion. Since 2006, the process has been refined and streamlined, and the number and scope of the institutions and individuals involved in it has grown steadily.

The Rankings' primary objective is to recognize some of the world's leading public policy think tanks and highlight the notable contributions these institutions are making to governments and civil societies worldwide. Over just six years, the "Think Tank Index" has become the authoritative source for the top public policy institutions in the world. As in the past, last year's Report was launched at the United Nations University in New York City. This year, the Report enjoys a joint launch at the United Nations University and at the National Press Club in Washington, D.C. Over two hundred diplomats, foundations, and think tanks attended last year's launch at the UN, and upwards of two hundred print and electronic media outlets featured the Report's findings.

This Report is comprised of the results of 2011's Rankings. Also included in the Report is a summary of the major trends and issues with respect to think tanks worldwide, as they have been identified through the annual survey of think tanks and the Program's interviews with the staff of think tanks and civil society organizations in every region of the world.

Each year, we attempt to respond systematically to the comments and suggestions we receive regarding how we might improve the nomination and ranking process. This year, the considerable time we devoted to this response spurred a number of significant changes in the process. As in the 2010 process, this year's Rankings relied on an open nominations process, followed by a review of this process by Expert Panels. We have a continuing commitment to increasing the quality and representativeness of the Index each and every year we conduct the survey.

In addition, this year's Rankings features a number of new or modified categories. In previous years, there was a single regional category titled "Top Think Tanks in Latin America." This year's rankings split that category into "Top Think Tanks in Mexico, Canada, and the Caribbean" and "Top Think Tanks in Central and South America." Additionally, the category titled "Think Tanks with the Best Use of the Internet to Engage the Public" was modified to include "or Social Media" in an effort to reflect the rising importance of social media in political and civil society movements. Finally, the "Top Think Tanks with Annual Operating Budgets of Less Than \$5 Million USD" category was added in an attempt to recognize the work of smaller think tanks that nevertheless produce influential research but might otherwise be edged out the rankings by think tanks with bigger budgets and more manpower. This new category further sought to address an historic issue for the rankings – the underrepresentation of think tanks from outside the G7 countries.<sup>5</sup> In particular, this category – and 2011's Rankings in general – sought to highlight the potential rise of think tanks in G20 countries outside the G7.<sup>6</sup> We have also expanded the number of think tanks listed in each category in order to help highlight the work of think tanks in non-G7 countries.

Though this year's process has enjoyed the improvements outlined above, I would be remiss were I to fail to mention a few qualifications. As in previous years – and despite the work done to mitigate this issue this year – the Rankings continues to underrepresent certain regions within the "Top Think Tanks – Worldwide" category. This likely is related to the relatively small number of think tanks in developing countries, their underdeveloped capacity, and the limited resources available to these institutions. It is also a function of the reality that more than sixty percent of the world's think tanks are based in Europe and North America. Unfortunately, there are simply more and better-funded think tanks in the G7 countries. In addition, the historically dominant role these countries have played in world politics and the influence they traditionally exert over political, economic, and social thinking contributes to the prominence of their think

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<sup>5</sup> The G7 countries include Canada, France, Germany, Italy, Japan, the United Kingdom, and the United States.

<sup>6</sup> The remaining G20 members include Australia, Argentina, Brazil, China, the European Union, India, Indonesia, Mexico, Russia, Saudi Arabia, South Africa, South Korea, and Turkey.

tanks. That said, I would like to direct your attention to the regional, research area, and special achievement categories, which together might provide a fuller picture of the work of think tanks globally. The playing field is being leveled, however, by advances in information-based technologies which are becoming cheaper and more powerful, thus enabling think tanks in the Global South to have greater national, regional, and global reach.

Though each year, our best efforts have gone into generating a rigorous, inclusive, and objective process, we recognize the impossibility of entirely ridding the selection of the world's top think tanks from bias. The potential personal, regional, ideological, and disciplinary biases of those consulted throughout the process may, inevitably, have crept into the Rankings. While some have suggested what we move to a small group of experts or a panel of journalists to make the selections, we are unwavering in our commitment to a rigorous yet open and democratic process. We are confident in the quality and integrity of the Rankings given the safeguards in place, which include the open and transparent nature of the process, the creation and provision of a detailed set of nomination and selection criteria, and the annually increasing participation of think tanks and experts from every region of the world, and particularly from historically underrepresented countries in the Southern hemisphere. The most significant change has been the on-going involvement the expert panelists which has dramatically improved the nominations and ranking process. Together, these measures insulate the nomination and selection process from any significant problems of bias and misrepresentation.

I would like to highlight the exclusion of think tanks based in the United States from the principal global ranking, as the Program believes their inclusion would distort the global ranking given the extraordinary worldwide prominence and preeminence of U.S. think tanks. In so doing, the Rankings are able to further highlight lesser-known think tanks in regions outside of the United States.

We also want underscore that the Global Go-To Think Tank Index is just one measure of a think tank's performance and impact and is designed to be used in conjunction with other metrics to help identify and evaluate think tank centers of excellence in every region of the world.

As a final note, I would like to remind you that the data collection, research, and analysis for this project, as in previous years, was conducted without the benefit of field research, a budget, or a staff, instead relying on a group of interns from the University of Pennsylvania and other colleges in the Philadelphia area.

Despite the limitations of the Rankings, we are confident that the peer nomination and selection process and the work of the international Expert Panels together have enabled us to create the most authoritative list of high performance think tanks in the world.

## GLOBAL TRENDS AND TRANSITIONS

*There are a number of major political, economic, social, and technological trends that are converging at this moment in history and that have a profound impact on governments and the institutions that serve them. It is essential that think tanks understand these trends and be ahead of them so that we are all not buried by them.*

Given that today's world is faster paced and more dynamic than ever before, and the increasingly complex and overwhelming amount of information that is therefore available, the rise of organizations whose primary goals include the generation of research and the provision of information should, perhaps, come as no great surprise. Indeed, think tanks have enjoyed massive growth – both in number and in their role in global policymaking – over the last decade. As policymakers have come to rely on think tanks for the thoughtful research and analysis needed for the generation and implementation of successful policy responses to global issues, think tanks have expanded and diversified, rising to meet the challenge of an increasing informed and globalized world. In this way, think tanks have sought to fill the “operational gap,” as it has been described – policymakers’ lack of access to the information and tools needed to respond to contemporary issues.<sup>7</sup> To be sure, the information is available, perhaps in excess. It is here, in part, that think tanks are so important, filtering, sorting, and synthesizing information that they then provide to policymakers.

Think tanks address another key gap in the global policymaking process: the “participatory gap,” which refers to the self-perception of individuals and private organizations as excluded from policymaking.<sup>8</sup> The effects of this gap in policymaking have been made clear by means of the Arab Spring, the Occupy Wall Street Movement, and the struggles in the streets of Europe – movements through which global populism has emerged to challenge the establishment. In many cases, think tanks have played active roles in these movements – both behind and in front of the barricades. Though think tanks are just one of a wide variety of groups of civil society actors, they have in many ways become the representatives of civil society in global policymaking. As such, a given country's think tank sector can function as a barometer for the state of that country's civil society. A robust and influential think tank sector would, presumably, correspond to a robust and active civil society. In short, if analysts and critics associated with think tanks are allowed to operate freely, so too, in all likelihood, can the rest of civil society.

The role of the Rankings, then, can be seen as two-part, just as is the role of think tanks. As policymakers in governments throughout the developed and developing world address

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<sup>7</sup> Thorsten Benner, Wolfgang Reinicke, and Jan Witte, “Beyond Multilateralism: Global Public Policy Networks,” *International Politics and Society*, 2000: 3. See also James G. McGann, “Global Think Tanks, Politics and Governance,” Routledge, United Kingdom (2010); and James G. McGann, “Global Think Tanks: Catalysts for Ideas and Action,” *Diplomatic Courier*, 5, No. 4 (2011).

<sup>8</sup> *Ibid.*

the operational gap, seeking expertise to aid their decision-making processes, they turn inevitably to think tanks. But given the explosive proliferation of think tanks in the last decade – this year, TTCSP identified 6,545 think tanks operating in 182 countries – policymakers are faced with the additional question of where to turn for that expertise. The Rankings and Report seek to direct policymakers – and whoever else might benefit from the information, whether they be journalists, donors, or private citizens – to the preeminent institutions while simultaneously encouraging think tanks to aspire to the ideal criteria along which the nomination and selection process is conducted.

The Rankings might also assess both the success of think tanks in addressing the participatory gap and the robustness of civil society nationally, regionally, and globally. Think tanks now operate in a variety of political systems, engage in a wide range of policy-related activities, and simply comprise a highly diverse set of institutions of varied organizational forms. Despite this variety, however, all think tanks face the same fundamental challenge: the struggle to maintain their own independence and existence so they can continue to provide information and expertise to the policymaking process. The strength of think tanks promotes the strength of civil society, just as the strength of civil society promotes the strength of think tanks. As such, the Rankings' identification of states with particularly prominent and globally recognized think tanks allows for an estimation of the strength of states' civil societies. The greater the number and prominence of a state's think tanks, the stronger the civil society and, presumably, the smaller the effects of the participation gap.

More generally, the value of the Rankings process lies in its ability to highlight the important contributions that think tanks make to governments and civil societies around the world, particularly in traditionally underrepresented regions such as Africa, South East Asia, Latin America, and the Middle East. With this goal in mind, the analysis of this year's process has sought to highlight the growing importance of think tanks in states with traditionally less international power and influence. Due to the growth in the number and influence of think tanks outside the traditionally preeminent countries in academic and policy research, this year, I would like to draw your attention to the increasing role and prominence of think tanks based in G20 member states that are not in the G7.<sup>9</sup>

#### G20 THINK TANKS

| Member    | GDP (PPP)        | Population  | Think Tanks |
|-----------|------------------|-------------|-------------|
| Argentina | \$596 billion    | 41,769,726  | 137         |
| Australia | \$882.4 billion  | 21,766,711  | 29          |
| Brazil    | \$2.172 trillion | 203,766,711 | 82          |
| Canada    | \$1.33 trillion  | 34,030,589  | 97          |

<sup>9</sup> As previously noted, the G7 member states include Canada, France, Germany, Italy, Japan, the United Kingdom, and the United States. The remaining member states in the G20 include Australia, Argentina, Brazil, China, the European Union, India, Indonesia, Mexico, Russia, Saudi Arabia, the Republic of Korea, South Africa, and Turkey.

|                   |                  |               |      |
|-------------------|------------------|---------------|------|
| China             | \$10.09 trillion | 1,336,718,015 | 425  |
| European Union    | \$14.82 trillion | 492,387,344   | 1485 |
| France            | \$2.145 trillion | 65,312,249    | 176  |
| Germany           | \$2.94 trillion  | 81,471,834    | 194  |
| India             | \$4.06 trillion  | 1,189,172,906 | 292  |
| Indonesia         | \$1.03 trillion  | 245,613,043   | 20   |
| Italy             | \$1.774 trillion | 61,016,804    | 90   |
| Japan             | \$4.31 trillion  | 126,475,664   | 103  |
| Mexico            | \$1.567 trillion | 113,724,226   | 60   |
| Republic of Korea | \$1.459 trillion | 48,754,657    | 112  |
| Russia            | \$2.223 trillion | 138,739,892   | 4    |
| Saudi Arabia      | \$622 billion    | 26,131,703    | 85   |
| South Africa      | \$524 billion    | 40,004,031    | 35   |
| Turkey            | \$960.5 billion  | 78,785,548    | 27   |
| United Kingdom    | \$2.173 trillion | 62,698,362    | 286  |
| United States     | \$14.66 trillion | 313,232,044   | 1815 |

The G20 was established in 1999 in order to bring together ministers of finance and central bank governors from a diverse group of industrialized and developing nations. The group is comprised of the traditionally powerful G7 nations, the large and developing BRICS nations (Brazil, Russia, India, China, and South Africa), and a geographically and economically diverse group of states. Altogether, the G20 represents two-thirds of the world's population and eighty percent of global trade. The group meets once a year to discuss a wide range of economic issues, including international growth policies, financial market regulation, counter-terrorist measures, and financial crisis recovery. Although not formally linked to any of the think tanks included in this Report, many of the global economic solutions discussed in G20 meetings draw upon research done by these organizations, in addition to research conducted by the group's members.

In many ways, the changes to this year's Rankings attempted to highlight institutions from G20 states outside the G7. 2011's new category, "Best Think Tanks with Annual Operating Budgets of Less Than \$5 Million USD," sought to recognize the work and rise to prominence of think tanks that receive less funding – often because of budget constraints imposed by their operating in states outside the G7 – but nevertheless enjoy growing prominence in global policymaking. The category proved to successfully illustrate the important contributions that smaller organizations based outside the G7 provide to the global policy research environment – six of the top fifteen think tanks in this category were based in non-G7, G20 states.

## COUNTRIES WITH THE LARGEST NUMBER OF THINK TANKS<sup>10</sup>

|    |                |      |
|----|----------------|------|
| 1  | United States  | 1815 |
| 2  | China          | 425  |
| 3  | India          | 292  |
| 4  | United Kingdom | 286  |
| 5  | Germany        | 194  |
| 6  | France         | 176  |
| 7  | Argentina      | 137  |
| 8  | Russia         | 112  |
| 9  | Japan          | 103  |
| 10 | Canada         | 97   |
| 11 | Italy          | 90   |
| 12 | South Africa   | 85   |
| 13 | Brazil         | 82   |
| 14 | Switzerland    | 66   |
| 15 | Sweden         | 65   |
| 16 | Mexico         | 60   |
| 17 | Netherlands    | 57   |
| 18 | Spain          | 55   |
| 18 | Romania        | 54   |
| 20 | Israel         | 54   |
| 20 | Kenya          | 53   |
| 22 | Taiwan         | 52   |
| 22 | Belgium        | 52   |
| 24 | Bolivia        | 51   |
| 25 | Ukraine        | 47   |

Within this G20 focus, the most remarkable trends to be found in this year's Rankings appear in the context of the BRICS nations. The number of think tanks operating out of these five states increased by over one hundred percent between 2008 and 2011, from 419 to 985 think tanks. China and India have the second and third most think tanks, respectively. In total, 425 think tanks are listed as based in China; this figure is based on the one used by scholars and government officials in China and published in a number of scholarly journals. We have only been able to independently verify seventy-five to eighty think tanks in China, as there is no published list of the country's think tanks beyond those that we have identified (and that thus appear in TTCSP's database). Interestingly, the increase in the sheer volume of think tanks has not as yet corresponded

<sup>10</sup> **We have not been able to identify any think tanks 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, 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.



to a parallel increase in the prominence of BRICS states' think tanks globally. Only six of the think tanks in 2011's "Top Fifty Think Tanks Worldwide – Non-US" category are based in the BRICS – and only two of the top twenty-five in that category.

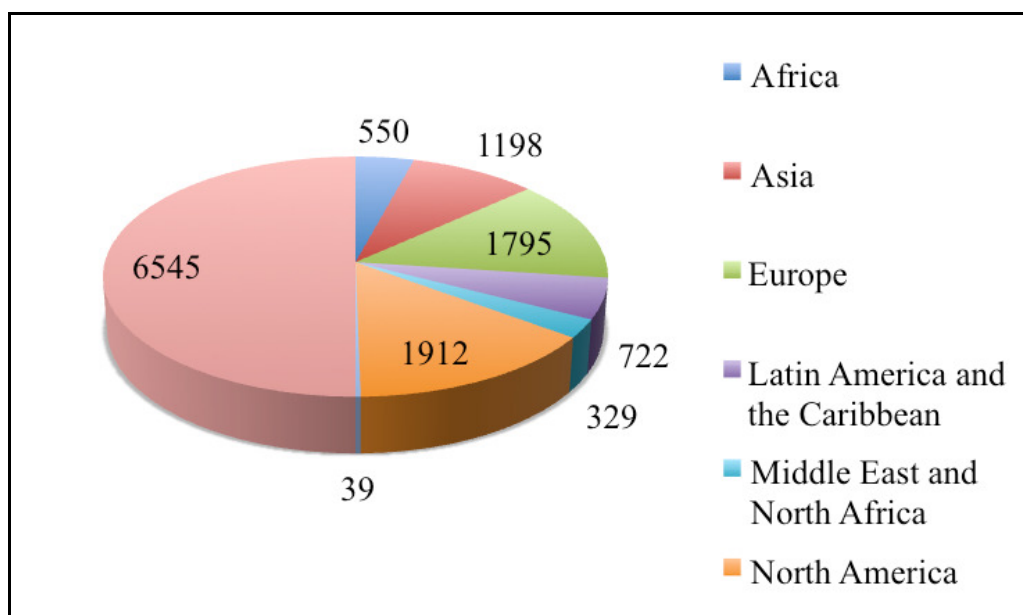
#### NUMBER OF THINK TANKS IN THE WORLD 2011

| Region                                 | No. of TT's | % of Total |
|--|-------------|------------|
| <b>Africa</b>                          | <b>550</b>  | <b>8.4</b> |
| <b>Asia</b>                            | <b>1198</b> | <b>18</b>  |
| <b>Europe</b>                          | <b>1795</b> | <b>27</b>  |
| <b>Latin America and the Caribbean</b> | <b>722</b>  | <b>11</b>  |
| <b>Middle East and North Africa</b>    | <b>329</b>  | <b>5</b>   |
| <b>North America</b>                   | <b>1912</b> | <b>30</b>  |
| <b>Oceania</b>                         | <b>39</b>   | <b>.6</b>  |
| <b>Total</b>                           | <b>6545</b> | <b>100</b> |

This chart reflects the number of think tanks in 2011 based on data collected as of July 24, 2011

Despite their continued low recognition globally, regionally and thematically, think tanks in the BRICS states have been noted this year for their exemplary and increasingly influential work. Three of the top ten think tanks in 2011's "Top Thirty Think Tanks in Central and South America" are based in Brazil. Similarly, six of the top ten think tanks in 2011's "Top Thirty Think Tanks in Sub-Saharan Africa" are based in South Africa. Russian think tanks claimed four of the top ten spots in 2011's "Top Thirty Think Tanks in Central and Eastern Europe," while India and China together occupied four of the top ten places in 2011's "Top Thirty Think Tanks in Asia."

#### 2011 GLOBAL DISTRIBUTION OF THINK TANKS BY REGION 6,545 THINK TANKS TOTAL



The number of think tanks based in the remainder of the G20 countries (excluding G7 member and the BRICS states) has also increased since 2008, though this increase has been less dramatic than that of think tanks in the BRICS countries. In 2008, the group had a combined 278 think tanks in the Program's index, compared to the 314 in the index this year. Still, global recognition of think tanks in these countries is lacking. Just three think tanks based in these countries made the list of the "Top Fifty Think Tanks Worldwide – Non-US" this year – none of which were in the top twenty-five. Though the BRICS are usually expected to dominate other G20 members outside the G7, the increasing prominence of think tanks in Argentina, Australia, Mexico, and the Republic of Korea, in particular, challenge this expectation, making particularly significant contributions to global policymaking in the fields of transparency and governance, international development, and security.

It is worth noting that despite the recent rise to prominence of think tanks in many non-G7, G20 states, the two states in this group included in the Middle East and North Africa (MENA) region, Turkey and Saudi Arabia, have historically been and continue to be notably absent from the Rankings. Only seven new think tanks were established in the two countries since 2008, and neither state's think tanks have enjoyed recognition within the global categories. Just four Turkish and zero Saudi Arabian think tanks were ranked in 2011's "Top Thirty Think Tanks in the Middle East and North Africa (MENA)" category – though this is up from the three Turkish think tanks that appeared in 2010's Rankings. At the very least, the Turkish think tanks' recognition within this regional category speaks to the increasing and global reach of their work.

The trend this year's Rankings confirmed of the growing number and prominence of think tanks in G20 nations outside the G7 is remarkable given the traditional dominance of Western European and American think tanks. Although there is still much work to be done before these rising think tanks reach parity with their still-preeminent G7-based counterparts, institutions throughout the G20 have made considerable advances in the Rankings, particularly in the fields of economics, security, and international development. Based on the 2011 Rankings, think tanks outside of the United States and Western Europe will prove increasingly important to future international policy research and policymaking.

## METHODOLOGY AND TIMELINE

The 2011 Global Go To Think Tanks Rankings process continued to employ the structural changes implemented in 2010's process. Last year's process involved a significant restructuring of the nomination and selection process, based on feedback from scholars, think tanks, and experts who had participated in the process over the prior five years. Similarly, this year's process implemented a number of substantive changes, relying on participant feedback and suggestions. Among these changes were the addition of new and modification of old categories, the expansion of the Expert Panels, and the continued effort to include think tanks from traditionally underrepresented regions, particularly those non-OECD countries.<sup>11</sup>

Before beginning the 2011 nomination and selection process, a team of some thirty interns conducted extensive research to establish a comprehensive universe of the world's known think tanks. Through this process, a universe of 6,545 think tanks was identified – 40 think tanks more than were identified in 2010 – for possible inclusion in the year's study. A team of 40 interns spent approximately 6 weeks updating and verifying the contact information for all the institutions, using web searches, print and web based lists of think tanks and TTCSP institutional profile surveys, which were sent to all 6,545 think tanks in the database.

One month in advance of the launch of the 2011 nomination and selection process, all 6,545 think tanks were sent a letter announcing the beginning of the 2011 process and seeking recommendations both for improving the methodology and for potential Expert Panel members. Previous years' Expert Panel members were further sent a survey that requested that they evaluate the efficacy and validity of the criteria used in previous years for the nomination and selection process.

This year's process and schedule is summarized below:

### Round I: Nominations

*June 30 – August 15, 2011*

Call for nominations is sent to 6,545 think tanks and approximately 6,500 journalists, public and private donors, and policymakers from around the world. These nominations are tabulated by the research team. Institutions with five or more nominations are included in the 2011 selection process. Individuals who served on the 2010 Expert Panel and those who were nominated prior to the beginning of Round I are invited to serve on the 2011 Expert Panel. Experts from every region and functional area being ranked are included on the Expert Panel.

### Round II: Peer and Expert Rankings

*September – November 2011*

Think tanks that received five or more nominations in Round I are included in an electronic ranking survey. A letter announcing the commencement of Round II is emailed to the 6,545 think tanks and 6,500 journalists, public and private donors, and

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<sup>11</sup> The OECD, or Organization for Economic Co-operation and Development, is a forum of thirty-four high-income (or developed) countries committed to democracy and the market economy.

policymakers. Following their completion of the survey, the rankings are tabulated and the list of finalists is generated and prepared for the Expert Panel's review and approval. The list of nominated institutions is then shared with Expert Panel members, who are asked to identify any serious errors, omissions, or irregularities in the slate of nominated institutions.

Round III: Expert Panel Selects 2011 Go To Think Tanks     *November – December 2011*  
Expert Panel members are asked to review the final rankings and recommend any warranted changes. Their feedback is taken into account, and the Rankings are finalized.

Launch: 2011 Global Go To Think Tank Rankings Announced     *January 18, 2011*  
The 2011 Global Go To Think Tank Rankings and Report are announced at the United Nations University in New York City and at the National Press Club in Washington, D.C., as well as through selected organizations in every region of the world.

### **2011's Nomination Categories:**

#### **V. Top Think Tanks in the World**

- Think Tank of the Year 2011 – Top Think Tank in the World
- Top Think Tanks – Worldwide (Non-US)
- Top Think Tanks – Worldwide (US and Non-US)

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

- Top Think Tanks in the United States
- 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 Mexico, Canada, and the Caribbean<sup>12</sup>
- Top Think Tanks in Central and South America
- Top Think Tanks in the Middle East and North Africa (MENA)

#### **VII. Top Think Tanks by Area of Research**

- 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

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<sup>12</sup> In previous years, there was a single regional category titled "Top Think Tanks in Latin America." This year's rankings split that category into "Top Think Tanks in Mexico, Canada, and the Caribbean" and "Top Think Tanks in Central and South America."

- Top Science and Technology Think Tanks
  - Top Transparency and Good Governance Think Tanks
- VIII. 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)
  - Think Tanks with Outstanding Policy-Oriented Public Policy Research Programs
  - Think Tanks with the Best Use of the Internet or Social Media to Engage the Public<sup>13</sup>
  - Think Tanks with the Best Use of the Media (Print or Electronic) to Communicate Programs and Research
  - Think Tanks with the Best External Relations/Public Engagement Programs
  - Think Tanks with the Greatest Impact on Public Policy (Global)
  - Best University Affiliated Think Tanks (Global)
  - Best Government Affiliated Think Tanks
  - Best Party Affiliated Think Tanks
  - Top Think Tanks with Annual Operating Budgets of Less Than \$5 Million USD<sup>14</sup>

A snapshot of the peer institutions and experts who participated in the 2011 nomination and selection process is provided below:

- 793 expert panelists for all the regional and functional research categories
- 150 journalists and scholars with expertise spanning politics, think tanks, and civil society
- 55 current and former directors of think tank programs and networks
- 40 public and private donors
- 150 civil society representatives
- 100s of think tanks
- 25-30 intergovernmental organizations
- 120 academic institutions

Further, I am pleased to highlight the increasingly global reach of the rankings, as reflected in the following statistics regarding this years report:

- 6,545 think tanks from 182 countries were invited to participate in the process

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<sup>13</sup> In previous years, this category was titled “Think Tanks with the Best Use of the Internet to Engage the Public.” The phrase “or Social Media” was added this year in an effort to reflect the rising importance of social media in political and civil society movements.

<sup>14</sup> This category was added this year in an effort to recognize the work of smaller think tanks that nevertheless produce influential research but might otherwise be edged out the rankings by think tanks with bigger budgets and more manpower.

- 1,500 individuals from 120 countries participated in the nominations and rankings process
- Think tanks were nominated, and subsequently ranked, in 30 categories
- A total of 5,329 think tanks were nominated
- A total of 25,000 nominations were received across the 30 categories
- 202 think tanks were nominated as the world's top think tank

To aid participants in each stage of the nomination and selection process, I requested that those persons nominating and ranking think tanks strictly adhere to the provided think tank definition, selection criteria, and think tank assessment tool. Participants were asked to focus on the key aspects of think tanks' performance, such as the rigor and relevance of the research and analysis generated, the scale of their operations, the breadth of the audience the audience they reach, the sources of their funding, the contribution of their research and analysis to public debate and to the policymaking process, and the cumulative impact of their work on public policy. For the sake of the Rankings, think tanks were defined as follows:

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.

As mentioned, the participants were further provided with a set of nominations and ranking criteria. They appear below:

- 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.

Finally, participants were provided with a think tank assessment tool:

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 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.

Participants and Expert Panel members were further asked to adhere to a very simple but important set of ground rules:

- No self-nominations
- Adherence to professional conduct by revealing and avoiding any potential conflicts of interest
- Use of the selection criteria provided as a tool when evaluating organizations and making nominations and selections
- Provision of the formal, full name of the institution nominated and of the country in which it is based
- Avoidance of national, political, ideological, and disciplinary bias when making all nominations and selections

The evaluation of these institutions, many of which are by the very nature of their work political, according to a set of universal, concrete, and objective characteristics is perhaps the Rankings' greatest challenge. As in previous years, I have controlled for this difficulty to the greatest extent possible, providing every participant with access to the selection criteria, which were designed to create a common, objective metric for ranking the world's 6,545 think tanks.

Finally, participants in the nomination and selection process are able to rank the top global think tanks, top regional think tanks, area of research, and special achievement categories separately. While this can, at times, lead to apparent discrepancies – in which,

for example, an institution is ranking higher globally than it is regionally, or vice versa – the particulate nature of the process is more valuable than these potential discrepancies are detrimental to the reliability of the Rankings. In keeping participation in the various categories separate, participants are not forced to provide nominations or selections in categories about which they are not knowledgeable. In ranking the various categories separately, I hope to assure a proper and meaningful regional representation in the final Rankings.

## **The 2011 Global Go To Think Tank Rankings Process**



March 7, 2011: A "feedback letter" is distributed to Expert Panel members from 2010 and approximately 6,500 think tanks requesting suggestions and critiques of the process.



March-May 2011: A team of interns collects and analyzes the comments and suggestions, preparing a report summarizing the key findings and recommendations.



May-June 2011: Recommendations are assessed by Dr. McGann and a group of advisors. Two new categories are created, and a modified nominations and selection process is implemented.

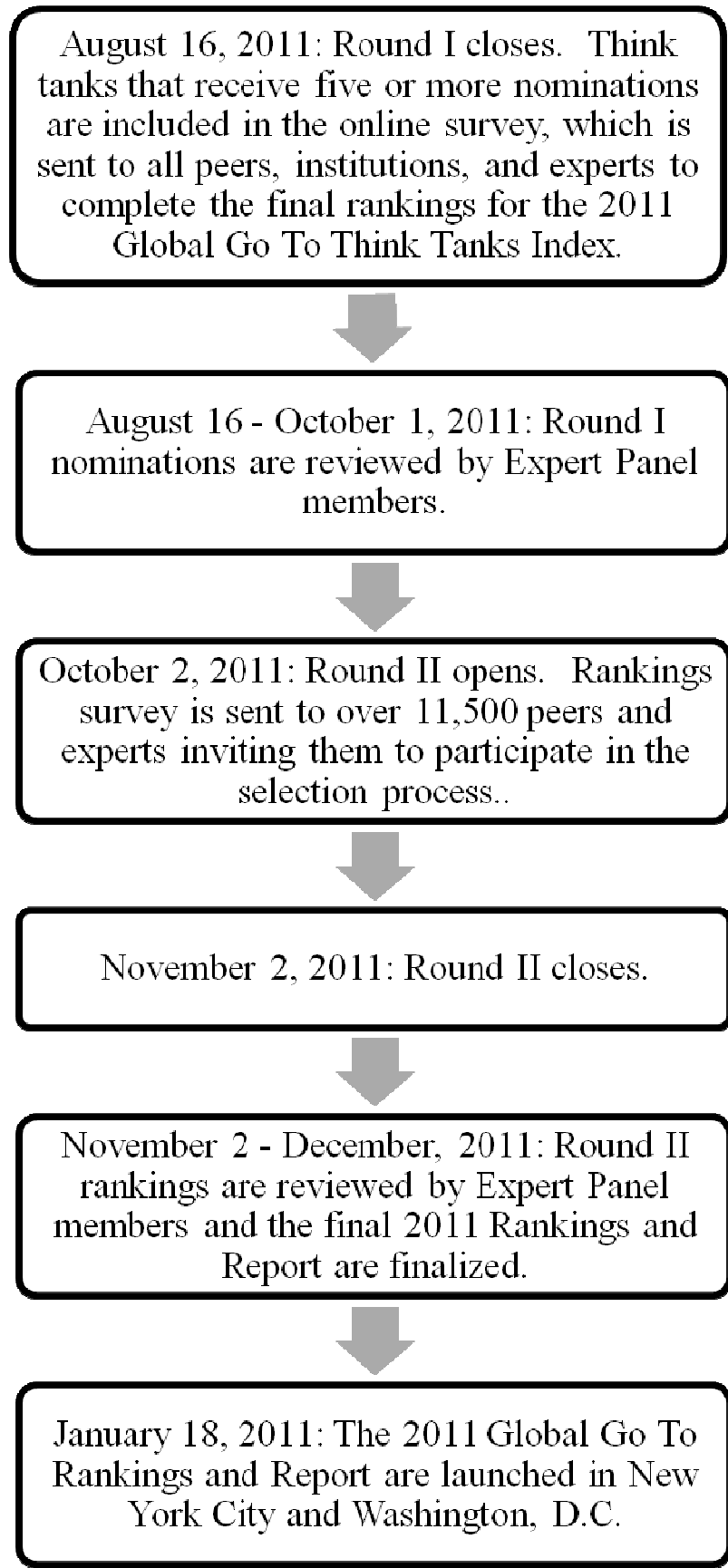


April 27, 2011: A letter is sent to over 11,500 peers and experts requesting nominations for Expert Panel members.



June 30, 2011: A letter is sent to over 11,500 peers and experts seeking think tank nominations for the 2011 Index.





# 2011 THINK TANK STATISTICS

## COUNTRIES WITH TEN OR MORE THINK TANKS

| AFRICA        |    | ASIA        |     | EASTERN EUROPE       |     | WESTERN EUROPE |     |
|---------------|----|-------------|-----|----------------------|-----|----------------|-----|
| South Africa  | 85 | China       | 425 | Russia               | 112 | United Kingdom | 286 |
| Kenya         | 53 | India       | 292 | Romania              | 54  | Germany        | 194 |
| 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       | 26  | Netherlands    | 57  |
| Cameroon      | 21 | Indonesia   | 20  | Serbia               | 24  | Spain          | 55  |
| Burkina Faso  | 16 | Philippines | 20  | Lithuania            | 19  | Belgium        | 52  |
| Senegal       | 16 | Pakistan    | 19  | Slovenia             | 19  | Denmark        | 43  |
| Malawi        | 15 | Malaysia    | 17  | Slovakia             | 18  | Austria        | 40  |
| Tanzania      | 15 | Armenia     | 14  | Estonia              | 17  | Greece         | 35  |
| Benin         | 14 | Sri Lanka   | 14  | Macedonia (FYR)      | 15  | Finland        | 28  |
| Namibia       | 14 | Nepal       | 13  | Bosnia & Herzegovina | 13  | Portugal       | 21  |
| Botswana      | 13 | Azerbaijan  | 12  | Belarus              | 12  | Norway         | 15  |
| Côte d'Ivoire | 12 | Georgia     | 12  | Latvia               | 11  | Ireland        | 14  |
|               |    | Cambodia    | 10  | Albania              | 10  |                |     |
|               |    |             |     | Croatia              | 10  |                |     |

| LATIN AMERICA      |     | MIDDLE EAST |    | NORTH AMERICA |      | OCEANIA   |    |
|--------------------|-----|-------------|----|---------------|------|-----------|----|
| Argentina          | 137 | Israel      | 54 | United States | 1815 | Australia | 29 |
| Brazil             | 82  | Egypt       | 34 | Canada        | 97   |           |    |
| Mexico             | 50  | Iran        | 32 |               |      |           |    |
| Bolivia            | 51  | Iraq        | 29 |               |      |           |    |
| Chile              | 41  | Palestine   | 28 |               |      |           |    |
| Colombia           | 40  | Turkey      | 27 |               |      |           |    |
| Costa Rica         | 37  | Tunisia     | 18 |               |      |           |    |
| Peru               | 32  | Jordan      | 16 |               |      |           |    |
| Dominican Republic | 28  | Yemen       | 15 |               |      |           |    |
| Paraguay           | 27  | Lebanon     | 12 |               |      |           |    |
| Cuba               | 19  | Kuwait      | 11 |               |      |           |    |
| Ecuador            | 18  | Morocco     | 11 |               |      |           |    |
| Uruguay            | 17  |             |    |               |      |           |    |
| Venezuela          | 17  |             |    |               |      |           |    |
| El Salvador        | 13  |             |    |               |      |           |    |
| Panama             | 12  |             |    |               |      |           |    |
| Guatemala          | 12  |             |    |               |      |           |    |
| Nicaragua          | 10  |             |    |               |      |           |    |
| Trinidad & Tobago  | 10  |             |    |               |      |           |    |

## GLOBAL DISTRIBUTION OF THINK TANKS BY COUNTRY

| AFRICA                   |            | ASIA                |             | EASTERN EUROPE       |            | WESTERN EUROPE      |             |
|--------------------------|------------|---------------------|-------------|----------------------|------------|---------------------|-------------|
| Angola                   | 4          | Afghanistan         | 6           | Albania              | 11         | Andorra             | 1           |
| Benin                    | 14         | Armenia             | 14          | Belarus              | 12         | Austria             | 40          |
| Botswana                 | 13         | Azerbaijan          | 12          | Bosnia & Herzegovina | 13         | Belgium             | 53          |
| Burkina Faso             | 16         | Bangladesh          | 34          | Bulgaria             | 33         | Denmark             | 43          |
| Burundi                  | 5          | Bhutan              | 1           | Croatia              | 10         | Finland             | 28          |
| Cameroon                 | 21         | Brunei              | 0           | Czech Republic       | 26         | France              | 176         |
| Cape Verde               | 2          | Cambodia            | 10          | Estonia              | 17         | Germany             | 194         |
| Central African Republic | 2          | China               | 425         | Hungary              | 39         | Greece              | 35          |
| Chad                     | 3          | Georgia             | 12          | Kosovo               | 3          | Iceland             | 7           |
| Comoros                  | 0          | Hong Kong           | 27          | Latvia               | 11         | Ireland             | 14          |
| 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         | 57          |
| Ethiopia                 | 25         | Macao               | 0           | Russia               | 112        | Norway              | 14          |
| Gabon                    | 2          | Malaysia            | 17          | Serbia               | 24         | Portugal            | 21          |
| 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          | <b>Region Total</b>  | <b>537</b> | Switzerland         | 66          |
| Kenya                    | 53         | North Korea         | 2           |                      |            | United Kingdom      | 286         |
| Lesotho                  | 4          | Pakistan            | 19          |                      |            | Vatican City        | 1           |
| Liberia                  | 3          | Philippines         | 20          |                      |            | <b>Region Total</b> | <b>1258</b> |
| Madagascar               | 5          | Singapore           | 6           |                      |            |                     |             |
| Malawi                   | 15         | South Korea         | 35          |                      |            |                     |             |
| Mali                     | 9          | Sri Lanka           | 14          |                      |            |                     |             |
| Mauritania               | 2          | Taiwan              | 52          |                      |            |                     |             |
| Mauritius                | 7          | Tajikistan          | 7           |                      |            |                     |             |
| Mozambique               | 4          | Thailand            | 8           |                      |            |                     |             |
| Namibia                  | 14         | Turkmenistan        | 0           |                      |            |                     |             |
| Niger                    | 4          | Uzbekistan          | 8           |                      |            |                     |             |
| Nigeria                  | 46         | Vietnam             | 9           |                      |            |                     |             |
| Rwanda                   | 7          | <b>Region Total</b> | <b>1198</b> |                      |            |                     |             |
| Sao Tome & Principe      | 0          |                     |             |                      |            |                     |             |
| Senegal                  | 16         |                     |             |                      |            |                     |             |
| Seychelles               | 3          |                     |             |                      |            |                     |             |
| Sierra Leone             | 1          |                     |             |                      |            |                     |             |
| Somalia                  | 6          |                     |             |                      |            |                     |             |
| South Africa             | 85         |                     |             |                      |            |                     |             |
| Sudan                    | 4          |                     |             |                      |            |                     |             |
| Swaziland                | 4          |                     |             |                      |            |                     |             |
| Tanzania                 | 15         |                     |             |                      |            |                     |             |
| Togo                     | 4          |                     |             |                      |            |                     |             |
| Uganda                   | 27         |                     |             |                      |            |                     |             |
| Zambia                   | 9          |                     |             |                      |            |                     |             |
| Zimbabwe                 | 24         |                     |             |                      |            |                     |             |
| <b>Region Total</b>      | <b>550</b> |                     |             |                      |            |                     |             |

| LATIN AMERICA            |            | MIDDLE EAST         |            | NORTH AMERICA       |             | OCEANIA             |           |
|--------------------------|------------|---------------------|------------|---------------------|-------------|---------------------|-----------|
| Anguilla                 | 0          | Algeria             | 9          | Canada              | 97          | Australia           | 29        |
| Antigua & Barbuda        | 1          | Bahrain             | 3          | United States       | 1815        | Fiji                | 1         |
| Argentina                | 137        | Cyprus              | 6          | <b>Region Total</b> | <b>1912</b> | Kiribati            | 0         |
| Aruba                    | 0          | Egypt               | 34         |                     |             | Marshall Islands    | 0         |
| Bahamas                  | 2          | Iran                | 32         |                     |             | Micronesia          | 0         |
| Barbados                 | 7          | Iraq                | 29         |                     |             | Nauru               | 0         |
| Belize                   | 4          | Israel              | 54         |                     |             | New Zealand         | 6         |
| Bermuda                  | 3          | Jordan              | 16         |                     |             | Palau               | 0         |
| Bolivia                  | 51         | Kuwait              | 11         |                     |             | Papua N. Guinea     | 2         |
| Brazil                   | 82         | Lebanon             | 12         |                     |             | Samoa               | 1         |
| British Virgin Islands   | 0          | Libya               | 1          |                     |             | Solomon Islands     | 0         |
| Cayman Islands           | 0          | Morocco             | 11         |                     |             | Tonga               | 0         |
| Chile                    | 41         | Oman                | 2          |                     |             | Tuvalu              | 0         |
| Colombia                 | 40         | Palestine           | 28         |                     |             | Vanuatu             | 0         |
| Costa Rica               | 37         | Qatar               | 6          |                     |             | <b>Region Total</b> | <b>39</b> |
| Cuba                     | 19         | Saudi Arabia        | 4          |                     |             |                     |           |
| Dominica                 | 3          | Syria               | 5          |                     |             |                     |           |
| Dominican Republic       | 28         | Tunisia             | 18         |                     |             |                     |           |
| Ecuador                  | 18         | Turkey              | 27         |                     |             |                     |           |
| French Guiana            | 0          | U.A.E               | 6          |                     |             |                     |           |
| El Salvador              | 13         | Yemen               | 15         |                     |             |                     |           |
| Grenada                  | 1          | <b>Region Total</b> | <b>329</b> |                     |             |                     |           |
| Guadeloupe               | 4          |                     |            |                     |             |                     |           |
| Guatemala                | 12         |                     |            |                     |             |                     |           |
| Guyana                   | 3          |                     |            |                     |             |                     |           |
| Haiti                    | 2          |                     |            |                     |             |                     |           |
| Honduras                 | 9          |                     |            |                     |             |                     |           |
| Jamaica                  | 7          |                     |            |                     |             |                     |           |
| Martinique               | 2          |                     |            |                     |             |                     |           |
| Mexico                   | 60         |                     |            |                     |             |                     |           |
| Montserrat               | 0          |                     |            |                     |             |                     |           |
| Nicaragua                | 10         |                     |            |                     |             |                     |           |
| Panama                   | 12         |                     |            |                     |             |                     |           |
| Paraguay                 | 27         |                     |            |                     |             |                     |           |
| Peru                     | 32         |                     |            |                     |             |                     |           |
| Puerto Rico              | 5          |                     |            |                     |             |                     |           |
| St. Kitts-Nevis          | 1          |                     |            |                     |             |                     |           |
| St. Lucia                | 2          |                     |            |                     |             |                     |           |
| St. Vincent              | 1          |                     |            |                     |             |                     |           |
| Suriname                 | 2          |                     |            |                     |             |                     |           |
| Trinidad & Tobago        | 10         |                     |            |                     |             |                     |           |
| Uruguay                  | 17         |                     |            |                     |             |                     |           |
| Venezuela                | 17         |                     |            |                     |             |                     |           |
| Turks and Caicos Islands | 0          |                     |            |                     |             |                     |           |
| U.S. Virgin Islands      | 0          |                     |            |                     |             |                     |           |
| <b>Region Total</b>      | <b>722</b> |                     |            |                     |             |                     |           |

|                         |
|-------------------------|
| <b>2011 WORLD TOTAL</b> |
| <b>6,545</b>            |



UNITED STATES THINK TANKS BY STATE  
(FROM MOST TO FEWEST)

|                        |            |
|------------------------|------------|
| <b>WASHINGTON D.C.</b> | <b>393</b> |
| <b>MASSACHUSETTS</b>   | 176        |
| <b>CALIFORNIA</b>      | 170        |
| <b>NEW YORK</b>        | 144        |
| <b>VIRGINIA</b>        | 106        |
| <b>ILLINOIS</b>        | 55         |
| <b>MARYLAND</b>        | 49         |
| <b>TEXAS</b>           | 47         |
| <b>CONNECTICUT</b>     | 46         |
| <b>PENNSYLVANIA</b>    | 41         |
| <b>NEW JERSEY</b>      | 36         |
| <b>FLORIDA</b>         | 32         |
| <b>MICHIGAN</b>        | 31         |
| <b>COLORADO</b>        | 31         |
| <b>GEORGIA</b>         | 29         |
| <b>OHIO</b>            | 25         |
| <b>MINNESOTA</b>       | 23         |
| <b>NORTH CAROLINA</b>  | 23         |
| <b>WASHINGTON</b>      | 23         |
| <b>ARIZONA</b>         | 21         |
| <b>WISCONSIN</b>       | 22         |
| <b>INDIANA</b>         | 21         |
| <b>MAINE</b>           | 20         |
| <b>RHODE ISLAND</b>    | 20         |
| <b>TENNESSEE</b>       | 19         |
| <b>MISSOURI</b>        | 18         |
| <b>ALABAMA</b>         | 16         |
| <b>KANSAS</b>          | 16         |
| <b>OREGON</b>          | 16         |
| <b>NEW HAMPSHIRE</b>   | 13         |
| <b>HAWAII</b>          | 12         |
| <b>IOWA</b>            | 11         |
| <b>KENTUCKY</b>        | 11         |
| <b>LOUISIANA</b>       | 10         |
| <b>MISSISSIPPI</b>     | 10         |
| <b>ARKANSAS</b>        | 8          |
| <b>MONTANA</b>         | 8          |
| <b>OKLAHOMA</b>        | 8          |
| <b>NEBRASKA</b>        | 7          |
| <b>NEW MEXICO</b>      | 7          |
| <b>UTAH</b>            | 7          |
| <b>SOUTH CAROLINA</b>  | 6          |

## 2011 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 on the part of the Think Tanks and Civil Societies Program. Likewise a failure to be nominated does not necessarily indicate a lack of a quality and effectiveness or poor performance. There are 6,545 think tanks that are doing exceptional work to help bridge the gap between knowledge and policy. This report is no more than an effort to highlight some of the leading think tanks worldwide. The results of the 2011 rankings process are provided below.

|  |
|--|
| <p>Think Tank of the Year 2011 – Top Think Tank in the World<br/><i>Table #1</i></p> |
|--|

|  |
|--|
| <p>1. Brookings Institution – <i>United States</i></p> |
|--|

| Top Fifty Think Tanks – Worldwide (Non-US)<br><i>Table #2</i>  |  |
|--|--|
| 1. Chatham House (CH), Royal Institute of International Affairs – <i>United Kingdom</i>                              |  |
| 2. Stockholm International Peace Research Institute (SIPRI) – <i>Sweden</i>  |  |
| 3. Amnesty International – <i>United Kingdom</i>   |  |
| 4. International Crisis Group (ICG) – <i>Belgium</i>   |  |
| 5. Transparency International – <i>Germany</i>   |  |
| 6. Center for European Policy Studies (CEPS) – <i>Belgium</i>  |  |
| 7. International Institute for Strategic Studies (IISS) – <i>United Kingdom</i>                                      |  |
| 8. Adam Smith Institute (ASI) – <i>United Kingdom</i>  |  |
| 9. Bruegel – <i>Belgium</i>  |  |
| 10. European Council on Foreign Relations (ECFR) – <i>United Kingdom</i>   |  |
| 11. Friedrich Ebert Foundation (FES) – <i>Germany</i>  |  |
| 12. French Institute of International Relations (IFRI) – <i>France</i>   |  |
| 13. Carnegie Moscow Center (CMC) – <i>Russia</i>   |  |
| 14. Chinese Academy of Social Sciences (CASS) – <i>China</i>   |  |
| 15. German Institute for International and Security Affairs (Stiftung Wissenschaft und Politik SWP) – <i>Germany</i> |  |
| 16. Fraser Institute – <i>Canada</i>   |  |
| 17. Center for European Reform (CER) – <i>United Kingdom</i>   |  |
| 18. Human Rights Watch – <i>United Kingdom</i>   |  |
| 19. Konrad Adenauer Foundation (KAS) – <i>Germany</i>  |  |
| 20. Center for Economic Policy Research (CEPR) – <i>United Kingdom</i>   |  |
| 21. Carnegie Middle East Center – <i>Lebanon</i>   |  |
| 22. German Council on Foreign Relations (DGAP) – <i>Germany</i>  |  |
| 23. Danish Institute of International Studies (DIIS) – <i>Denmark</i>  |  |
| 24. Civitas: Institute for Study of Civil Society – <i>United Kingdom</i>  |  |
| 25. Clingendael, Netherlands Institute of International Relations – <i>The Netherlands</i>                           |  |
| 26. Kiel Institute for World Economy – <i>Germany</i>  |  |
| 27. Peace Research Institute Oslo (PRIO) – <i>Norway</i>   |  |
| 28. Centre for International Governance Innovation (CIGI) – <i>Canada</i>  |  |
| 29. Fundação Getulio Vargas (FGV) – <i>Brazil</i>  |  |
| 30. Lowy Institute for International Policy – <i>Australia</i>   |  |
| 31. Overseas Development Institute – <i>United Kingdom</i>   |  |
| 32. European Union Institute for Security Studies (EUISS) – <i>France</i>  |  |
| 33. Center for Economic and Social Development (CESD) – <i>Azerbaijan</i>  |  |
| 34. Center for Civil Society – <i>India</i>  |  |
| 35. Al-Ahram Center for Political and Strategic Studies – <i>Egypt</i>   |  |
| 36. European Policy Center – <i>Belgium</i>  |  |
| 37. European Union Institute for Security Studies (EUISS) – <i>France</i>  |  |
| 38. Center for Strategic and International Studies (CSIS) – <i>Indonesia</i>   |  |
| 39. Center for Social and Economic Research (CASE) – <i>Poland</i>   |  |

|   |
|---|
| 40. Japan Institute of International Affairs – <i>Japan</i>   |
| 41. Norwegian Institute of International Affairs (NUPI) – <i>Norway</i>   |
| 42. Institute for Development Studies – <i>United Kingdom</i>   |
| 43. China Institutes of Contemporary International Relations (CICIR) – <i>China</i>   |
| 44. Institute for Economic Research (IFO) – <i>Germany</i>  |
| 45. Royal United Services Institute (RUSI) – <i>United Kingdom</i>  |
| 46. RAND Europe – <i>United Kingdom</i>   |
| 47. Demos – <i>United Kingdom</i>   |
| 48. S. Rajaratnam School of International Studies (RSIS), formerly known as FNA<br>Institute of Defence and Strategic Studies (IDSS) – <i>Singapore</i> |
| 49. Center for Conflict Resolution – <i>South Africa</i>  |
| 50. Friedrich Naumann Foundation – <i>Germany</i>   |

| Top Thirty Think Tanks – Worldwide (US and Non-US)<br><i>Table #3</i>  |  |
|--|--|
| 1. Brookings Institution – <i>United States</i>  |  |
| 2. Chatham House (CH), Royal Institute of International Affairs – <i>United Kingdom</i>                              |  |
| 3. Carnegie Endowment for International Peace – <i>United States</i>   |  |
| 4. Council on Foreign Relations (CFR) – <i>United States</i>   |  |
| 5. Center for Strategic and International Studies (CSIS) – <i>United States</i>                                      |  |
| 6. RAND Corporation – <i>United States</i>   |  |
| 7. Amnesty International – <i>United Kingdom</i>   |  |
| 8. Transparency International – <i>Germany</i>   |  |
| 9. International Crisis Group (ICG) – <i>Belgium</i>   |  |
| 10. Peterson Institute for International Economics – <i>United States</i>  |  |
| 11. German Institute for International and Security Affairs (Stiftung Wissenschaft und Politik SWP) – <i>Germany</i> |  |
| 12. International Institute for Strategic Studies (IISS) – <i>United Kingdom</i>                                     |  |
| 13. Heritage Foundation – <i>United States</i>   |  |
| 14. Cato Institute – <i>United States</i>  |  |
| 15. Woodrow Wilson International Center for Scholars – <i>United States</i>  |  |
| 16. Bruegel – <i>Belgium</i>   |  |
| 17. American Enterprise Institute for Public Policy Research (AEI) – <i>United States</i>                            |  |
| 18. Stockholm International Peace Research Institute (SIPRI) – <i>Sweden</i>   |  |
| 19. Center for American Progress – <i>United States</i>  |  |
| 20. Adam Smith Institute – <i>United Kingdom</i>   |  |
| 21. Carnegie Moscow Center – <i>Russia</i>   |  |
| 22. Human Rights Watch – <i>United States</i>  |  |
| 23. Centro de Estudio Públicos – <i>Chile</i>  |  |
| 24. Institute of World Economy and International Relations (IMEMO, RAS) – <i>Russia</i>                              |  |
| 25. Center for Social and Economic Research (CASE) – <i>Poland</i>   |  |
| 26. African Economic Research Consortium – <i>Kenya</i>  |  |
| 27. Fundação Getulio Vargas (FGV) – <i>Brazil</i>  |  |
| 28. Chinese Academy of Social Sciences (CASS) – <i>China</i>   |  |
| 29. Polish Institute of International Affairs (PISM) – <i>Poland</i>   |  |
| 30. Fraser Institute – <i>Canada</i>   |  |

## Top Think Tanks by Region

| Top Fifty Think Tanks in the United States<br><i>Table #4</i>   |  |
|---|--|
| 1. Brookings Institution  |  |
| 2. Council on Foreign Relations (CFR)   |  |
| 3. Carnegie Endowment for International Peace   |  |
| 4. Center for Strategic and International Studies (CSIS)  |  |
| 5. RAND Corporation   |  |
| 6. Cato Institute   |  |
| 7. Heritage Foundation  |  |
| 8. Woodrow Wilson International Center for Scholars   |  |
| 9. Peterson Institute for International Economics, FNA Institute for International Economics                      |  |
| 10. American Enterprise Institute for Public Policy Research (AEI)  |  |
| 11. Center for American Progress  |  |
| 12. National Bureau of Economic Research  |  |
| 13. Pew Research Center   |  |
| 14. Hoover Institution  |  |
| 15. Atlantic Council of the United States   |  |
| 16. United States Institute for Peace   |  |
| 17. Open Society Institute New York (OSI)   |  |
| 18. Human Rights Watch  |  |
| 19. Center for International Development, Harvard University  |  |
| 20. Center for Global Development   |  |
| 21. Urban Institute   |  |
| 22. Center for a New American Security  |  |
| 23. German Marshall Fund of the United States   |  |
| 24. James A. Baker III Institute for Public Policy, Rice University   |  |
| 25. Belfer Center for Science and International Affairs, John F. Kennedy School of Government, Harvard University |  |
| 26. New America Foundation  |  |
| 27. Earth Institute, Columbia University  |  |
| 28. World Resources Institute   |  |
| 29. Carnegie Council for Ethics in International Affairs  |  |
| 30. Hudson Institute  |  |
| 31. Center on Budget and Policy Priorities  |  |
| 32. International Food Policy Research Institute  |  |
| 33. Foreign Policy Research Institute   |  |
| 34. Freedom House   |  |
| 35. Pew Center on Global Climate Change   |  |
| 36. Resources for the Future  |  |
| 37. Stimson Center, FNA Henry Stimson Center  |  |

|  |
|--|
| 38. Inter-American Dialogue  |
| 39. Acton Institute  |
| 40. Economic Policy Institute  |
| 41. East West Institute  |
| 42. Competitive Enterprise Institute (CEI)   |
| 43. Manhattan Institute  |
| 44. Reason Foundation  |
| 45. Center for Transatlantic Relations, School of Advanced International Studies, Johns Hopkins University |
| 46. East-West Center Honolulu  |
| 47. Center for Budget and Policy Priorities  |
| 48. Center for the National Interest, FNA Nixon Center   |
| 49. Mercatus Center  |
| 50. Aspen Institute  |

| Top Fifty Think Tanks in Western Europe<br><i>Table #5</i>   |  |
|--|--|
| 1. Chatham House (CH), Royal Institute of International Affairs – <i>United Kingdom</i>                              |  |
| 2. Amnesty International – <i>United Kingdom</i>   |  |
| 3. Transparency International (TI) – <i>Germany</i>  |  |
| 4. Stockholm International Peace Research Institute (SIPRI) – <i>Sweden</i>  |  |
| 5. International Crisis Group (ICG) – <i>Belgium</i>   |  |
| 6. Center for European Policy Studies (CEPS) – <i>Belgium</i>  |  |
| 7. International Institute for Strategic Studies (IISS) – <i>United Kingdom</i>                                      |  |
| 8. Bruegel – <i>Belgium</i>  |  |
| 9. Adam Smith Institute – <i>United Kingdom</i>  |  |
| 10. World Economic Forum – <i>Switzerland</i>  |  |
| 11. Friedrich Ebert Foundation (FES) – <i>Germany</i> .  |  |
| 12. French Institute of International Relations (IFRI) – <i>France</i>   |  |
| 13. German Institute for International and Security Affairs (Stiftung Wissenschaft und Politik SWP) – <i>Germany</i> |  |
| 14. Clingendael, Netherlands Institute of International Relations – <i>The Netherlands</i>                           |  |
| 15. German Council on Foreign Relations (DGAP) – <i>Germany</i>  |  |
| 16. Center for Economic Policy Research (CEPR) – <i>United Kingdom</i>   |  |
| 17. European Council on Foreign Relations (ECFR) – <i>United Kingdom</i>   |  |
| 18. Konrad Adenauer Foundation (KAS) – <i>Germany</i>  |  |
| 19. Kiel Institute for World Economy – <i>Germany</i>  |  |
| 20. IDEAS, London School of Economic – <i>United Kingdom</i>   |  |
| 21. Civitas: Institute for Study of Civil Society – <i>United Kingdom</i>  |  |
| 22. Carnegie Europe – <i>Belgium</i>   |  |
| 23. Overseas Development Institute (ODI) – <i>United Kingdom</i>   |  |
| 24. Peace Research Institute Oslo (PRIO) – <i>Norway</i>   |  |
| 25. Centre d'Etudes et de Recherches Internationales (CERI), Sciences Po – <i>France</i>                             |  |
| 26. European Union Institute for Security Studies (EUISS) – <i>France</i>  |  |
| 27. Royal United Services Institute (RUSI) – <i>United Kingdom</i>   |  |
| 28. Bertelsmann Foundation – <i>Germany</i>  |  |
| 29. Danish Institute for International Studies (DIIS) – <i>Denmark</i>   |  |
| 30. Fundación para las Relaciones Internacionales y el Diálogo (FRIDE) – <i>Spain</i>                                |  |
| 31. European Centre for Development Policy Management (ECDPM) – <i>The Netherlands</i>                               |  |
| 32. Istituto Affari Internazionali (IAI) – <i>Italy</i>  |  |
| 33. Centro de Estudios y Documentación Internacionales de Barcelona – <i>Spain</i>                                   |  |
| 34. Centre for European Studies – <i>Belgium</i>   |  |
| 35. Norwegian Institute of International Affairs (NUPI) – <i>Norway</i>  |  |
| 36. Heinrich Boell Stiftung – <i>Germany</i>   |  |
| 37. Ecologic Institute – <i>Germany</i>  |  |
| 38. Egmont Institute, Royal Institute for International Relations – <i>Belgium</i>                                   |  |
| 39. Timbro – <i>Sweden</i>   |  |



|   |
|---|
| 40. Friedrich Naumann Foundation – <i>Germany</i>   |
| 41. Demos – <i>United Kingdom</i>   |
| 42. Center for European Reform – <i>United Kingdom</i>  |
| 43. Center for Policy Studies – <i>United Kingdom</i>   |
| 44. European Policy Center (EPC) – <i>Belgium</i>   |
| 45. Fundación para el Análisis y los Estudios Sociales (FAES) – <i>Spain</i>                        |
| 46. Institute for Public Policy Research – <i>United Kingdom</i>                                    |
| 47. Deutsches Institut für Entwicklungspolitik, German Development Institute (GDI) – <i>Germany</i> |
| 48. Real Instituto Eclano, Eclano Royal Institute – <i>Spain</i>                                    |
| 49. Fondation pour l’Innovation Politique – <i>France</i>   |
| 50. Instituto Bruno Leoni – <i>Italy</i>  |

| Top Thirty Think Tanks in Central and Eastern Europe<br><i>Table #6</i>                    |  |
|--|--|
| 1. Carnegie Moscow Center – <i>Russia</i>  |  |
| 2. Polish Institute of International Affairs (PISM) – <i>Poland</i>                        |  |
| 3. Center for Social and Economic Research (CASE) – <i>Poland</i>                          |  |
| 4. Moscow State Institute of International Relations (MGIMO) – <i>Russia</i>               |  |
| 5. Institute of World Economy and International Relations (IMEMO, RAS) – <i>Russia</i>     |  |
| 6. Center for Policy Studies, Central European University – <i>Hungary</i>                 |  |
| 7. Center for Eastern Studies (OSW) – <i>Poland</i>  |  |
| 8. Prague Security Studies Institute – <i>Czech Republic</i>                               |  |
| 9. Center for Economic and Financial Research (CEFIR), New Economic School – <i>Russia</i> |  |
| 10. Centre for Liberal Strategies – <i>Bulgaria</i>  |  |
| 11. Center for Security and Defense Studies – <i>Hungary</i>                               |  |
| 12. Institute of International Relations – <i>Czech Republic</i>                           |  |
| 13. Lithuanian Free Market Institute – <i>Lithuania</i>                                    |  |
| 14. Europeum-Institute for European Policy (Europeum) – <i>Czech Republic</i>              |  |
| 15. Center for Economic and Social Development (CESD) – <i>Azerbaijan</i>                  |  |
| 16. Institute for the USA and Canadian Studies – <i>Russia</i>                             |  |
| 17. Center for Liberal-Democratic Studies – <i>Serbia</i>                                  |  |
| 18. Adriatic Institute for Public Policy – <i>Croatia</i>                                  |  |
| 19. Albanian Institute for International Studies – <i>Albania</i>                          |  |
| 20. Center for Democracy and Human Rights (CEDEM) – <i>Montenegro</i>                      |  |
| 21. PRAXIS Center for Policy Studies – <i>Estonia</i>                                      |  |
| 22. Razumkov Center – <i>Ukraine</i>   |  |
| 23. New Economic School – <i>Georgia</i>   |  |
| 24. Hungarian Institute of International Affairs – <i>Hungary</i>                          |  |
| 25. Council on Foreign and Defense Policy (SVOP) – <i>Russia</i>                           |  |
| 26. Adam Smith Center – <i>Poland</i>  |  |
| 27. Slovak Foreign Policy Association – <i>Slovakia</i>                                    |  |
| 28. Institute of Public Affairs – <i>Poland</i>  |  |
| 29. Institute for Market Economics – <i>Bulgaria</i>                                       |  |
| 30. Independent Institute for Social Policy – <i>Russia</i>                                |  |

| Top Thirty Think Tanks in Asia<br><i>Table #7</i>   |
|---|
| 1. Chinese Academy of Social Sciences – <i>China</i>  |
| 2. Japan Institute of International Affairs (JIIA) – <i>Japan</i>   |
| 3. Centre for Strategic and International Studies (CSIS) – <i>Indonesia</i>   |
| 4. Centre for Policy Research – <i>India</i>  |
| 5. Lowy Institute – <i>Australia</i>  |
| 6. China Institutes of Contemporary International Relations (CICIR) – <i>China</i>  |
| 7. Australian Institute for International Affairs (AIIA) – <i>Australia</i>   |
| 8. Shanghai Institute for International Studies (SIIS) – <i>China</i>   |
| 9. Institute of Policy Studies (IPS), Lee Kuan Yew School of Public Policy – <i>Singapore</i>   |
| 10. S. Rajaratnam School of International Studies (RSIS), formerly known as FNA<br>Institute of Defence and Strategic Studies (IDSS) – <i>Singapore</i> |
| 11. Korea Development Institute (KDI) – <i>Republic of Korea</i>  |
| 12. Asia Forum – <i>Japan</i>   |
| 13. National Institute for Defense Studies (NIDS) – <i>Japan</i>  |
| 14. Singapore Institute of International Affairs (ISIS) – <i>Singapore</i>  |
| 15. Indian Council for Research on International Economic Relations (ICRIER) – <i>India</i>   |
| 16. Centre for Public Policy Studies – <i>Malaysia</i>  |
| 17. The Energy Research Institute (TERI) – <i>India</i>   |
| 18. Center for Civil Society – <i>India</i>   |
| 19. Center for International and Strategic Studies at Peking University – <i>China</i>  |
| 20. Taiwan Foundation for Democracy – <i>Taiwan</i>   |
| 21. Institute of Southeast Asian Studies (ISEAS) – <i>Singapore</i>   |
| 22. East Asia Institute – <i>Republic of Korea</i>  |
| 23. Hong Kong Centre for Economic Research – <i>Hong Kong</i>   |
| 24. Institute for Defense Studies and Analyses (IDSA) – <i>India</i>  |
| 25. Center for Economic Research – <i>Uzbekistan</i>  |
| 26. Institute of Strategic and International Studies (ISIS) – <i>Malaysia</i>   |
| 27. Cathay Institute for Public Affairs – <i>China</i>  |
| 28. Carnegie-Tsinghua Center for Global Policy – <i>China</i>   |
| 29. Bangladesh Institute for Development Studies (BIDS) – <i>Bangladesh</i>   |
| 30. Institute for International Policy Studies – <i>Japan</i>   |

| Top Thirty Think Tanks in Sub-Saharan Africa<br><i>Table #8</i>   |
|---|
| 1. South African Institute of International Affairs (SAIIA) – <i>South Africa</i>                             |
| 2. Centre for Conflict Resolution – <i>South Africa</i>   |
| 3. Institute for Security Studies (ISS) – <i>South Africa</i>   |
| 4. Conseil Pour le Developpement de la Recherche en Sciences Sociales (CODESRIA) – <i>Senegal</i>             |
| 5. African Center for the Constructive Resolution of Disputes (ACCORD) – <i>South Africa</i>                  |
| 6. Africa Institute of South Africa – <i>South Africa</i>   |
| 7. African Economic Research Consortium – <i>Kenya</i>  |
| 8. Center for Policy Analysis – <i>Ghana</i>  |
| 9. IMANI Center for Policy and Education – <i>Ghana</i>   |
| 10. Center for Development and Enterprise – <i>South Africa</i>   |
| 11. Free Market Foundation – <i>South Africa</i>  |
| 12. Institute for Democracy in South Africa (IDASA) – <i>South Africa</i>                                     |
| 13. Centre for Democratic Development – <i>Ghana</i>  |
| 14. Kenya Institute of Public Policy Research and Analysis (KIPPRA) – <i>Kenya</i>                            |
| 15. African Technology Policy Studies Network (ATPS) – <i>Tanzania</i>  |
| 16. Economic Policy Research Center (EPRC) – <i>Uganda</i>  |
| 17. Institute of Global Dialogue – <i>South Africa</i>  |
| 18. Initiative for Public Policy Analysis (IPPA) – <i>Nigeria</i>   |
| 19. Centre for Research and Technology Development (RESTECH Centre) – <i>Kenya</i>                            |
| 20. Economic and Social Research Foundation (ESRF) – <i>Tanzania</i>  |
| 21. Makerere Institute of Social Research (MISR) – <i>Uganda</i>  |
| 22. Centre Ivoirien de Recherche Economique et Sociale (CIRES) – <i>Cote d'Ivoire</i>                         |
| 23. Centre des Etudes, de Documentation et de Recherches Economique et Sociale (CEDRES) – <i>Burkina Faso</i> |
| 24. Centre for Development Studies – <i>Ghana</i>   |
| 25. South African Institute of Race Relations – <i>South Africa</i>   |
| 26. Nigerian Institute of International Affairs (NIIA) – <i>Nigeria</i>                                       |
| 27. Institute for Economic Affairs (IEA) – <i>Ghana</i>   |
| 28. Institute of Statistical, Social and Economic Research – <i>Ghana</i>                                     |
| 29. Botswana Institute for Development Policy Analysis (BIDPA) – <i>Botswana</i>                              |
| 30. Ethiopian Development Research Institute (EDRI) – <i>Ethiopia</i>   |

| Top Thirty Think Tanks in Mexico, Canada, and the Caribbean<br><i>Table #9</i>      |
|---|
| 1. Fraser Institute – <i>Canada</i>   |
| 2. International Development Research Center (IDRC) – <i>Canada</i>                 |
| 3. Centre for International Governance Innovation (CIGI) – <i>Canada</i>            |
| 4. International Institute for Sustainable Development – <i>Canada</i>              |
| 5. Consejo Mexicano de Asuntos Internacionales (COMEXI) – <i>Mexico</i>             |
| 6. North-South Institute – <i>Canada</i>  |
| 7. Centro de Investigación y Docencia Económica (CIDE) – <i>Mexico</i>              |
| 8. C. D. Howe Institute – <i>Canada</i>   |
| 9. Montreal Economic Institute – <i>Canada</i>                                      |
| 10. Canadian International Council – <i>Canada</i>                                  |
| 11. Colegio de Mexico – <i>Mexico</i>   |
| 12. Macdonald-Laurier Institute – <i>Canada</i>                                     |
| 13. FUNDAR, Centro Análisis e Investigación – <i>Mexico</i>                         |
| 14. Institute for Research on Public Policy – <i>Canada</i>                         |
| 15. Centro de Investigación para el Desarrollo (CIDAC) – <i>Mexico</i>              |
| 16. Atlantic Institute for Market Studies (AIMS) – <i>Canada</i>                    |
| 17. Instituto Mexicano para la Competitividad (IMCO) – <i>Mexico</i>                |
| 18. Centro de Investigaciones Sobre la Libre Empresa (CISLE) – <i>Mexico</i>        |
| 19. Instituto de Pensamiento Estratégico Agora (IPEA) – <i>Mexico</i>               |
| 20. Centro de Estudios en Calidad de Vida y Desarrollo Social – <i>Mexico</i>       |
| 21. Conference Board of Canada – <i>Canada</i>                                      |
| 22. Queen’s Centre for International Relations (QCIR) – <i>Canada</i>               |
| 23. Center of Research for Development – <i>Mexico</i>                              |
| 24. Instituto para la Seguridad y la Democracia – <i>Mexico</i>                     |
| 25. Institute of Politics – <i>Canada</i>   |
| 26. Public Policy Forum – <i>Canada</i>   |
| 27. Colectivo de Análisis para la Seguridad con Democracia (CASEDE) – <i>Mexico</i> |
| 28. Frontier Centre for Public Policy – <i>Canada</i>                               |
| 29. Centro Espinosa Yglesias – <i>Mexico</i>  |
| 30. Canadian Defense and Foreign Affairs Institute – <i>Canada</i>                  |

| Top Thirty Think Tanks in Central and South America<br><i>Table #10</i>  |  |
|--|--|
| 1. Fundação Getulio Vargas (FGV) – <i>Brazil</i>   |  |
| 2. Centro de Estudios Públicos (CEP) – <i>Chile</i>  |  |
| 3. Centro Brasileiro de Relações Internacionais (CEBRI) – <i>Brazil</i>  |  |
| 4. Fundación para la Educación Superior y el Desarrollo (Fedesarrollo) – <i>Colombia</i>                       |  |
| 5. Centro de Implementación de Políticas Públicas para la Equidad y el Crecimiento (CIPPEC) – <i>Argentina</i> |  |
| 6. Instituto Fernando Henrique Carodoso – <i>Brazil</i>  |  |
| 7. Economic Commission for Latin America and the Caribbean (ECLAC/CEPAL) – <i>Chile</i>                        |  |
| 8. Center for the Study of State and Society (CEDES) – <i>Argentina</i>  |  |
| 9. Centro de Divulgación del Conocimineto Económico para la Libertad (CEDICE Libertad) – <i>Venezuela</i>      |  |
| 10. Consejo Uruguayo para las Relaciones Internacionales (CURI) – <i>Uruguay</i>                               |  |
| 11. Corporación de Estudios para Latinoamérica (CIEPLAN) – <i>Chile</i>  |  |
| 12. Centro de Estudio de Realidad Económica y Social (CERES) – <i>Uruguay</i>                                  |  |
| 13. Instituto de Pesquisa Econômica Aplicada (IPEA) – <i>Brazil</i>  |  |
| 14. Fundación de Investigaciones Económicas Latinoamericanas – <i>Argentina</i>                                |  |
| 15. Consejo Latinoamericano de Ciencias Sociales – (CLASCO) – <i>Argentina</i>                                 |  |
| 16. Centro Brasileiro de Analise e Planejamento (CEBRAP)   |  |
| 17. Fundación Chile XXI (21) – <i>Chile</i>  |  |
| 18. Facultad Latinoamericana de Ciencias Sociales (FLACSO) – <i>Costa Rica</i>                                 |  |
| 19. Fundación Salvadoreña para el Desarrollo Económico y Social (FUSADES) – <i>El Salvador</i>                 |  |
| 20. Centro de Investigaciones Económicas Nacionales (CIEN) – <i>Guatemala</i>                                  |  |
| 21. Fundación para el Avance de las Reformas y las Oportunidades (Group FARO) – <i>Ecuador</i>                 |  |
| 22. Consejo Argentino para las Relaciones Internacionales (CARI) – <i>Argentina</i>                            |  |
| 23. Grupo de Análisis para el Desarrollo (GRADE) – <i>Peru</i>   |  |
| 24. Nucleo de Estudios de la Violencia de la Universidad de São Paulo (NEV/USP) – <i>Brazil</i>                |  |
| 25. Centro Latinoamericano de Economía Humana (CLAEH) – <i>Uruguay</i>   |  |
| 26. Instituto Ecuatoriano de Economía Política (IEEP) – <i>Ecuador</i>   |  |
| 27. Asociación de Investigación y Estudios Sociales (ASIES) – <i>Guatemala</i>                                 |  |
| 28. Instituto Libertad y Democracia (ILD) – <i>Peru</i>  |  |
| 29. Fundación Ideas para la Paz – <i>Colombia</i>  |  |
| 30. Fundación Libertad – <i>Argentina</i>  |  |

| Top Thirty Think Tanks in the Middle East and North Africa (MENA)<br><i>Table #11</i>                                   |  |
|---|--|
| 1. Carnegie Middle East Center – <i>Lebanon</i>   |  |
| 2. Gulf Research Center (GRC) – <i>United Arab Emirates</i>   |  |
| 3. Al-Ahram Center for Political and Strategic Studies – <i>Egypt</i>   |  |
| 4. Institute for National Security Studies (INSS) – <i>Israel</i>   |  |
| 5. Turkish Economic and Social Studies Foundation (TESEV) – <i>Turkey</i>   |  |
| 6. Center for Economics and Policy Studies (EDAM) – <i>Turkey</i>   |  |
| 7. Begin Sadat Center for Strategic Studies – <i>Israel</i>   |  |
| 8. Al Jazeera Centre for Studies – <i>Qatar</i>   |  |
| 9. Brookings Doha Center – <i>Qatar</i>   |  |
| 10. Centre des Etudes et Recherches en Sciences Sociales (CERSS) – <i>Morocco</i>                                       |  |
| 11. Center for Strategic Studies – <i>Jordan</i>  |  |
| 12. RAND-Qatar Policy Institute – <i>Qatar</i>  |  |
| 13. Jafee Center for Strategic Studies, Tel Aviv University – <i>Israel</i>   |  |
| 14. Association for Liberal Thinking – <i>Turkey</i>  |  |
| 15. Moshe Dayan Center for Middle Eastern and African Studies – <i>Israel</i>   |  |
| 16. Emirates Center for Strategic Studies and Research – <i>United Arab Emirates</i>                                    |  |
| 17. Center of Arab Women for Training and Research – <i>Egypt</i>   |  |
| 18. Egyptian Council for Foreign Affairs – <i>Egypt</i>   |  |
| 19. Kuwait Center for Strategic Studies – <i>Kuwait</i>   |  |
| 20. Arab Thought Forum – <i>Jordan</i>  |  |
| 21. Lebanese Center for Policy Studies (LCPS) – <i>Lebanon</i>  |  |
| 22. Issam Fares Center for Public Policy and International Affair (IFI), American University of Beirut – <i>Lebanon</i> |  |
| 23. Dubai Institute of Government – <i>United Arab Emirates</i>   |  |
| 24. Rabin Centre for Israeli Studies – <i>Israel</i>  |  |
| 25. Israel-Palestine Center for Research and Information – <i>Palestinian Authority</i>                                 |  |
| 26. Egyptian Center for Economic Studies – <i>Egypt</i>   |  |
| 27. Israel Democracy Institute – <i>Israel</i>  |  |
| 28. European Stability Initiative – <i>Turkey</i>   |  |
| 29. Amadeus Center – <i>Morocco</i>   |  |
| 30. Harry S. Truman Institute for Advancement of Peace – <i>Israel</i>  |  |

## Top Think Tanks by Area of Research (Global)

| Top Fifty Security and International Affairs Think Tanks<br><i>Table #12</i>   |  |
|--|--|
| 1. Center for Strategic and International Studies (CSIS) – <i>United States</i>  |  |
| 2. Brookings Institution – <i>United States</i>  |  |
| 3. Council on Foreign Relations (CFR) – <i>United States</i>   |  |
| 4. Carnegie Endowment for International Peace – <i>United States</i>   |  |
| 5. Chatham House (CH), Royal Institute of International Affairs – <i>United Kingdom</i>  |  |
| 6. RAND Corporation – <i>United States</i>   |  |
| 7. Stockholm International Peace Research Institute (SIPRI) – <i>Sweden</i>  |  |
| 8. International Institute for Strategic Studies (IISS) – <i>United Kingdom</i>  |  |
| 9. Woodrow Wilson International Center for Scholars (WINEP) – <i>United States</i>   |  |
| 10. German Institute for International and Security Affairs (Stiftung Wissenschaft und Politik SWP) – <i>Germany</i>                     |  |
| 11. International Crisis Group (ICG) – <i>Belgium</i>  |  |
| 12. Heritage Foundation – <i>United States</i>   |  |
| 13. French Institute of International Relations (IFRI) – <i>France</i>   |  |
| 14. Hoover Institution – <i>United States</i>  |  |
| 15. European Council on Foreign Relations (ECFR) – <i>United Kingdom</i>   |  |
| 16. German Council on Foreign Relations (DGAP) – <i>Germany</i>  |  |
| 17. Belfer Center for Science and International Affairs, John F. Kennedy School of Government, Harvard University – <i>United States</i> |  |
| 18. European Union Institute for Security Studies (EUISS) – <i>France</i>  |  |
| 19. Centre d'Etudes et de Recherches Internationales (CERI), Sciences Po – <i>France</i>   |  |
| 20. Royal United Services Institute (RUSI) – <i>United Kingdom</i>   |  |
| 21. Clingendael, Netherlands Institute of International Relations – <i>The Netherlands</i>   |  |
| 22. Centro Brasileiro de Relações Internacionais – <i>Brazil</i>   |  |
| 23. China Institutes of Contemporary International Relations (CICIR) – <i>China</i>  |  |
| 24. East Asia Institute – <i>Republic of Korea</i>   |  |
| 25. Center for American Progress – <i>United States</i>  |  |
| 26. Peace and Research Institute Oslo (PRIO) – <i>Norway</i>   |  |
| 27. Center for Strategic and International Studies (CSIS) – <i>Indonesia</i>   |  |
| 28. Institute for International and Strategic Relations (IRIS) – <i>France</i>   |  |
| 29. German Marshall Fund of the United States (GMFUS) – <i>United States</i>   |  |
| 30. Australian Strategic Policy Institute (APSI) – <i>Australia</i>  |  |
| 31. United States Institute of Peace (USIP) – <i>United States</i>   |  |
| 32. Transparency International – <i>Germany</i>  |  |
| 33. Human Rights Watch – <i>United States</i>  |  |
| 34. Center for Strategic and Budgetary Assessments (CSBA) – <i>United States</i>   |  |
| 35. Cato Institute – <i>United States</i>  |  |
| 36. Hudson Institute – <i>United States</i>  |  |
| 37. American Enterprise Institute for Public Policy Research (AEI) – <i>United States</i>  |  |



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| 38. Center for a New American Security (CNAS) – <i>United States</i>   |
| 39. Centre for Eastern Studies (OSW) – <i>Poland</i>   |
| 40. Egmont Institute, Royal Institute for International Relations – <i>Belgium</i>   |
| 41. Norwegian Institute of International Affairs (NUPI) – <i>Norway</i>  |
| 42. S. Rajaratnam School of International Studies (RSIS), formerly known as FNA Institute of Defence and Strategic Studies (IDSS) – <i>Singapore</i> |
| 43. Japan Institute of International Affairs (JIIA) – <i>Japan</i>   |
| 44. Center for Strategic Studies – <i>Jordan</i>   |
| 45. South African Institute of International Affairs (SAIIA) – <i>South Africa</i>   |
| 46. European Centre for International Political Economy (ECIPE) – <i>Belgium</i>   |
| 47. Shanghai Institute for International Studies (SIIS) – <i>China</i>   |
| 48. Moscow State Institute of International Relations (MGIMO) – <i>Russia</i>  |
| 49. Real Instituto Elcano, Elcano Royal Institute – <i>Spain</i>   |
| 50. Institute for National Security Studies, FNA Jaffee Center for Strategic Studies – <i>Israel</i>   |

| Top Thirty International Development Think Tanks<br><i>Table #13</i>   |  |
|--|--|
| 1. Brookings Institution – <i>United States</i>  |  |
| 2. Center for Global Development – <i>United States</i>  |  |
| 3. Overseas Development Institute (ODI) – <i>United Kingdom</i>  |  |
| 4. Harvard Center for International Development – <i>United States</i>                                       |  |
| 5. Deutsches Institut für Entwicklungspolitik, German Development Institute (GDI) – <i>Germany</i>           |  |
| 6. United Nations University World Institute for Development Economics Research (UNU-WIDER) – <i>Finland</i> |  |
| 7. Woodrow Wilson International Center for Scholars – <i>United States</i>                                   |  |
| 8. Institute of Development Studies – <i>United Kingdom</i>  |  |
| 9. International Institute for Environment and Development (IIED) – <i>United Kingdom</i>                    |  |
| 10. Konrad Adenauer Foundation (KAS) – <i>Germany</i>  |  |
| 11. International Food Policy Research Institute (IFPRI) – <i>United States</i>                              |  |
| 12. Friedrich Ebert Foundation (FES) – <i>Germany</i>  |  |
| 13. Fundação Getulio Vargas (FGV) – <i>Brazil</i>  |  |
| 14. Center for Strategic and International Studies (CSIS) – <i>United States</i>                             |  |
| 15. Danish Institute for International Studies (DIIS) – <i>Denmark</i>                                       |  |
| 16. International Development Research Center – <i>Canada</i>  |  |
| 17. Cato Institute: Center for Global Liberty and Prosperity – <i>United States</i>                          |  |
| 18. North-South Institute – <i>Canada</i>  |  |
| 19. Norwegian Institute of International Affairs – <i>Norway</i>   |  |
| 20. Center for International Governance Innovation (CIGI) – <i>Canada</i>                                    |  |
| 21. Center for Development and the Environment – <i>Norway</i>   |  |
| 22. International Institute for Sustainable Development (IISD) – <i>Canada</i>                               |  |
| 23. Chinese Academy of Social Sciences (CASS) – <i>China</i>   |  |
| 24. Center for Development Alternatives – <i>India</i>   |  |
| 25. Atlas Economic Research Foundation – <i>United States</i>  |  |
| 26. South African Institute of International Affairs (SAIIA) – <i>South Africa</i>                           |  |
| 27. Korea Development Institute (KDI) – <i>Republic of Korea</i>   |  |
| 28. Bangladesh Institute of Development Studies (BIDS) – <i>Bangladesh</i>                                   |  |
| 29. Council for the Development of Social Science Research in Africa (CODESRIA) – <i>Senegal</i>             |  |
| 30. African Economic Research Consortium – <i>Kenya</i>  |  |

| Top Thirty Environment Think Tanks<br><i>Table #14</i>   |  |
|--|--|
| 1. Pew Center on Global Climate Change – <i>United States</i>                                    |  |
| 2. World Resources Institute – <i>United States</i>  |  |
| 3. Chatham House (CH), Royal Institute for International Affairs – <i>United Kingdom</i>         |  |
| 4. Potsdam Institute for Climate Impact Research (PIK) – <i>Germany</i>                          |  |
| 5. Worldwatch Institute – <i>United States</i>   |  |
| 6. Ecologic Institute – <i>Germany</i>   |  |
| 7. Resources for the Future (RFF) – <i>United States</i>   |  |
| 8. Stockholm Environment Institute (SEI) – <i>Sweden</i>   |  |
| 9. Earthwatch Institute – <i>United States</i>   |  |
| 10. Copenhagen Consensus Center (CCC) – <i>Denmark</i>   |  |
| 11. Wuppertal Institute – <i>Germany</i>   |  |
| 12. International Institute for Sustainable Development (IISD) – <i>Canada</i>                   |  |
| 13. International Institute for Environment and Development (IIED) – <i>United Kingdom</i>       |  |
| 14. Earth Institute, Columbia University – <i>United States</i>                                  |  |
| 15. Consultative Group on International Agricultural Research (CGIAR) – <i>United States</i>     |  |
| 16. Stanford University Program on Energy and Sustainable Development – <i>United States</i>     |  |
| 17. United Nations Environment Programme (UNEP), International Resource Panel – <i>Kenya</i>     |  |
| 18. Center for European Policy Studies (CEPS) – <i>Belgium</i>                                   |  |
| 19. Ashoka Trust for Research in Ecology (ATREE) – <i>India</i>                                  |  |
| 20. The Energy Research Institute (TERI) – <i>India</i>  |  |
| 21. Center for Environmental Research (UFZ) – <i>Germany</i>                                     |  |
| 22. Centro Brasileiro de Relações Internacionais – <i>Brazil</i>                                 |  |
| 23. RAND Corporation – <i>United States</i>  |  |
| 24. E3G Third Generation Environmentalism – <i>United Kingdom</i>                                |  |
| 25. Institute for Sustainable Development and International Relations (IDDRI) – <i>France</i>    |  |
| 26. Center for Economic and Ecological Studies (Cen2eco) – <i>Switzerland</i>                    |  |
| 27. Centro Mexicano de Derecho Ambiental, Mexican Center of Environmental Rights – <i>Mexico</i> |  |
| 28. African Centre for Technology Studies (ACTS) – <i>Kenya</i>                                  |  |
| 29. Civic Exchange Hong Kong – <i>China</i>  |  |
| 30. Global Development Research Center (GDRC) – <i>Japan</i>                                     |  |

| Top Thirty Health Policy Think Tanks<br><i>Table #15</i> |  |
|--|--|
| 1.   | Department of Health Policy and Management, Harvard School of Public Health – <i>United States</i>           |
| 2.   | Brookings Institutions – <i>United States</i>  |
| 3.   | American Enterprise Institute for Public Policy Research (AEI) – <i>United States</i>                        |
| 4.   | RAND Corporation – <i>United States</i>  |
| 5.   | Urban Institute – <i>United States</i>   |
| 6.   | Cato Institute – <i>United States</i>  |
| 7.   | Bloomberg School of Public Health Research Centers (JHSPH) – <i>United States</i>                            |
| 8.   | Kaiser Permanente Institute for Health Policy (KPIHP) – <i>United States</i>                                 |
| 9.   | Fraser Institute – <i>Canada</i>   |
| 10.  | Council on Foreign Relations Global Health Program – <i>United States</i>                                    |
| 11.  | Civitas – <i>United States</i>   |
| 12.  | Center for Global Development (CGD) – <i>United States</i>   |
| 13.  | National Bureau for Economic Research (NBER) – <i>United States</i>  |
| 14.  | African Population and Health Research Center (APHRC) – <i>Kenya</i>   |
| 15.  | Health and Global Policy Institute (HGPI) – <i>Japan</i>   |
| 16.  | Phillips Center for Health and Well-Being – <i>The Netherlands</i>   |
| 17.  | Center for Health Systems Change (HSC) – <i>United States</i>  |
| 18.  | Guttmacher Institute – <i>United States</i>  |
| 19.  | Center for Strategic and International Studies (CSIS) – <i>United States</i>                                 |
| 20.  | Cambridge Centre for Health Services Research – <i>United Kingdom</i>  |
| 21.  | Center for Health System Research, Department of Health Economics, Hanoi Medical University – <i>Vietnam</i> |
| 22.  | Center for International Health (CIH), University of Bergen – <i>Norway</i>                                  |
| 23.  | FUNSALUD Centre for Health Policy – <i>Mexico</i>  |
| 24.  | Civitas – <i>United Kingdom</i>  |
| 25.  | Institute of Economic Growth – <i>India</i>  |
| 26.  | Peterson Institute for International Economics – <i>United States</i>  |
| 27.  | Institute of Policy Studies – <i>Sri Lanka</i>   |
| 28.  | Independent Institute of Social Policy (IISP) – <i>Russia</i>  |
| 29.  | Institute of Economic Growth (IEG) – <i>India</i>  |
| 30.  | Institute for Government (IfG) – <i>United Kingdom</i>   |

| Top Thirty Domestic Economic Policy Think Tanks<br><i>Table #16</i>   |  |
|---|--|
| 1. Brookings Institution – <i>United States</i>   |  |
| 2. National Bureau of Economic Research (NBER) – <i>United States</i>   |  |
| 3. Cato Institute – <i>United States</i>  |  |
| 4. Peterson Institute for International Economics – <i>United States</i>  |  |
| 5. Heritage Foundation – <i>United States</i>   |  |
| 6. Chatham House (CH), Royal Institute of International Affairs – <i>United Kingdom</i>                         |  |
| 7. Adam Smith Institute – <i>United Kingdom</i>   |  |
| 8. RAND Corporation – <i>United States</i>  |  |
| 9. Bruegel – <i>Belgium</i>   |  |
| 10. American Enterprise Institute for Public Policy Research (AEI) – <i>United States</i>                       |  |
| 11. Center for American Progress (CAP) – <i>United States</i>   |  |
| 12. German Institute for Economic Research (DIW) – <i>Germany</i>   |  |
| 13. Ifo Institute for Economic Research – <i>Germany</i>  |  |
| 14. Urban Institute – <i>United States</i>  |  |
| 15. Kiel Institute for the World Economy – <i>Germany</i>   |  |
| 16. Hoover Institution – <i>United States</i>   |  |
| 17. Center for European Policy Studies (CEPS) – <i>Belgium</i>  |  |
| 18. Fundação Getulio Vargas (FGV) – <i>Brazil</i>   |  |
| 19. Fraser Institute – <i>Canada</i>  |  |
| 20. Center for Social and Economic Research (CASE) – <i>Poland</i>  |  |
| 21. Center for Budget and Policy Priorities – <i>United States</i>  |  |
| 22. Economic Policy Institute (EPI) – <i>United States</i>  |  |
| 23. Center for European Economic Research – <i>Germany</i>  |  |
| 24. Centro de Implementación de Políticas Públicas para la Equidad y el Crecimiento (CIPPEC) – <i>Argentina</i> |  |
| 25. Institute for Fiscal Studies (IFS) – <i>United Kingdom</i>  |  |
| 26. Swedish Institute for Social Research (SOFI) – <i>Sweden</i>  |  |
| 27. Research Institute of Economy, Trade and Industry – <i>Japan</i>  |  |
| 28. Korea Development Institute (KDI) – <i>Republic of Korea</i>  |  |
| 29. Fundación para la Educación Superior y el Desarrollo (Fedesarrollo) – <i>Colombia</i>                       |  |
| 30. Chinese Academy of Social Science (CASS), Institute of World Economics and Politics – <i>China</i>          |  |

| Top Thirty International Economic Policy Think Tanks<br><i>Table #17</i>                   |  |
|--|--|
| 1. Peterson Institute for International Economics – <i>United States</i>                   |  |
| 2. Brookings Institution – <i>United States</i>  |  |
| 3. Bruegel – <i>Belgium</i>  |  |
| 4. Chatham House (CH), Royal Institute of International Affairs – <i>United Kingdom</i>    |  |
| 5. Kiel Institute for the World Economy – <i>Germany</i>                                   |  |
| 6. Council on Foreign Relations (CFR) – <i>United States</i>                               |  |
| 7. Heritage Foundation – <i>United States</i>  |  |
| 8. Cato Institute – <i>United States</i>   |  |
| 9. American Enterprise Institute for Public Policy Research (AEI) – <i>United States</i>   |  |
| 10. Center for European Policy Studies (CEPS) – <i>Belgium</i>                             |  |
| 11. Center for Strategic and International Studies (CSIS) – <i>United States</i>           |  |
| 12. National Bureau for Economic Research (NBER) – <i>United States</i>                    |  |
| 13. RAND Corporation – <i>United States</i>  |  |
| 14. Institute of World Economy and International Relations (IMEMO) – <i>Russia</i>         |  |
| 15. Berkeley Roundtable on the International Economy (BRIE) – <i>United States</i>         |  |
| 16. Center for International Governance Innovation (CIGI) – <i>Canada</i>                  |  |
| 17. Vienna Institute for International Economic Studies – <i>Austria</i>                   |  |
| 18. Korea Institute of International Economic Policies (KIEP) – <i>Republic of Korea</i>   |  |
| 19. European Center for International Political Economy (ECIPE) – <i>Belgium</i>           |  |
| 20. Centro Brasileiro de Relações Internacionais – <i>Brazil</i>                           |  |
| 21. Adam Smith Institute – <i>United Kingdom</i>   |  |
| 22. Centre for Economics and Foreign Policy Studies (EDAM) – <i>Turkey</i>                 |  |
| 23. Institute of Developing Economies (IDE-JETRO) – <i>Japan</i>                           |  |
| 24. Center for Social and Economic Research (CASE) – <i>Poland</i>                         |  |
| 25. India Council for Research on International Economic Relations (ICRIER) – <i>India</i> |  |
| 26. Center for Independent Studies – <i>Australia</i>                                      |  |
| 27. Baltic Development Forum (BDF) – <i>Denmark</i>  |  |
| 28. Institute of World Economics and Politics (IWEP, CASS) – <i>China</i>                  |  |
| 29. African Economic Research Consortium – <i>Kenya</i>                                    |  |
| 30. Economic Research Institute for ASEAN and East Asia (ERIA) – <i>Indonesia</i>          |  |

| Top Thirty Social Policy Think Tanks<br><i>Table #18</i>  |  |
|---|--|
| 1. Brookings Institution – <i>United States</i>   |  |
| 2. Cato Institute – <i>United States</i>  |  |
| 3. Max Planck Institute for the Study of Societies (MPIfG) – <i>Germany</i>                                     |  |
| 4. Heritage Foundation – <i>United States</i>   |  |
| 5. Center for American Progress – <i>United States</i>  |  |
| 6. RAND Corporation – <i>United States</i>  |  |
| 7. American Enterprise Institute for Public Policy Research (AEI) – <i>United States</i>                        |  |
| 8. Urban Institute – <i>United States</i>   |  |
| 9. Fraser Institute – <i>Canada</i>   |  |
| 10. Center for Economic and Policy Research (CEPR) – <i>United Kingdom</i>                                      |  |
| 11. Demos – <i>United Kingdom</i>   |  |
| 12. Acton Institute – <i>United States</i>  |  |
| 13. Swedish Institute for Social Research (SOFI) – <i>Sweden</i>  |  |
| 14. Center on Budget and Policy Priorities (CBPP) – <i>United States</i>  |  |
| 15. Center for Social and Economic Research (CASE) – <i>Poland</i>  |  |
| 16. Institute for Public Policy Research (IPPR) – <i>United Kingdom</i>   |  |
| 17. Institute for Research on Public Policy (IRPP) – <i>Canada</i>  |  |
| 18. Fundação Getulio Vargas (FGV) – <i>Brazil</i>   |  |
| 19. New America Foundation – <i>United States</i>   |  |
| 20. Bruegel – <i>Belgium</i>  |  |
| 21. Policy Studies Institute – <i>United Kingdom</i>  |  |
| 22. Korea Development Institute (KDI) – <i>Republic of Korea</i>  |  |
| 23. Bangladesh Rural Advancement Committee (BRAC) – <i>Bangladesh</i>   |  |
| 24. Grupo de Análisis para el Desarrollo (GRADE) – <i>Peru</i>  |  |
| 25. Center for Education Policy Reform – <i>South Africa</i>  |  |
| 26. Institute for Southeast Asian Studies (ISEAS) – <i>Singapore</i>  |  |
| 27. Centre for Policy Research – <i>India</i>   |  |
| 28. Centro de Referencia em Segurança Alimentar e Nutricional – <i>Brazil</i>                                   |  |
| 29. Centro de Implementación de Políticas Públicas para la Equidad y el Crecimiento (CIPPEC) – <i>Argentina</i> |  |
| 30. TARKI Social Research Institute – <i>Hungary</i>  |  |

| Top Thirty Science and Technology Think Tanks<br><i>Table #19</i>                                   |  |
|---|--|
| 1. Max Planck Institute – <i>Germany</i>  |  |
| 2. RAND Corporation – <i>United States</i>  |  |
| 3. Bertelsmann Foundation – <i>Germany</i>  |  |
| 4. Consortium for Science, Policy, and Outcomes (CSPO) – <i>United States</i>                       |  |
| 5. Battelle Memorial Institute – <i>United States</i>   |  |
| 6. Science and Technology Policy Research (SPRU) – <i>United Kingdom</i>                            |  |
| 7. Information and Technology and Innovation Foundation (ITIF) – <i>United States</i>               |  |
| 8. Santa Fe Institute (SFI) – <i>United States</i>  |  |
| 9. Korean Development Institute – <i>Republic of Korea</i>  |  |
| 10. Center for Development Research (ZEF) – <i>Germany</i>  |  |
| 11. Council for Scientific and Industrial Research (CSIR) – <i>South Africa</i>                     |  |
| 12. Information and Communication Technologies for Development (ICT4D) – <i>United Kingdom</i>      |  |
| 13. International Institute for Applied Systems Analysis (IIASA) – <i>Austria</i>                   |  |
| 14. Institute for Science and International Security (ISIS) – <i>United States</i>                  |  |
| 15. Technology Policy Institute (TPI) – <i>United States</i>  |  |
| 16. The Energy and Resources Institute (TERI) – <i>India</i>  |  |
| 17. Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN) – <i>South Africa</i> |  |
| 18. National Institute of Advanced Industrial Science and Technology (AIST) – <i>Japan</i>          |  |
| 19. Fundación de la Innovación Bankinter – <i>Spain</i>   |  |
| 20. Eudoxa – <i>Sweden</i>  |  |
| 21. African Center for Technology Studies (ACTS) – <i>Kenya</i>                                     |  |
| 22. Samuel Neaman Institute for Advanced Studies in Science and Technology – <i>Israel</i>          |  |
| 23. Telecom Center of Excellence (TCOE) – <i>India</i>  |  |
| 24. Research ICT Africa (RIA) – <i>South Africa</i>   |  |
| 25. Turkish Economic and Social Studies Foundation (TESEV) – <i>Turkey</i>                          |  |
| 26. Technology, Entertainment, Design (TED) – <i>United States</i>                                  |  |
| 27. Lisbon Council for Economic Competitiveness – <i>Belgium</i>                                    |  |
| 28. Singapore Institute of International Affairs – <i>Singapore</i>                                 |  |
| 29. Edge Foundation – <i>United States</i>  |  |
| 30. Keck Institute for Space Studies (KISS) – <i>United States</i>                                  |  |



| Top Thirty Transparency and Good Governance Think Tanks<br>Table #20                     |  |
|--|--|
| 1. Transparency International – <i>Germany</i>   |  |
| 2. Amnesty International – <i>United Kingdom</i>   |  |
| 3. Freedom House – <i>United States</i>  |  |
| 4. Human Rights Watch – <i>United Kingdom</i>  |  |
| 5. Brookings Institution – <i>United States</i>  |  |
| 6. Open Society Institute (OSI) – <i>United States</i>                                   |  |
| 7. Carnegie Endowment for International Peace – <i>United States</i>                     |  |
| 8. International Crisis Group (ICG) – <i>Belgium</i>                                     |  |
| 9. Oxford Council on Good Governance (OCGG) – <i>United Kingdom</i>                      |  |
| 10. National Endowment for Democracy (NED) – <i>United States</i>                        |  |
| 11. Heritage Foundation – <i>United States</i>   |  |
| 12. Geneva Center for the Democratic Control of Armed Forces (DCAF) – <i>Switzerland</i> |  |
| 13. Center for Public Integrity – <i>United States</i>                                   |  |
| 14. Institute for Democracy in South Africa (IDASA) – <i>South Africa</i>                |  |
| 15. Mo Ibrahim Foundation – <i>United Kingdom</i>  |  |
| 16. Revenue Watch Institute (RWI) – <i>United States</i>                                 |  |
| 17. Centro Brasileiro de Relações Internacionais – <i>Brazil</i>                         |  |
| 18. Centro de Análisis e Investigación (FUNDAR) – <i>Mexico</i>                          |  |
| 19. Global Integrity – <i>United States</i>  |  |
| 20. Grupo FARO, Foundation for the Advance of Reforms and Opportunities – <i>Ecuador</i> |  |
| 21. Taxpayers Alliance – <i>United Kingdom</i>   |  |
| 22. Development Alternatives – <i>India</i>  |  |
| 23. International Budget Partnership (IBP) – <i>United States</i>                        |  |
| 24. Singapore Institute of International Affairs – <i>Singapore</i>                      |  |
| 25. Fundación Jubileo – <i>Bolivia</i>   |  |
| 26. PATTIRO – <i>Indonesia</i>   |  |
| 27. Indonesia Corruption Watch (ICW) – <i>Indonesia</i>                                  |  |
| 28. Common Cause – <i>India</i>  |  |
| 29. Center for Public Policy Studies – <i>Malaysia</i>                                   |  |
| 30. International Center for Human Development (ICHD) – <i>Armenia</i>                   |  |

## Top Think Tanks by Special Achievements

| Think Tanks with the Most Innovative Policy Ideas/Proposals<br><i>Table #21</i>                                     |
|---|
| 1. Carnegie Endowment for International Peace – <i>United States</i>  |
| 2. Brookings Institution – <i>United States</i>   |
| 3. Peterson Institute for International Economics, KNA Institute for International Economics – <i>United States</i> |
| 4. Council on Foreign Relations (CFR) – <i>United States</i>  |
| 5. International Crisis Group (ICG) – <i>Belgium</i>  |
| 6. Cato Institute – <i>United States</i>  |
| 7. Heritage Foundation – <i>United States</i>   |
| 8. Center for American Progress – <i>United States</i>  |
| 9. European Council on Foreign Relations – <i>United Kingdom</i>  |
| 10. Center for Strategic and International Studies – <i>United States</i>   |
| 11. Center for Global Development – <i>United States</i>  |
| 12. New America Foundation – <i>United States</i>   |
| 13. American Enterprise Institute for Public Policy Research (AEI) – <i>United States</i>                           |
| 14. Fraser Institute – <i>Canada</i>  |
| 15. French Institute of International Relations (IFRI) – <i>France</i>  |
| 16. Heinrich Boll Foundation – <i>Germany</i>   |
| 17. Friedrich Ebert Foundation (FES) – <i>Germany</i>   |
| 18. Konrad Adenauer Foundation (KAS) – <i>Germany</i>   |
| 19. Center for Social and Economic Research (CASE) – <i>Poland</i>  |
| 20. Deutsches Institut für Entwicklungspolitik, German Development Institute (GDI) – <i>Germany</i>                 |
| 21. Centro Brasileiro de Relações Internacionais – <i>Brazil</i>  |
| 22. Zero Emissions Research Initiative (ZERI) – <i>Japan</i>  |
| 23. Development Alternatives – <i>India</i>   |
| 24. Friedrich Naumann Foundation – <i>Germany</i>   |
| 25. Israel-Palestine Center for Research and Information (IPCRI) – <i>Israel</i>                                    |
| 26. IMANI Center for Policy and Education – <i>Ghana</i>  |
| 27. Center for Policy Studies – <i>United Kingdom</i>   |
| 28. Security and Defense Agenda – <i>Belgium</i>  |
| 29. Centro de Análisis e Investigación (FUNDAR) – <i>Mexico</i>   |
| 30. Organization for Social Science Research in Eastern and Southern Africa (OSSREA) – <i>Ethiopia</i>              |

| Best New Think Tanks (Established in the last 18 months) |   |
|--|---|
| Table #22  |   |
| 1.   | Google Ideas – <i>United States/United Kingdom</i>  |
| 2.   | Institute for New Economic Thinking (INET) – <i>United States</i>                           |
| 3.   | China Center for International Economic Exchanges (CCIEE) – <i>China</i>                    |
| 4.   | Dusseldorf Institute for Competition Economics (DICE) – <i>Germany</i>                      |
| 5.   | Macdonald-Laurier Institute (MLI) – <i>Canada</i>   |
| 6.   | Res Publica – <i>United Kingdom</i>   |
| 7.   | Adelphi Berlin – <i>Germany</i>   |
| 8.   | New Economy Network (NEN) – <i>United States</i>  |
| 9.   | Casablanca Institute – <i>Morocco</i>   |
| 10.  | African Center for Leadership, Strategy and Development – <i>Nigeria</i>                    |
| 11.  | Econwatch Society of Political Analysis – <i>Germany</i>                                    |
| 12.  | Cambridge Winter Center – <i>United States</i>  |
| 13.  | Institute for Democracy and Economic Affairs – <i>Malaysia</i>                              |
| 14.  | Economic Strategies for the 21 <sup>st</sup> Century (e21) – <i>United States</i>           |
| 15.  | Sheikh Saud bin Saqr al Qasimi Foundation for Policy Research – <i>United Arab Emirates</i> |
| 16.  | Institut des Hautes Etudes sur les National Unies (IHENU) – <i>France</i>                   |
| 17.  | Audace Institut Afrique (AIA) – <i>Cote d'Ivoire</i>  |
| 18.  | Amadeus Center – <i>Morocco</i>   |
| 19.  | Grattan Institute – <i>Australia</i>  |
| 20.  | Fundación Centro de Pensamiento Primero – <i>Colombia</i>                                   |

| Think Tanks with Outstanding Policy-Oriented Public Policy Research Programs<br><i>Table #23</i>                     |
|--|
| 1. Brookings Institution – <i>United States</i>  |
| 2. RAND Corporation – <i>United States</i>   |
| 3. Carnegie Endowment for International Peace – <i>United States</i>   |
| 4. Amnesty International – <i>United Kingdom</i>   |
| 5. Center for Strategic and International Studies (CSIS) – <i>United States</i>                                      |
| 6. Cato Institute – <i>United States</i>   |
| 7. Bruegel – <i>Belgium</i>  |
| 8. International Crisis Group (ICG) – <i>Belgium</i>   |
| 9. Peterson Institute for International Economics, FKA Institute for International Economics – <i>United States</i>  |
| 10. Council on Foreign Relations (CFR) – <i>United States</i>  |
| 11. Chatham House (CH), Royal Institute of International Affairs – <i>United Kingdom</i>                             |
| 12. Woodrow Wilson Center for International Scholars – <i>United States</i>  |
| 13. American Enterprise Institute for Public Policy Research (AEI) – <i>United States</i>                            |
| 14. Human Rights Watch – <i>United Kingdom</i>   |
| 15. Center for American Progress – <i>United States</i>  |
| 16. Transparency International – <i>Germany</i>  |
| 17. Adam Smith Institute – <i>United Kingdom</i>   |
| 18. Heritage Foundation – <i>United States</i>   |
| 19. Brazilian Center for Analysis and Planning (CEBRAP) – <i>Brazil</i>  |
| 20. Stockholm International Peace Research Institute (SIPRI) – <i>Sweden</i>   |
| 21. Center for Global Development – <i>United States</i>   |
| 22. Urban Institute – <i>United States</i>   |
| 23. International Institute for Strategic Studies (IISS) – <i>United Kingdom</i>                                     |
| 24. German Institute for International and Security Affairs (Stiftung Wissenschaft und Politik SWP) – <i>Germany</i> |
| 25. Konrad Adenauer Foundation (KAS) – <i>Germany</i>  |
| 26. East Asia Institute – <i>Republic of Korea</i>   |
| 27. Institute for Research on Public Policy – <i>Canada</i>  |
| 28. Centro de Estudos de Integracion e Desenvolvimento (CINDES) – <i>Brazil</i>                                      |
| 29. French Institute of International Relations (IFRI) – <i>France</i>   |
| 30. Center for Social and Economic Research (CASE) – <i>Poland</i>   |

| Think Tanks with the Best Use of the Internet or Social Media to Engage the Public<br><i>Table #24</i>     |  |
|--|--|
| 1. Council on Foreign Relations (CFR) – <i>United States</i>   |  |
| 2. Brookings Institution – <i>United States</i>  |  |
| 3. Amnesty International – <i>United Kingdom</i>   |  |
| 4. Cato Institute – <i>United States</i>   |  |
| 5. Transparency International (TI) – <i>Germany</i>  |  |
| 6. Carnegie Endowment for International Peace – <i>United States</i>                                       |  |
| 7. European Council for Foreign Relations – <i>Belgium</i>   |  |
| 8. Human Rights Watch – <i>United Kingdom</i>  |  |
| 9. Center for American Progress – <i>United States</i>   |  |
| 10. Atlas Economic Research Institute – <i>United States</i>   |  |
| 11. International Crisis Group (ICG) – <i>Belgium</i>  |  |
| 12. Center for Strategic and International Studies (CSIS) – <i>United States</i>                           |  |
| 13. Heritage Foundation – <i>United States</i>   |  |
| 14. Fraser Institute – <i>Canada</i>   |  |
| 15. Chatham House (CH), Royal Institute of International Affairs – <i>United Kingdom</i>                   |  |
| 16. Overseas Development Institute (ODI) – <i>United Kingdom</i>   |  |
| 17. Woodrow Wilson International Center for Scholars – <i>United States</i>                                |  |
| 18. RAND Corporation – <i>United States</i>  |  |
| 19. Center for a New American Security (CNAS) – <i>United States</i>                                       |  |
| 20. American Enterprise Institute for Public Policy Research (AEI) – <i>United States</i>                  |  |
| 21. Centro Brasileiro de Relações Internacionais – <i>Brazil</i>   |  |
| 22. New America Foundation – <i>United States</i>  |  |
| 23. Technology, Entertainment, Design (TED) – <i>United States</i>   |  |
| 24. Centro de Divulgación del Conocimiento Económico para la Libertad (CEDICE Libertad) – <i>Venezuela</i> |  |
| 25. Facultad Latinoamericana de Ciencias Sociales (FLASCO) – <i>Chile</i>                                  |  |
| 26. International Institute for Strategic Studies (IISS) – <i>United Kingdom</i>                           |  |
| 27. Center for Global Development – <i>United States</i>   |  |
| 28. Konrad Adenauer Foundation (KAS) – <i>Germany</i>  |  |
| 29. Council for the Development of Social Science Research in Africa (CODESRIA) – <i>Senegal</i>           |  |
| 30. Lowy Institute for International Policy – <i>Australia</i>   |  |

| Think Tanks with the Best Use of the Media (Print or Electronic) to Communicate Programs and Research<br><i>Table #25</i>                            |  |
|--|--|
| 1. Brookings Institution – <i>United States</i>  |  |
| 2. Human Rights Watch – <i>United States</i>   |  |
| 3. Carnegie Endowment for International Peace – <i>United States</i>   |  |
| 4. Amnesty International – <i>United Kingdom</i>   |  |
| 5. Council on Foreign Relations (CFR) – <i>United States</i>   |  |
| 6. Heritage Foundation – <i>United States</i>  |  |
| 7. Transparency International – <i>Germany</i>   |  |
| 8. Cato Institute – <i>United States</i>   |  |
| 9. Center for Strategic and International Studies (CSIS) – <i>United States</i>  |  |
| 10. International Crisis Group (ICG) – <i>Belgium</i>  |  |
| 11. European Council on Foreign Relations (ECFR) – <i>United Kingdom</i>   |  |
| 12. RAND Corporation – <i>United States</i>  |  |
| 13. American Enterprise Institute for Public Policy Research (AEI) – <i>United States</i>  |  |
| 14. Chatham House (CH), Royal Institute of International Affairs – <i>United Kingdom</i>   |  |
| 15. Al Jazeera Research Project, USC Center on Public Diplomacy School – <i>United States</i>  |  |
| 16. Woodrow Wilson International Center for Scholars – <i>United States</i>  |  |
| 17. Open Society Institute (OSI) – <i>United States</i>  |  |
| 18. International Institute for Strategic Studies (IISS) – <i>United Kingdom</i>   |  |
| 19. Center for American Progress – <i>United States</i>  |  |
| 20. German Marshall Fund (GMF) – <i>United States</i>  |  |
| 21. Centro Brasileiro de Relações Internacionais – <i>Brazil</i>   |  |
| 22. South African Institute of International Affairs – <i>South Africa</i>   |  |
| 23. Center for a New American Security – <i>United States</i>  |  |
| 24. Facultad Latinoamericana de Ciencias Sociales (FLASCO) – <i>Ecuador</i>  |  |
| 25. Libertad y Desarrollo – <i>Chile</i>   |  |
| 26. Peterson Institute for International Economics – <i>United States</i>  |  |
| 27. S. Rajaratnam School of International Studies (RSIS), formerly known as FNA Institute of Defence and Strategic Studies (IDSS) – <i>Singapore</i> |  |
| 28. Council on Foreign and Defence Policy (SVOP) – <i>Russia</i>   |  |
| 29. Lowy Institute – <i>Australia</i>  |  |
| 30. Development Alternative – <i>India</i>   |  |

| Think Tanks with the Best External Relations/Public Engagement Programs<br><i>Table #26</i>                          |
|--|
| 1. Brookings Institution – <i>United States</i>  |
| 2. Council on Foreign Relations (CFR) – <i>United States</i>   |
| 3. Amnesty International – <i>United Kingdom</i>   |
| 4. Human Rights Watch – <i>United Kingdom</i>  |
| 5. Carnegie Endowment for International Peace – <i>United States</i>   |
| 6. Center for Strategic and International Studies (CSIS) – <i>United States</i>                                      |
| 7. Chatham House (CH), Royal Institute of International Affairs – <i>United Kingdom</i>                              |
| 8. Pew Research Center – <i>United States</i>  |
| 9. International Crisis Group (ICG) – <i>Belgium</i>   |
| 10. Transparency International – <i>Germany</i>  |
| 11. Cato Institute – <i>United States</i>  |
| 12. Heritage Foundation – <i>United States</i>   |
| 13. Bruegel – <i>Belgium</i>   |
| 14. Center for American Progress – <i>United States</i>  |
| 15. American Enterprise Institute for Public Policy Research (AEI) – <i>United States</i>                            |
| 16. RAND Corporation – <i>United States</i>  |
| 17. International Institute for Strategic Studies (IISS) – <i>United Kingdom</i>                                     |
| 18. Stockholm International Peace Research Institute (SIPRI) – <i>Sweden</i>   |
| 19. Open Society Institute (OSI) – <i>United States</i>  |
| 20. Centro d Implementación de Políticas Públicas para la Equidad y el Crecimiento (CIPPEC) – <i>Argentina</i>       |
| 21. Development Alternatives – <i>India</i>  |
| 22. Woodrow Wilson International Center for Scholars – <i>United States</i>  |
| 23. Konrad Adenauer Foundation (KAS) – <i>Germany</i>  |
| 24. Center for Global Development – <i>United States</i>   |
| 25. Peterson Institute for International Economics, FNA Institute for International Economics – <i>United States</i> |
| 26. Lowy Institute for International Policy – <i>Australia</i>   |
| 27. Atlas Economic Research Foundation – <i>United States</i>  |
| 28. German Council on Foreign Relations (DGAP) – <i>Germany</i>  |
| 29. Peace Research Institute Oslo (PRIO) – <i>Norway</i>   |
| 30. Overseas Development Institute – <i>United Kingdom</i>   |

| Think Tanks with the Greatest Impact on Public Policy (Global)<br>Table #27  |
|--|
| 1. Amnesty International – <i>United Kingdom</i>   |
| 2. Brookings Institution – <i>United States</i>  |
| 3. Human Rights Watch – <i>United Kingdom</i>  |
| 4. Transparency International – <i>Germany</i>   |
| 5. RAND Corporation – <i>United States</i>   |
| 6. Council on Foreign Relations – <i>United States</i>   |
| 7. Chatham House (CH), Royal Institute of International Affairs – <i>United Kingdom</i>                              |
| 8. Cato Institute – <i>United States</i>   |
| 9. Center for Strategic and International Studies (CSIS) – <i>United States</i>                                      |
| 10. Peterson Institute for International Economics, FNA Institute for International Economics – <i>United States</i> |
| 11. International Crisis Group (ICG) – <i>Belgium</i>  |
| 12. Bruegel – <i>Belgium</i>   |
| 13. American Enterprise Institute for Public Policy Research (AEI) – <i>United States</i>                            |
| 14. Carnegie Endowment for International Peace – <i>United States</i>  |
| 15. Stockholm International Peace Research Institute (SIPRI) – <i>Sweden</i>   |
| 16. Heritage Foundation – <i>United States</i>   |
| 17. Centro de Divulgación del Conocimiento Económico para la Libertad (CEDICE Libertad) – <i>Venezuela</i>           |
| 18. Center for American Progress – <i>United States</i>  |
| 19. Open Society Institute (OSI) – <i>United States</i>  |
| 20. Overseas Development Institute (ODI) – <i>United Kingdom</i>   |
| 21. Fraser Institute – <i>Canada</i>   |
| 22. National Bureau of Economic Research (NBER) – <i>United States</i>   |
| 23. Adam Smith Institute (ASI) – <i>United Kingdom</i>   |
| 24. International Institute for Strategic Studies (IISS) – <i>United Kingdom</i>                                     |
| 25. German Institute for International and Security Affairs (Stiftung Wissenschaft und Politik SWP) – <i>Germany</i> |
| 26. Center for Policy Studies at Central European University – <i>Hungary</i>  |
| 27. Moscow State Institute of International Relations (MGIMO) – <i>Russia</i>  |
| 28. European Center for International Political Economy (ECIPE) – <i>Belgium</i>                                     |
| 29. European Council on Foreign Relations – <i>Belgium</i>   |
| 30. Center for European Policy Studies (CEPS) – <i>Belgium</i>   |
| 31. Woodrow Wilson International Center for Scholars – <i>United States</i>  |
| 32. C. D. Howe Institute – <i>Canada</i>   |
| 33. Council on Foreign and Defence Policy (SVOP) – <i>Russia</i>   |
| 34. Al-Ahram Center for Strategic and Political Studies – <i>Egypt</i>   |
| 35. Center for a New American Security – <i>United States</i>  |
| 36. Konrad Adenauer Foundation (KAS) – <i>Germany</i>  |
| 37. North-South Institute – <i>Canada</i>  |
| 38. South African Institute of International Affairs – <i>South Africa</i>   |



|  |
|--|
| 39. Center for Global Development – <i>United States</i>   |
| 40. Centro de Estudios Públicos – <i>Chile</i>   |
| 41. Center for Social and Economic Research (CASE) – <i>Poland</i>                                     |
| 42. Kiel Institute for the World Economy – <i>Germany</i>  |
| 43. Urban Institute – <i>United States</i>   |
| 44. Development Alternatives – <i>India</i>  |
| 45. Centro de Análisis e Investigación (FUNDAR) – <i>Mexico</i>  |
| 46. Korean Development Institute – <i>Republic of Korea</i>  |
| 47. Japan Institute of International Affairs (JIIA) – <i>Japan</i>                                     |
| 48. Organization for Social Science Research in Eastern and Southern Africa (OSSREA) – <i>Ethiopia</i> |
| 49. Singapore Institute of International Affairs – <i>Singapore</i>                                    |
| 50. Center for Economic Studies, Ifo Group (CESifo) – <i>Germany</i>                                   |

| Best University Affiliated Think Tanks (Global) |  |
|---|--|
| Table #28                                       |  |
| 1.  | Belfer Center for Science and International Affairs, Harvard University – <i>United States</i>   |
| 2.  | Hoover Institution, Stanford University – <i>United States</i>   |
| 3.  | Center for International Development, Harvard University – <i>United States</i>  |
| 4.  | IDEAS/Public Policy Group, London School of Economics and Political Science (LSE) – <i>United Kingdom</i>  |
| 5.  | Earth Institute, Colombia University – <i>United States</i>  |
| 6.  | Center for Transatlantic Relations, School of Advanced International Studies, Johns Hopkins University – <i>United States</i>  |
| 7.  | Center for International Security and Cooperation (CISAC), Stanford University – <i>United States</i>  |
| 8.  | Mercatus Center, George Mason University – <i>United States</i>  |
| 9.  | Institute of Development Studies, University of Sussex – <i>United Kingdom</i>   |
| 10.   | Center for International studies and Research (CERI), Sciences Po – <i>France</i>  |
| 11.   | Facultad Latinoamericana de Ciencias Sociales (FLASCO) – <i>Ecuador</i>  |
| 12.   | Weatherhead Center for International Affairs, Harvard University – <i>United States</i>  |
| 13.   | Center for Defence Studies, Kings College – <i>United Kingdom</i>  |
| 14.   | Brookings-Tsinghua Center for Public Policy – <i>China</i>   |
| 15.   | Center for Development Research (ZEF), University of Bonn – <i>Germany</i>   |
| 16.   | Center for Policy Studies, Central European University – <i>Hungary</i>  |
| 17.   | James A. Baker III Institute for Public Policy, Rice University – <i>United States</i>   |
| 18.   | Moscow State Institute of International Relations (MGIMO) – <i>Russia</i>  |
| 19.   | Center for the Study of Globalization, Yale University – <i>United States</i>  |
| 20.   | Brics Policy Center – <i>Brazil</i>  |
| 21.   | Liu Institute for Global Issues, University of British Columbia – <i>Canada</i>  |
| 22.   | S. Rajaratnam School of International Studies (RSIS), formerly known as FNA Institute of Defence and Strategic Studies (IDSS), Nanyang Technical University – <i>Singapore</i> |
| 23.   | Economic Policy Research Center – <i>Uganda</i>  |
| 24.   | Freeman Spogli Institute for International Studies (FSI), Stanford University – <i>United States</i>   |
| 25.   | Institute for International Relations, Beijing University – <i>China</i>   |
| 26.   | Human Security Report Project (HSRP), Simon Fraser University – <i>Canada</i>  |
| 27.   | Strategic and Defence Studies Centre (SDSC), Australian National University – <i>Australia</i>   |
| 28.   | Center for Strategic Studies (CSS), Victoria University of Wellington – <i>New Zealand</i>   |
| 29.   | Institute of Southeast Asian Studies (ISEAS), National University of Singapore – <i>Singapore</i>  |
| 30.   | Center for Security Studies (CSS) – <i>Switzerland</i>   |

| Best Government Affiliated Think Tanks<br><i>Table #29</i>  |  |
|---|--|
| 1. Congressional Research Service – <i>United States</i>  |  |
| 2. German Institute for International and Security Affairs (Stiftung Wissenschaft und Politik SWP) – <i>Germany</i> |  |
| 3. World Bank Institute (WBI), World Bank – <i>United States</i>  |  |
| 4. Norwegian Institute of International Affairs (NUPI) – <i>Norway</i>  |  |
| 5. Royal United Services Institute for Defence and Security Studies (RUSI) – <i>United Kingdom</i>                  |  |
| 6. United Nations University (UNU) – <i>Japan</i>   |  |
| 7. Japan Institute of International Affairs (JIIA) – <i>Japan</i>   |  |
| 8. Center for Eastern Studies (OSW) – <i>Poland</i>   |  |
| 9. Deutsches Institut für Entwicklungspolitik, German Development Institute (GDI) – <i>Germany</i>                  |  |
| 10. Asian Development Bank Institute – <i>Japan</i>   |  |
| 11. Korea Development Institute (KDI) – <i>Republic of Korea</i>  |  |
| 12. Chinese Academy of Social Science (CASS) – <i>China</i>   |  |
| 13. Council of Policy Advisors EU – <i>Belgium</i>  |  |
| 14. Institute of World Economy and International Relations (IMEMO) – <i>Russia</i>                                  |  |
| 15. Polish Institute of International Affairs – <i>Poland</i>   |  |
| 16. Fundação Alexandre Gusmão – <i>Brazil</i>   |  |
| 17. China Institutes of Contemporary International Relations (CICIR) – <i>China</i>                                 |  |
| 18. China Institute of International Studies (CIIS) – <i>China</i>  |  |
| 19. Institute of Foreign Affairs and National Security (IFANS) – <i>Republic of Korea</i>                           |  |
| 20. Institute for Defence Studies and Analyses (IDSA) – <i>India</i>  |  |
| 21. Shanghai Institute for International Studies – <i>China</i>   |  |
| 22. Facultad Latinoamericana de Ciencias Sociales (FLASCO) – <i>Ecuador</i>   |  |
| 23. Diplomatic Academy of Vietnam – <i>Vietnam</i>  |  |
| 24. Research Institute of Economy, Trade and Industry (RIETI) – <i>Japan</i>  |  |
| 25. Council on Foreign and Defense Policy (SVOP) – <i>Russia</i>  |  |
| 26. Ethiopian Development Research Institute – <i>Ethiopia</i>  |  |
| 27. Maritime Institute of Malaysia (MIMA) – <i>Malaysia</i>   |  |
| 28. Center for Strategic and International Studies – <i>Indonesia</i>   |  |
| 29. Brunei Darussalam Institute of Policy and Strategic Studies (BDIPSS) – <i>Brunei</i>                            |  |
| 30. Information and Decision Support Center – <i>Egypt</i>  |  |

| Best Party Affiliated Think Tanks<br><i>Table #30</i>                             |  |
|---|--|
| 1. Konrad Adenauer Foundation (KAS) – <i>Germany</i>                              |  |
| 2. Friedrich Ebert Foundation (FES) – <i>Germany</i>                              |  |
| 3. Heinrich Boll Stiftung (HBS) – <i>Germany</i>                                  |  |
| 4. Demos – <i>United Kingdom</i>  |  |
| 5. Center for Policy Studies – <i>United Kingdom</i>                              |  |
| 6. Friedrich Naumann Foundation (FNS) – <i>Germany</i>                            |  |
| 7. Robert Shuman Foundation – <i>Germany</i>                                      |  |
| 8. Hanns Seidel Foundation – <i>Germany</i>                                       |  |
| 9. Center for European Policy Studies – <i>Belgium</i>                            |  |
| 10. Progressive Policy Institute (PPI) – <i>United States</i>                     |  |
| 11. Fundación Jaime Guzman – <i>Chile</i>   |  |
| 12. Foundation for Social Studies and Analysis (FAES) – <i>Spain</i>              |  |
| 13. Fabian Society – <i>United Kingdom</i>  |  |
| 14. Fundación IDEAS – <i>Spain</i>  |  |
| 15. Green European Foundation (GEF) – <i>Belgium</i>                              |  |
| 16. European Ideas Network – <i>Belgium</i>                                       |  |
| 17. Central Party School – <i>China</i>   |  |
| 18. Foundation for European Progressive Studies (FEPS) – <i>Belgium</i>           |  |
| 19. Fundación Pensar – <i>Argentina</i>   |  |
| 20. Wiardi Beckman Foundation – <i>The Netherlands</i>                            |  |
| 21. Rosa Luxemburg Foundation – <i>Germany</i>                                    |  |
| 22. Foundation for EU Democracy – <i>Belgium</i>                                  |  |
| 23. Terra Nova – <i>France</i>  |  |
| 24. Italo-European Foundation – <i>Italy</i>                                      |  |
| 25. New Democrat Network – <i>United States</i>                                   |  |
| 26. Fondation pour l’Innovation Politique – <i>France</i>                         |  |
| 27. Institute of European Democrats – <i>Belgium</i>                              |  |
| 28. SEDAR Institute – <i>Malaysia</i>   |  |
| 29. Institute of Strategic Analysis and Policy Research (INSAP) – <i>Malaysia</i> |  |
| 30. Fundación Armando Alvares Penteado (FAAP) – <i>Brazil</i>                     |  |

| Top Think Tanks with Annual Operating Budgets of Less Than \$5<br>Million USD<br><i>Table #31</i>          |
|--|
| 1. North-South Institute – <i>Canada</i>   |
| 2. Libertad y Desarrollo – <i>Chile</i>  |
| 3. Center for Economic and Social Development (CESD) – <i>Azerbaijan</i>                                   |
| 4. Centro Brasileiro de Relações Internacionais – <i>Brazil</i>  |
| 5. Center for Social and Economic Research (CASE) – <i>Poland</i>  |
| 6. Consejo Argentino de Relaciones Internacionales – <i>Argentina</i>                                      |
| 7. Economic Policy Research Center – <i>South Africa</i>   |
| 8. Centro de Estudios Públicos (CEP) – <i>Chile</i>  |
| 9. IMANI Center for Policy and Education – <i>Ghana</i>  |
| 10. NUPPS, University of Sao Paulo, USP Research Center for Public Policy – <i>Brazil</i>                  |
| 11. Centro de Divulgación del Conocimiento Económico para la Libertad (CEDICE Libertad) – <i>Venezuela</i> |
| 12. Unirule Institute of Economics – <i>China</i>  |
| 13. Instituto Ecuatoriano de Economía Política – <i>Ecuador</i>  |
| 14. Center for Public Policy Studies – <i>Malaysia</i>   |
| 15. Integrated Research and Action for Development (IRADe) – <i>India</i>                                  |

# APPENDICES

## I. CALL FOR INTERNATIONAL ADVISORY COMMITTEE MEMBERS AND REGIONAL AND FUNCTIONAL EXPERT PANEL MEMBERS

*Call for nominations email letter sent on April 27, 2011*

*1st reminder sent on May 23, 2011*

*2nd reminder sent on June 6, 2011*

*Nominations closed on June 15, 2011*

April 27, 2011

Dear Friend and Colleague:

As we prepare for the 2011 Global Go To Think Tank Index we are seeking your help in identifying qualified individuals to serve on an International Advisory Committee (IAC) and the Expert Panels for the annual Global Go To Think Tank Index Project.

The Nomination and Suggestion Survey can be accessed by using this link:  
[Survey link posted here.]

This link is uniquely tied to this survey and your email address. Please do not forward this message. If there is someone you think should participate in the process simply send me their name and email address and I will send them an invitation to participate.

The International Advisory Committee will be comprised of distinguished individuals from around the world who are policymakers, public and private donors, journalists, former think tank executives, and academics. These individuals will provide advice and support for the Global Go To Think Tank Index Project. The responsibilities will include providing advice on project development and design, external relations, and resource mobilization.

We are also seeking nominations of individuals to serve as Expert Panelists (EP). Expert Panel members should have in-depth knowledge of national and regional think tanks and/or be functional areas experts in the research areas covered by the think tanks index (i.e. security and international affairs, domestic economics, social policy, etc.). Expert Panelists will help with the nominations and rankings process for the 2011 Global Go To Think Tank Index. Members will be expected to help solicit and review nominations in their area of expertise and assist with the ranking process. The purpose of the EP is to assure the quality and integrity of the rankings process.

You are encouraged to make nominations in all categories where you can recommend qualified candidates. Nominations can be made below in the following categories:

1. International Advisory Committee
2. Expert Panels Regional
  - a. United States
  - b. Canada, Mexico, and the Caribbean
  - c. South America
  - d. Middle East and North Africa
  - e. Sub-Saharan Africa
  - f. Western Europe
  - g. Central and Eastern Europe
3. Functional Research Area Panels
  - a. International Development
  - b. Health Policy
  - c. Environmental Policy
  - d. Security and International Affairs
  - e. Domestic Economic Policy
  - f. International Economic Policy
  - g. Social Policy
  - h. Science and Technology Policy
  - i. Transparency and Good Governance

You can send me additional comments and suggestions at [jmcgann@sas.upenn.edu](mailto:jmcgann@sas.upenn.edu).

Thanks for your help!

All the best,

Jim McGann

James G. McGann, Ph.D.  
Assistant Director, International Relations Program  
Director, Think Tanks and Civil Societies Program  
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635 Williams Hall  
255 S. 36th Street  
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Main Office: 215 898-0452  
Direct Line: 215 746-2928  
Mobile: 215 206-1799  
Email: [jmcgann@sas.upenn.edu](mailto:jmcgann@sas.upenn.edu)  
IR Website: <http://www.sas.upenn.edu/irp/>

TTCSP Website: <http://gotothinktank.com>



## II. 2011 GLOBAL GO TO THINK TANKS INDEX EXPERT PANEL NOMINATIONS – DUE JUNE 15, 2011

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

June 6, 2011

Dear Friend and Colleague:

The deadline for submitting nominations for the International Advisory Committee and the Regional and Functional Area Expert Panels (see description of each below) has been extended until JUNE 15, 2011.

You can submit your nominations quickly and easily on-line by using this link:  
<http://www.surveymonkey.com/s.aspx>

This will be your final opportunity to nominate experts and advisors for 2011 Global Go To Think Tank Index.

You can reenter the nominations survey as many times as you like but you must retain this link which is unique (tied exclusively) to your email address.

Please join the more than 200 individuals and organizations who have already submitted nominations on line or by emailing me at [jmcgann@sas.upenn.edu](mailto:jmcgann@sas.upenn.edu).

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>

Please help us make sure the think tanks in your country and region are properly reflected in the annual global index of think tanks by nominating members of the IAC and Expert Panels.

Thanks again for you continued interest and support.

All the best,

Jim McGann  
Director, Think Tanks and Civil Societies Program

### III. CALL FOR NOMINATIONS: 2011 GLOBAL GO TO THINK TANK INDEX

*Email to over 11,500 Individuals and Organizations in over 213 countries*

*Call for nomination email letter sent on June 30, 2011*

*1st Reminder sent on July 6, 2011*

*2nd Reminder sent on July 18, 2011*

*3rd Reminder sent on August 1, 2011*

*4th and final reminder sent on August 12, 2011*

*Nominations Round I closed on August 16, 2011*

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International Relations Program  
University of Pennsylvania  
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PHILADELPHIA, PA, USA 19104-6305  
TEL. (001) 215 746-2928  
EMAIL: Jmcgann@sas.upenn.edu

June 30, 2011

Greetings Colleagues and Friends:

I am pleased to announce the commencement of the 2011 Global Go-To Think Tank Report nominating process. The Think Tanks and Civil Societies Program at the University of Pennsylvania (TTCSP) is contacting you for help in identifying the world's leading think tanks for the 2011 Global Go-To Index. The primary objective of the index is to bring national and international recognition to the important role think tanks play in civil societies and governments around the world.

Please submit your nominations using the link to the survey below on or before August 15, 2011. Please take the time to make your nominations online, using this survey link: <http://www.surveymonkey.com/s.aspx>. Nominations can also be submitted by email to [jmcgann@sas.upenn.edu](mailto:jmcgann@sas.upenn.edu) but we encourage you to use the survey.

The process is simple, and we have provided the following tools to help complete the survey: a link to the online nominations survey, a list of the nomination categories, a definition of think tanks, think tank ranking criteria, and a think tank assessment tool. I encourage you to make nominations only in the areas in which you have knowledge and experience and for think tanks that you feel warrant consideration as centers of excellence on global, regional and national levels.

The selection process for the 2011 Global Go-To Rankings will be conducted in three

rounds. This methodology in the rankings and selection process is the result of the recommendations made by the Expert Panelists who participated in the 2010 rankings process. In 2010, the ranking criteria and rankings process underwent a thorough review by 120 members of the Global Expert Panel and several changes were implemented. Each one of criteria used to rank think tanks was evaluated, which validated the efficacy of the nominations and ranking criteria used for the global rankings. The Expert Panel members made some additional recommendations at the conclusion of the 2010 Rankings that are reflected in this year's survey.

Finally, the Expert Panel members voiced strong support for the open, democratic and transparent process that they feel is one of the defining characteristics of the Global Think Tank Index. The Expert Panel also endorsed the methodology of using regional and functional experts and peers who are guided by a set of criteria to rank think tanks. While we are encouraged by these findings we continue to strive to improve the process and welcome any comments or suggestions you might have for how we might improve the Global Go-To Think Tank Index.

This year's process and schedule is summarized below:

Round I:

*Nominations:* June 30 – August 15, 2011

Call for Nominations is sent to 6,545 think tanks and approximately 3500 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 next step of the 2011 Think Tank Rankings process.

Round II:

*Peer/Expert Rankings:* September - October 2011

Think Tanks with 5 or more nominations will be placed in an electronic ranking survey. A letter announcing the second round is emailed to all the think tanks, journalists, public and private donors, and the policy maker group who have agreed to participate in the process. The rankings are tabulated and the list of finalists is generated for the Expert Panel to review and make final selections. This year Regional and Functional Expert Panels have been created for every category and these specialists will be consulted to help assure the quality and accuracy of the nominations before they are placed on the final rankings survey. Individuals who served on last year's Expert Panel and those who have been nominated this year will be invited to serve on the 2011 Expert Panel. Experts from every region and functional area will be represented on the Expert Panel.

Round III:

*Expert Panel Selects 2011 Go To Think Tanks:* October - November 2011

The members of the Expert Panel receive information packets by email in order to facilitate the final selection process. Expert Panelists will submit their rankings and recommendations by Friday, November 11, 2011.

*2011 Global Go-To Think Tank Rankings Announced:* January 2012

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

Nomination Instructions And Procedures:

You may nominate up to 25 organizations for the leading think tank in the world. Please also nominate top think tanks by region, areas of research and special achievement.

You may 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. NO SELF-NOMINATIONS WILL BE CONSIDERED.

Please submit your responses no later than August 15, 2011.

A copy of the unabridged 2010 Global Go-To Report is currently posted on the TTCSP web page, which can be accessed at: [http://www.gotothinktank.com/wp-content/uploads/2010GlobalGoToReport\\_ThinkTankIndex\\_UNEDITION\\_15\\_.pdf](http://www.gotothinktank.com/wp-content/uploads/2010GlobalGoToReport_ThinkTankIndex_UNEDITION_15_.pdf)

Please note that 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>.

We value your input and welcome additional comments or suggestions you may have for improving the nominating and ranking processes, as well as how the findings are reported and disseminated.

Thank you for your assistance with the 2011 Global Go To Think Tank Index.

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Director, Think Tanks and Civil Societies Program  
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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. Best New Think Tanks (established in the last 18 months) (Global)

Nominate up to 10 institutions.

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

Nominate up to 10 institutions.

Category III. Best Use of the Internet and Social Media to Engage the Public (Global)

Nominate up to 10 institutions.

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

Nominate up to 10 institutions.

Category V. Best External Relations/Public Engagement Program

Nominate up to 10 institutions.

Category VI. Greatest Impact on Public Policy

Nominate up to 10 institutions.

Category VII. Think Tanks with the Most Innovative Policy Ideas/Proposals

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

Category VIII. Best University Affiliated Think Tanks

Nominate up to 10 institutions.

Category IX. Best Government Affiliated Think Tanks

Nominate up to 10 institutions

Category X. Best Political Party Affiliated Think Tanks

Nominate up to 10 institutions.

Category XI. Best For-Profit Think Tanks

Nominate up to 10 institutions.

Category XII: Best Think Tanks with an Annual Operating Budget of less than \$5 Million USD (Global)

Nominate up to 10 institutions.

Category XIII: Top Think Tanks by Research Area

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 XIV: Top Think Tanks by Region (Regional)

Nominate up to 25 institutions for each of these regions:

- Top 25 Think Tanks Worldwide (Non-United States) \*\*\*\*\*
- Top 25 Think Tanks in the United States
- Top 25 Think Tanks in Mexico, Canada 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 the Central and South America

Category XV: Think Tank of the Year—Top Think Tank in the World (Global)

Nominate up to 5 institutions.

Category XIV: Think Tank of the Year

\*\*\*\*\* 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 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.

THINK TANK DEFINITION

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

*Autonomous and Independent:* Significant independence from any one interest group or donor and autonomous in its operation and funding from government.

*Quasi Independent:* 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.

*University Affiliated:* A policy research center at a university.

*Political Party Affiliated:* Formally affiliated with a political party.

*Government Affiliated:* A part of the structure of government.

*Quasi Governmental:* Funded exclusively by government grants and contracts but not a part of the formal structure of government.

## 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.

## THINK TANK ASSESSMENT TOOL

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 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.

**THANKS FOR TAKING THE TIME TO COMPLETE THE NOMINATIONS SURVEY!!!!**

#### IV. EMAIL INVITING PEERS AND EXPERT PANELISTS TO RANK 2011 NOMINATED INSTITUTIONS

*Email sent on October 2, 2011*

*1st reminder sent on October 11, 2011*

*2nd reminder sent on October 23, 2011*

*3rd reminder sent on October 27, 2011*

*4th and final reminder sent on October 31, 2011*

*2011 Ranking Process Closed on November 2, 2011*

Help Rank the 2011 Nominated Top Think Tanks  
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

October 2, 2011

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 report for 2011. Please use this link to enter the rankings survey: <http://www.surveymonkey.com/s.aspx> .

To be removed from the email listserv simply use this opt out link:  
<http://www.surveymonkey.com/optout.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. You can reenter the survey as many times as you like to change or complete your rankings so long as you keep the survey link provided above.

Please note that your rankings are due on October 31, 2011, and that all rankings will be kept strictly confidential.

I am pleased to report that over 875 individuals participated in the nominations process with over 1500 institutions from 149 countries qualifying for consideration in the 30 categories. Thanks to our outreach efforts we again 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 30 ranking categories. We have also made a number of changes to the -survey in response to the comments and suggestions from, respondents to the survey, as well as, the members of our Expert Panels.

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 institutions represents a valuable reference and networking resource that will only be enhanced by your participation in the next round of 2011 Global Go To Thin 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 strongly 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.

Last year the selection criteria we used to guide the nominations and rankings process was sent to the 300 plus Expert Panelists for their critical assessment. We received over 125 responses from the experts who evaluated each criterion separately. All but two of the criterion received a 75-90 positive rating (out of 100) from the respondents. The two criteria that consistently received low ratings were the following: 1) the level of the organization's financial resources (endowment, membership fees, annual donations, government and private contracts, earned income) and 2) the ability of the organization to meet the demands of those that fund it or to meet the goals of its respective grant-making institution.

Please use the criteria provided below when ranking the nominated institutions for the 2011 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 (amount 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.
- Adhere to professional conduct by revealing and avoiding any potential conflicts of interest.
- Use the selection criteria provided as a tool when evaluating organizations when ranking each group of institutions.
- Avoid political, ideological, and discipline bias when ranking institutions.

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 THAT IT IS UNIQUE TO YOUR EMAIL ADDRESS AND CANNOT BE SHARED WITH OTHERS.** Please complete the rankings process by October 31, 2011.

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.

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

Sincerely,

James G. McGann, PhD

#### Think Tank and Civil Societies Program

The Think Tanks and Civil Societies Program (TTCSP), established in 1989 at the Foreign Policy Research Institute in Philadelphia and now located at the International Relations Program, University of Pennsylvania, examines the role policy institutes play in governments and in civil societies around the world. Often referred to as the “think tank's think tank,” TTCSP examines the evolving role and character of public policy research organizations. The Program specializes in researching the challenges think tanks face and developing strategies and programs to strengthen the capacity and performance of think tanks around the world. Over the last 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](mailto:Jmcgann@sas.upenn.edu).

V. SAMPLE EMAIL TO REGIONAL AND FUNCTIONAL AREA EXPERT  
PANEL MEMBERS REQUESTING THEIR REVIEW OF THE PENULTIMATE  
2011 LIST OF INSTITUTIONS TO BE RANKED IN ROUND II

*Emails sent on September 12, 2011*

*Expert Panel Review Period closed on September 30, 2011*

255 South 36th Street  
638 Williams Hall  
PHILADELPHIA, PA 19104  
TEL. (215) 746-2928  
FAX (215) 732-4401  
EMAIL: jmcgann@sas.upenn.edu

September 12, 2011

Dear Allison:

I hope all is well with you and your fall semester is off to a great start. Can I ask you to review the list of nominated think tanks in the following two categories: 1) top think tanks in Asia and 2) Top Security and International Affairs think tanks and let me know if you find any errors, translation typos or serious omissions? We are about to launch Round II where all of the nominated think tanks will be ranked and I want to make sure there are not serious issues with the list of nominees. Thanks in advance for your assistance with the ranking process.

All the best,  
Jim McGann

2011 Nominated Top Think Tanks in Asia:

Alternate Solutions Institute (Pakistan)  
Asan Institute (South Korea)  
Asia Forum, (Japan)  
Asian Development Bank Institute (Japan)  
Australian Institute for International Affairs (AIIA) (Australia)  
Bangladesh Institute for Development Studies (BIDS), (Bangladesh)  
Cambodian Institute for Cooperation and Peace, (Cambodia)  
Carnegie Endowment for International Peace–Tsinghua Center for Global Policy (China)  
Cathay Institute for Public Affairs, (China)  
Center for Civil Society (India)  
Center for Economic Research (Uzbekistan)  
Center for Free Enterprise (South Korea)

Center for International and Strategic Studies and Peking University (China)  
 Center for Policy Research (India)  
 Center for Study of Science, Technology and Policy, (India)  
 Centre for Independent Studies, (Australia)  
 Centre for Policy Dialogue, (Bangladesh)  
 Centre for Policy Research, (India)  
 Centre for Public Policy Studies (Malaysia)  
 Centre for Strategic and International Studies (CSIS) (Indonesia)  
 Centre for Strategic Studies (CSS), (New Zealand)  
 Centre for the Study of Developing Societies, (India)  
 China Institutes of Contemporary International Relations (CICIR) (China)  
 China Institute for International Studies (CIIS) (China)  
 Chinese Academy of Social Sciences (CASS) (China)  
 Delhi Policy Group (India)  
 Development Alternatives (India)  
 Development Institute (KDI) (South Korea)  
 Development Research Center, State Council, (China)  
 East Asia Institute (South Korea)  
 East Asian Institute (Singapore)  
 Economic Research Institute for ASEAN and East Asia (Indonesia)  
 Energy Research Institute (TERI) (India)  
 Foundation for Tolerance International, (Kyrgyzstan)  
 Hong Kong Centre for Economic Research (Hong Kong)  
 Indian Council for Research on International Economic Relations (ICRIER) (India)  
 Institute for Defense Studies and Analyses (IDSA) (India)  
 Institute for Foreign Affairs and National Security (IFANS), (South Korea)  
 Institute for International Policy Studies (Japan)  
 Institute for National Policy Research (INPR), (Taiwan)  
 Institute for Social and Environmental Transition, (Nepal)  
 Institute of Developing Economies, Japan External Trade Organization (IDE-JETRO) (Japan)  
 Institute of Economic Growth, (India)  
 Institute of Governance Studies, (Bangladesh)  
 Institute of International Policy Studies (IIPS) (Japan)  
 Institute of Peace and Conflict Studies (IPCS), (India)  
 Institute of Security and International Studies (ISIS), (Thailand)  
 Institute of Southeast Asian Studies (ISEAS) (Singapore)  
 Institute of Strategic and Development Studies (ISDS), (Philippines)  
 Institute of Strategic and International Studies (ISIS) (Malaysia)  
 Japan Center for International Exchange (JCIE) (Japan)  
 Japan Institute for International Development (Japan)  
 Japan Institute of International Affairs (JIIA) (Japan)  
 Korea Development Institute (KDI) (South Korea)  
 Korea Foundation (South Korea)  
 Korea Institute for Economic Policy (South Korea)  
 Korea Institute for National Unification (KINU), (South Korea)



Korean Energy Economics Institute (KEEI) (South Korea)  
Lee Kuan Yew School of Public Policy, Institute of Policy Studies (IPS) (Singapore)  
Liberty Institute (India)  
Lion Rock Institute (Hong Kong)  
Lowy Institute for International Policy (Australia)  
National Council of Applied Economic Research, (India)  
National Institute for Defense Studies (NIDS) (Japan)  
National Institute for Research Advancement (NIRA) (Japan)  
Observer Research Foundation (India)  
Philippine Institute for Development Studies, (Philippines)  
Political Risks Assessment Group, (Kazakhstan)  
S. Rajaratnam School of International Studies (RSIS), formerly known as FNA Institute of Defence and Strategic Studies (IDSS) (Singapore)  
Regional Centre for Strategic Studies (RCSS) (Sri Lanka)  
Research Centre (SHARQ), (Tajikistan)  
Research Institute of Economy, Trade and Industry (RIETI) (Japan)  
Shanghai Institute for International Studies (SIIS) (China)  
Singapore Institute of International Affairs (ISIS) (Singapore)  
Strategic and Defense Studies Centre (SDSC), Australian National University, (Australia)  
Sustainable Development Policy Institute, (Pakistan)  
Taiwan Foundation for Democracy (Taiwan)  
Tokyo Foundation for Global Studies, (Japan)  
Unirule Institute for Economics (China)  
United Service Institution of India (India)

James G. McGann, Ph.D.  
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TTCSP Web site: <http://gotothinktank.com>

Recent Publications:  
2010 Global Go To Think Tank Ranking (AKA Think Tank Index)  
<http://www.gotothinktank.com/research/books>  
Global Think Tanks, Politics and Governance (Routledge 2010)  
<http://www.routledge.com/books/details/9780415779791/>  
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>  
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](http://www.sas.upenn.edu/irp/documents/2009GlobalGoToReportThinkTankIndex1.31.10_2010.02.14.pdf)  
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](http://www.e-elgar.co.uk/Bookentry_Main.lasso?id=2756)

## VI. SAMPLE EMAIL TO REGIONAL AND FUNCTIONAL AREA EXPERT PANEL MEMBERS REQUESTING THEIR REVIEW OF THE DRAFT 2011 GLOBAL GO TO THINK TANK INDEX

*Emails sent on or around November 25, 2011  
Expert Panel Review Period Closed in December, 2011*

255 South 36th Street  
638 Williams Hall  
PHILADELPHIA, PA 19104  
TEL. (215) 746-2928  
FAX (215) 732-4401  
EMAIL: [jmcgann@sas.upenn.edu](mailto:jmcgann@sas.upenn.edu)

November 25, 2011

Dear George:

I hope all is well with you. The 2011 rankings process is now complete. I am now seeking the input of members of the Expert Panel to help review the 2011 Global Go-To Think Tank Index. Can I please ask you to review the list of the top think tanks in the following two categories: 1) top think tanks in Africa and 2) International Development think tanks and let me know if you find any errors, translation typos or other issues I should be aware of with the institutions that appear on the lists? We are about to draft the final report and I want to make sure there are not serious issues with the rankings. Thanks in advance for your assistance with the ranking process.

All the best,  
Jim McGann

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

## Recent Publications:

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

<http://www.gotothinktank.com/research/books>

Global Think Tanks, Politics and Governance (Routledge 2010)

<http://www.routledge.com/books/details/9780415779791/>

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>

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

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](http://www.e-elgar.co.uk/Bookentry_Main.lasso?id=2756)

## BACKGROUND ON THE THINK TANKS AND CIVIL SOCIETIES PROGRAM

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 the International Relations Program at the University of Pennsylvania. The Program conducts research on the role policy institutes play in governments and in civil societies around the world. Often referred to as the “think tanks’ think tank,” TTCSP examines the evolving role and character of public policy research organizations, specializing in researching the challenges think tanks face and developing strategies and programs to strengthen the capacity and performance of think tanks worldwide. Over the last twenty-six years, TTCSP has launched a number of global initiatives that have helped bridge the gap between knowledge and policy in critical fields such as international peace and security, globalization and governance, international economics, environmental protection, information and society, poverty alleviation, and healthcare. These international collaborative efforts seek to establish regional and international networks of policy institutions and communities that might help to improve policymaking and to 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 the context of a variety of collaborative efforts and programs. For additional information about our publications and programs, contact our Director, James G. McGann, at: [jmcgann@sas.upenn.edu](mailto:jmcgann@sas.upenn.edu).

### Research on Think Tanks and Civil Societies

TTCSP conducts research on the role of think tanks both in the policymaking process and as key civil society actors in countries around the world.

### Think Tank Capacity Building Program (TTCBP)

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

### Database and Directories

TTCSP developed the first comprehensive, interactive, global, multi-sectoral database and directory of think tanks. Most databases and directories are organized by discipline, country, or region. The Program maintains the only multi-sectoral database of think tanks, consisting of over 11,000 think tanks in over 160 countries. The Program further has created and maintained specialized databases of think tanks in areas such as development, democracy, security, international affairs, and healthcare.

# THE RESEARCH TEAM

## PROGRAM DIRECTOR

James G. McGann, Ph.D., is the Assistant Director of the International Relations Program and the Director of the Think Tanks and Civil Societies Program 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 Philadelphia-based think tank. Prior to coming to the University of Pennsylvania, Dr. McGann was an Assistant Professor of Political Science at Villanova University, where he taught courses on 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 various 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 at the John F. Kennedy School of Government, 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); *Think Tank Index* (Foreign Policy Magazine 2009); *The 2008 Global Go To Think Tank Rankings* (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 Tank Rankings* (IRP, University of Pennsylvania 2010); and *Global Think Tanks, Policy Networks and Governance* (Routledge 2010).

## RESEARCH INTERNS

Lisa Albright  
Casey Clark

Matthew Friedman  
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Adam Johnson  
Zak Knudson  
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James B. Sharp  
Daniel Starkman  
Travis Taylor  
Jenna Troup  
Madeline Vellturo  
Susan Yang  
Nickie Yue

## THINK TANK AND CIVIL SOCIETIES PROGRAM

The Think Tanks and Civil Societies Program (TTCSP) examines the role policy institutes play in governments and in civil societies around the world. Often referred to as the '**think tank's think tank**,' TTCSP examines the evolving role and character of public policy research organizations. Over the last 25 years the Think Tanks and Civil Societies Program has laid the foundation for a global initiative that will help bridge the gap between knowledge and policy in critical policy areas such as international peace and security, globalization and governance, international economics, environment, information and society, poverty alleviation and health. This international collaborative effort is designed to establish regional and international networks of policy institutes and communities that will improve policy making and strengthen democratic institutions and civil societies around the world. The Think Tanks and Civil Societies Program works with some of the leading scholars and practitioners from think tanks and universities in a variety of collaborative efforts and programs.

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All requests, questions and comments should be sent to:

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