

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

2008



THE GLOBAL “GO-TO THINK TANKS”

The Leading Public Policy Research Organizations In The World

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The Think Tanks & Civil Societies Program

“Helping to bridge the gap between knowledge and policy”

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

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

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

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FOREWORD

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

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

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

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

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

Until now, there has been no guide to this rapidly growing global industry. The Think Tanks and Civil Societies Program at the International Relations Program, University of Pennsylvania has created a process for ranking think tanks around the world. It's the first comprehensive ranking of the world's top think tanks, based on a worldwide survey of hundreds of scholars and experts. Think of it as an insider's guide to the competitive marketplace for ideas that matter.

INTRODUCTION

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

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

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

Also included in this report is a summary of the major trends and issues that think tanks face across the globe. These trends were identified through our annual survey of think tanks and interviews with the staff of think tanks and civil society organizations in every region of the world.

Overall, this year’s rankings and selection process marked a number of significant improvements over our inaugural 2007 report. Not only are the nominations now divided into more specific categories, but the panel of expert nominators has also been expanded in an effort to capture the diversity of the think tanks around the world. Finally, and most importantly, a detailed set of selection criteria was developed and circulated to the peer and expert panels to guide the nomination and selection process (see selection criteria below). These changes have resulted in a larger, more diverse, and more representative pool of nominees and finalists.

While this year’s selection process is greatly improved, a number of qualifications are still in order. First and foremost, the significant differences between the levels of development and resources in the world may have contributed to certain regions being underrepresented on the Global Go-To top 50 think tanks in the world list. We suspect that this has to do with the relatively smaller number of think tanks in developing

countries, their underdeveloped capacity and the limited resources available to these organizations. The unfortunate reality is that there are simply more and better-funded think tanks in the Organization for Economic Co-Operation and Development (OECD) countries. In addition, the dominant role these countries play in world politics and the influence they exert over political, economic and social thinking is reflected in the global prominence of their think tanks. These factors help explain, in part, why think tanks in the US, Europe and Asia are overrepresented in the rankings while regions such as Africa, Southeast Asia and Eastern Europe are underrepresented on the list of Global Go-To Think Tanks. Finally, we should point out that the data collection and research for this year-long project was conducted without the benefit of field research and with limited resources and a dedicated group of unpaid interns.

Despite our best efforts to consult widely and create a rigorous and inclusive process we can not eliminate all bias from the selection of the top think tanks in the world. We fully recognize that personal, regional, ideological, and discipline biases may have been introduced into the nomination and selection process by some of those consulted for this study. We are confident, however, that our efforts to create a detailed set of selection criteria, an open and transparent process, and an increase in the participation from underrepresented regions of the world has served to insulate the nomination and selection process from serious problems of bias and underrepresentation. It is also important to note that U.S. think tanks (see the list of the top 30 Think Tanks in the US) were not included in the universe of institutions considered for the Global Go To Think Tank lists because we felt their inclusion would have a distorting effect on the global rankings.

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

Before you read this year's Go To Think Tank Report we would like to point out that the inclusion of an institution in the universe of leading think tanks does not indicate a seal of approval or endorsement for the institution, its publications or programs. Likewise a failure to be nominated does not necessarily indicate a lack of a quality and effectiveness or poor performance. There are 5465 think tanks that are doing exceptional work to help bridge the gap between knowledge and policy. This report is simply an effort to highlight some of the leading think tanks around the world.

A TRANSNATIONAL DEFINITION OF THINK TANKS

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

GLOBALIZATION OF THINK TANKS

The growth of public policy research organizations, or think tanks, over the last few decades has been nothing less than explosive. Not only have these organizations increased in number, but the scope and impact of their work have also expanded dramatically. Despite this growth, over the past decade there has been a marked decrease in the rate of establishment of new think tanks. There are a number of factors that were suggested by the responses to the 2007 Global Survey of Think Tanks that might help explain this shift. A list of the possible trends that may be contributing to the decrease in the establishment rate of think tanks is provided below. That being said, the potential of think tanks to support and sustain democratic governments and civil societies around the world is far from exhausted. Policymakers in the legislative and executive branches of government throughout the developed and developing world face the common problem of bringing expert knowledge to bear on governmental decision-making. The challenge then for the policymakers and think tanks is to harness the vast reservoir of knowledge, information and associational energy that exist in public policy research organizations in every region of the world for public good.

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

REGIONAL THINK TANK HUBS

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

Regional Think Tank Hubs

REGION

LOCATION

Asia

Sydney, Australia
Kuala Lumpur, Malaysia
Tokyo, Japan

Eastern Europe

Budapest, Hungary
Kiev, Ukraine
Warsaw, Poland

Western Europe

Brussels, Belgium
Berlin, Germany
London, United Kingdom

Latin America and the Caribbean

Buenos Aires, Argentina

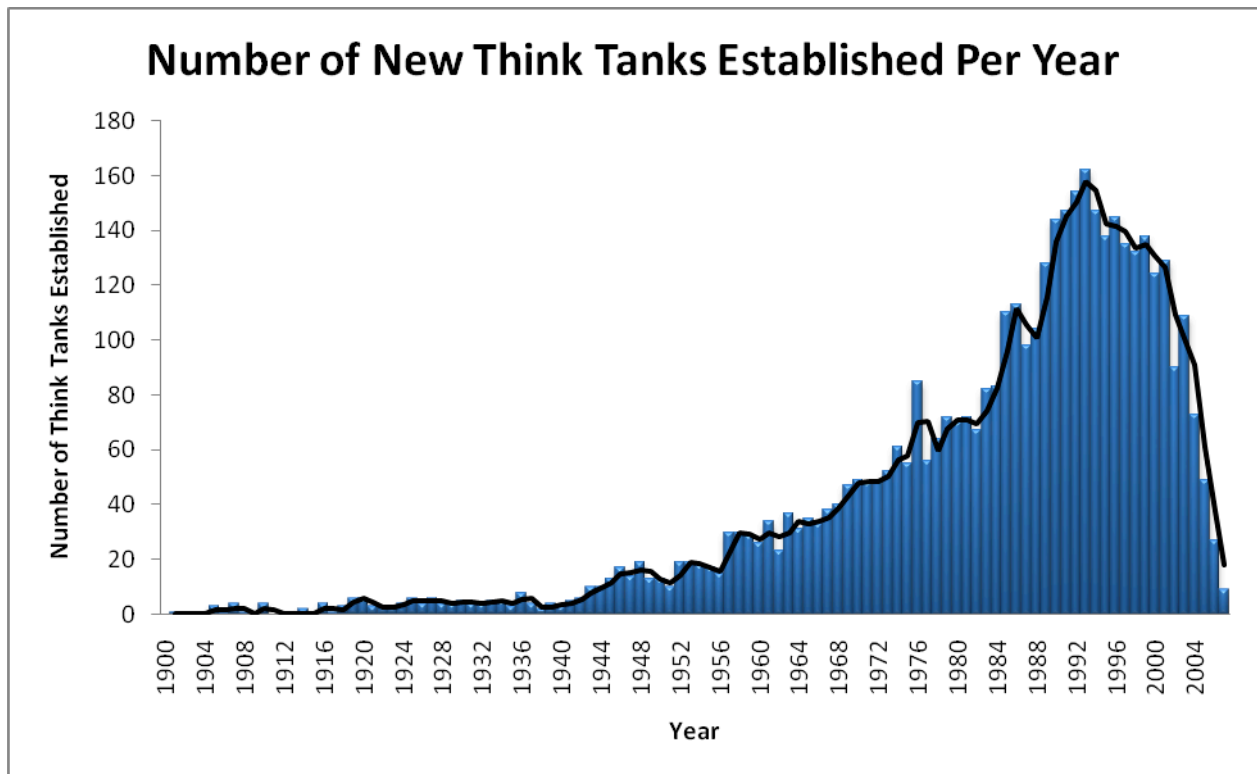
Middle East and North Africa

Tel Aviv, Israel
Istanbul, Turkey

North America

Washington, DC, USA

Number of Think Tanks Established



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



2008 GLOBAL SURVEY OF THINK TANKS FACT SHEET

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

Global Overview

There are 5465 think tanks in the world

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

United States

There are 1777 think tanks in the US

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

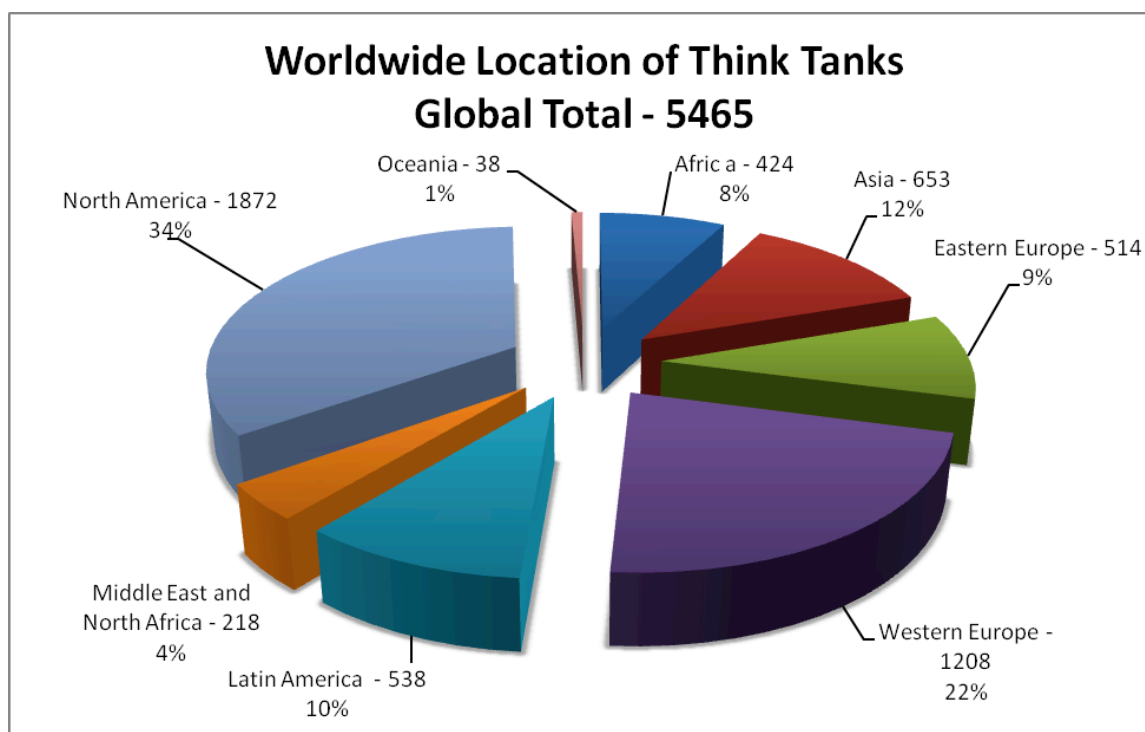
Reasons for the Growth of Think Tanks

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

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

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

Global Distribution of Think Tanks by Region



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

Rank	Country	Number
1	United States	1777
2	UK	283
3	Germany	186
4	France	165
5	Argentina	122
6	India	121
7	Russia	107
8	Japan	105
9	Canada	94
10	Italy	87

COUNTRIES WITH THE LARGEST NUMBER OF THINK TANKS

COUNTRIES WITH 10 OR MORE THINK TANKS

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

GLOBAL DISTRIBUTION OF THINK TANKS BY COUNTRY

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

UNITED STATES THINK TANKS BY STATE

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

2008 GLOBAL GO TO THINK TANKS SELECTION PROCESS

Prior to launching this study, extensive research was conducted to develop a working list of the leading think tanks in the world. Relying on previous studies, think tank directories and databases, and experts in the field, I identified a universe of 5465 institutions for possible inclusion in the study.

One important improvement over the 2007 study was the creation of a detailed set of criteria on which both nominators and voters were asked to use to make their nominations and final selections. The greatest challenge in assessing these institutions (many of which are, by the very nature of their work, political) is to abstract from subjective characteristics and focus rather on universal, concrete features. The selection criteria outlined below are intended to help provide a metric for indentifying the top think tanks in the world.

Selection Criteria

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

Once the universe was established, I then asked an international group of scholars who study think tanks, executives and scholars from think tanks, public and private donors, and policymakers to nominate think tanks that they consider to be the best in the world using the selection criteria we developed in consultation with groups who fund and evaluation think tanks and other civil society organizations. Approximately 320 institutions were identified through this process. Each institution had to receive two or more nominations to be included in the universe of institutions that would be ranked. We then cross referenced this universe with several of the most authoritative directories of think tanks and frequently cited and studies of think tanks to check to contact information to make sure they existed. An effort was also made to identify the leading think tanks in regions that were under represented in the initial universe of about 320 institutions, which involved consulting with experts in each these regions. This effort resulted in additional 87 nominations that expanded the universe to 407 institutions. This was a dramatic increase over the 225 nominations we received in 2007. Think tanks in the U.S. were ranked separately but are included in the total universe of 407 think tanks that appears in

Table #1. A Think Tank Impact Survey questionnaire was sent to the 407 selected institutions and a detailed profile was developed for each one these organizations.

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

Over 150 representatives from all the groups listed above and from every world region agreed to participate in the final selection process and sent in their lists of the top think tanks. Many of these experts circulated the list among their staffs, meaning that the responses represent the collective wisdom of some of the leading think tanks, foundations and IGOs in the world. The votes were then tallied and the lists of the leading think tanks were developed. The results of this process are provided below.

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

Think Tank

Adam Smith Institute – UK
Adriatic Institute for Policy Studies - Croatia
Advanced Social Technologies – Armenia
Africa Institute of South Africa – South Africa
African Centre for the Constructive Resolution of Disputes (ACCORD) – South Africa
Al-Ahram Center for Political and Strategic Studies (ACPSS) – Egypt
Albanian Institute for International Studies – Albania
Alternate Solutions Institute - Pakistan
American Enterprise Institute - USA
Americans for Tax Reform - USA
Armenian International Policy Research Group (AIPRG) – Armenia
Asian Forum Japan (AFJ) - Japan
Asociacion por los Derechos Civiles (ADC) - Argentina
Aspen Institute - USA
Aspen Institute Italia - Italy
Association for Liberal Thinking – Turkey
ASTRID – Italy
Atlantic Institute for Market Studies (AIMS) – Canada
Atlas Economic Research Foundation – USA
Australian Institute of International Affairs – Australia
Avenir Suisse – Switzerland
Baker Institute for Public Policy – USA
Belfer Center for Science and Int’l Affairs, Kennedy School of Government - USA

Bertelsmann Foundation - Germany
Bonn International Center for Conversion (BICC) – Germany
Brazilian Center for International Relations (CEBRI) – Brazil
Brookings Institution - USA
Bruegel – Belgium
C.D. Howe Institute – Canada
Caledon Institute – Canada
Canada West Foundation – Canada
Canadian Council of Chief Executives (CCCE) – Canada
Canadian Defence and Foreign Affairs Institute (CDFAI) – Canada
Canadian International Council (CIC) (formerly Canadian Institute of International Affairs)
– Canada
Canadian International Development Agency – Canada
Canadian Policy Research Networks, Inc. (CPRN) – Canada
Carnegie Endowment for International Peace – USA
Carnegie Moscow Center – Russia
Carter Center – USA
Cathay Institute for Public Affairs – China
Cato Institute – USA
Caucasus Research Resource Centers – Armenia
Cedice Libertad – Venezuela
Center d'Etude d'Afrique Noire (CEAN) – France
Center d'Etudes et des Recherches en Sciences Sociales - Morocco
Center for a New American Security – USA
Center for American Progress- USA
Center for Applied Policy Research (CAP) – Germany
Center for Democratic Development (CDD) –Ghana
Center for Economic and Policy Research – USA
Center for Economic and Social Research (CASE) – Poland
Center for Economic Policy Research (CEPR) – UK
Center for Entrepreneurship and Economic Development – Montenegro
Center for European Integration Studies (ZEI) – Germany
Center for Free Enterprise - South Korea
Center for Global Development – USA
Center for International Private Enterprise - USA
Center for International Relations (CSM) – Poland
Center for Liberal Studies – Czech Republic
Center for Liberal-Democratic Studies - Serbia
Center for Medicine in the Public Interest - USA
Center for Palestine Research and Studies – Palestinian Authority
Center for Policy Analysis (CEPA) - Ghana
Center for Policy Studies at Central European University - Hungary
Center for Policy Studies in Russia (PIR) - Russia
Center for Political Studies (CEPOS) - Denmark
Center for Research and Communication (CRC) - Philippines
Center for Strategic and Budgetary Assessments - USA
Center for Strategic and International Studies – USA
Center for Strategic Studies – Jordan
Center for the Study of Democracy - Bulgaria
Center for the Study of Financial Innovation - UK
Center for the Study of State and Society (CEDES) - Argentina
Center for Transatlantic Relations SAIS Johns Hopkins - USA
Center of Research for Development (CIDAC) - Mexico

Center on Budget and Policy Priorities – USA
 Centre for Policy Studies – UK
 Centre for Chinese Studies – South Africa
 Centre for Civil Society – India
 Centre for Conflict Resolution – South Africa
 Centre for Development and Enterprise - South Africa
 Centre for Development Studies – Ghana
 Centre for European Policy Studies (CEPS) - Belgium
 Centre for European Reform (CER) – UK
 Centre for Independent Studies (CIS) – Australia
 Centre for International Development Issues Nijmegen – Netherlands
 Centre for International Governance Innovation (CIGI) – Canada
 Centre for Liberal Strategies - Bulgaria
 Centre for Policy Studies – South Africa
 Centre for Research into Post-Communist Economies (CRCE) - UK
 Centre for Security and Defense Studies - Hungary
 Centre for Social Practices - Bulgaria
 Centre for Strategic and International Studies (CSIS) - Indonesia
 Centro Brasileiro de Analise e Planejamento (CEBRAP) – Brazil
 Centro Brasileiro de Relações Internacionais (CEBRI) - Brazil
 Centro de Analisis e Investigacion (FUNDAR) – Mexico
 Centro de Estudio de Realidad Economica y Social (CERES) – Uruguay
 Centro de Estudios de Criminalidade e Seguranca Publica (CRISP)- Brazil
 Centro de Estudios de la Justicia de las Americas – Chile
 Centro de Estudios en Calidad de Vida y Desarrollo Social – Mexico
 Centro de Estudios Legales y Sociales - Argentina
 Centro de Estudios Publicos – Chile
 Centro de Implementacion de Politicas Publicas para la Equidad y el Crecimiento (CIPPEC)
 - Argentina
 Centro de Investigacion de Relaciones Internacionales y Desarrollo (CIDOB) - Spain
 Centro de Investigación para el Desarrollo en Mexico- Mexico
 Centro de Investigacion y Docencia Economica – Mexico
 Centro de Investigaciones de Relaciones Internacionales y Desarrollo (CIDOB) – Spain
 Centro de Investigaciones Economicas Nacionales (CIEN) - Guatemala
 Centro Latinoamericano de Economía Humana (CLAEH) - Uruguay
 Centro para la Apertura el Desarrollo de America Latina (CADAL) - Argentina
 Chatham House - UK
 China Institute of Contemporary International Relations (CICIR) – China
 China Institute of International Studies (CIIS) – China
 China Institutes of Contemporary International Relations (CICIR) - China
 China Reform Forum – China
 Chinese Academy of Social Sciences (CASS) - China
 Chinese Center for Contemporary International Relations (CIRC) – China
 Civitas – UK
 Colegio de Mexico – Mexico
 Competitive Enterprise Institute (CEI) - USA
 Conference Board of Canada – Canada
 Consejo Argentino para las Relaciones Internacionales (CARI) – Argentina
 Consejo Mexicano de Asuntos Internacionales (COMEXI) – Mexico
 Copenhagen Consensus Center – Denmark
 Council for the Development of Social Science Research in Africa (CODESRIA) - Senegal
 Council on Foreign Relations – USA
 CPB Netherlands Bureau for Economic Policy Analysis – Netherlands

Danish Institute for International Studies – Denmark
 Dejusticia – Colombia
 Delhi Policy Group – India
 Demos – UK
 Deutsche Gesellschaft fuer Auswaertige Politik (DGAP) – Germany
 E.G. West Centre – UK
 E3G – UK
 EastWest Institute - USA
 Economic Cooperation Foundation - Israel
 Economic Growth Center (EGC) - USA
 Economic Policy Institute - USA
 Economic Policy Research Foundation of Turkey, Int'l Policy Research Institute (TEPAV, IPRI) — Turkey
 Egyptian Center for Economic Studies - Egypt
 Electoral Institute of Southern Africa (EISA) – South Africa
 Emirates Center for Strategic Studies and Research - UAE
 ETH Zurich Forschungsstelle für Sicherheitspolitik und Konfliktanalyse – Switzerland
 EU Institute for Security Studies (EUISS) - France
 European Centre for Development Policy Management (ECDPM) – Netherlands
 European Centre for International Political Economy (ECIPE) – Belgium
 European Council on Foreign Relations (ECFR) – Multiple
 European Policy Centre (EPC) – Belgium
 European Research Institute (ERI) – UK
 European Stability Initiative – Germany
 European Union Institute for Security Studies (EUISS) - France
 F.A. Hayek Foundation – Slovakia
 Facultad Latinoamericana de Ciencias Sociales (FLACSO) - Costa Rica
 Family Research Council - USA
 Finnish Institute of International Affairs – Finland
 Fondation pour l'Innovation Politique - France
 Fondation pour la recherche stratégique (FRS) - France
 Foreign Policy Centre – UK
 Foreign Policy Research Institute (FPRI) - USA
 Forum Brasileiro de Seguranca Publica – Brazil
 Foundation for Economic Education - USA
 Fraser Institute – Canada
 Free Market Foundation – South Africa
 Free Minds Association - Azerbaijan
 Freeman Spogli Institute for International Studies Program on Energy and Sustainable Development (PESD) – USA
 French Institute of International Relations (IFRI) – France
 French Research Center in International Economics (CEPII) – France
 Friedrich Naumann Foundation - Germany
 Friends of Europe (Les Amis de l'Europe) - Belgium
 Frontier Centre for Public Policy – Canada
 Fundacao Getulio Vargas – Brazil
 Fundacion Alternativas – Spain
 Fundacion Atlas 1853 – Argentina
 Fundacion Burke - Spain
 Fundacion de Investigaciones Economicas Latinoamericanas (FIEL) - Argentina
 Fundación Dr. Guillermo Manuel Ungo (FUNDAUNGO) - El Salvador
 Fundacion Hayek – Argentina
 Fundacion Ideas Para la Paz – Colombia

Fundacion Internacional Para la Libertad – Argentina
Fundacion Libertad – Argentina
Fundacion Libertad y Democracia (FULIDE) - Bolivia
Fundacion para el Analisis y los Estudios Sociales (FAES) – Spain
Fundacion para las Relaciones Internacionales y el Dialogo Exterior (FRIDE) – Spain
Fundacion Seguridad y Democracia – Colombia
Galen Institute – USA
Geneva Center for the Democratic Control of Armed Forces – Switzerland
Georgian Foundation for Strategic and International Studies – Georgia
German Council on Foreign Relations (DGAP) – Germany
German Development Institute – Germany
German Institute for Economic Research (DIW) – Germany
German Institute for Int'l and Security Affairs (SWP) – Germany
German Institute of Global and Area Studies (GIGA) – Germany
Ghana Centre for Democratic Development – Ghana
Gulf Research Center – Dubai
Hayek Institute – Austria
Health Economics and HIV/AIDS Research Division (HEARD) at the University of
Kwazulu Natal - South Africa
Health Reform.cz - Czech Republic
Heartland Institute – USA
Hellenic Foundation for European and Foreign Policy (ELIAMEP) – Greece
Hellenic Leadership Institute - Greece
Henry L. Stimson Center- USA
Heritage Foundation – USA
Hong Kong Centre for Economic Research (HKCER) - Hong Kong
Hoover Institution – USA
Hudson Institute – USA
Human Rights Watch – USA
Human Sciences Research Council (HSRC) – South Africa
IFO Institute for Economic Research – Germany
IMANI Center for Policy and Education – Ghana
INDEM Foundation - Russia
Indian Council for Research on International Economic Relations (ICRIER) – India
Initiative for Public Policy Analysis (IPPA) - Nigeria
Institut Europeu de la Mediterrania (IEMed) – Spain
Institute Apoyo – Peru
Institute for Contemporary Development (INSOR)– Russia
Institute for Defense and Strategic Studies (IDSS)– Singapore
Institute for Defense Studies and Analyses (IDSA) – India
Institute for Democracy and Mediation (IDM) – Albania
Institute for Democracy in South Africa (IDASA) – South Africa
Institute for Democratic Governance (IDEG) – Ghana
Institute for Development and Social Initiatives IDIS – Moldova
Institute for Economic Analysis – Russia
Institute for Economic Research (IFO)- Germany
Institute for Economic Studies-Europe (IES) – France
Institute for Energy Research – USA
Institute for European Politics (IEP)– Germany
Institute for Fiscal Studies – UK
Institute for Global Dialogue – South Africa
Institute for Global Dialogue (IGD) – South Africa
Institute for International and Strategic Relations (IRIS) – France

Institute for International Policy Studies (IIPS) – Japan
 Institute for Justice – USA
 Institute for Justice and Reconciliation (IJR) – South Africa
 Institute for Market Economics (IME)– Bulgaria
 Institute for National Strategic Studies (INSS), formerly Jaffe Center for Strategic Studies – Israel
 Institute for Peace Research and Security Policy (IFSH) – Germany
 Institute for Policy Alternatives (IPA) – Ghana
 Institute for Policy Analysis – Canada
 Institute for Policy Studies – Singapore
 Institute for Privatization and Management – Belarus
 Institute for Public Affairs (IVO) – Slovakia
 Institute for Public Policy – Kyrgyzstan
 Institute for Research on Public Policy (IRPP)– Canada
 Institute for Security Studies (ISS) – South Africa
 Institute for Statistical, Social, and Economic Research (ISSER) – Ghana
 Institute for Strategic and Defense Studies – Hungary
 Institute for Strategic Studies and Prognoses – Montenegro
 Institute for the USA and Canadian Studies (ISKRAN) – Russia
 Institute for World Economics of the Hungarian Academy of Sciences (IWE) – Hungary
 Institute of Developing Economies, Japan External Trade Organization (IDE-JETRO) – Japan
 Institute of Development Studies (IDS) – UK
 Institute of Economic Affairs (IEA) - Ghana
 Institute of Economic Affairs (IEA) - UK
 Institute of Energy Economics Japan (IEEJ) – Japan
 Institute of International and European Affairs (IIEA) – Ireland
 Institute of International Finance
 Institute of International Relations – Czech Republic
 Institute of Medicine – USA
 Institute of Politics – Canada
 Institute of Public Policy Analysis – Nigeria
 Institute of Southeast Asian Studies (ISEAS)- Singapore
 Institute of Transportation Studies at UC Davis – USA
 Institute of World Economy and Int'l Relations (IMEMO) - Russia
 Institute on Governance - Canada
 Instituto Apoyo – Peru
 Instituto Bruno Leoni – Italy
 Instituto de Ciencias Políticas - Colombia
 Instituto de Defensa Legal – Peru
 Instituto de Estudios Peruanos (IEP) - Peru
 Instituto de Estudos Politicos, Universidade Catolica Portuguesa – Portugal
 Instituto de Libre Empresa – Peru
 Instituto Futuro - Spain
 Instituto Juan de Mariana - Spain
 Instituto Liberdade Porto Alegre – Brazil
 Instituto Libertad y Democracia – Peru
 Instituto para la Seguridad y la Democracia – Mexico
 Integrated Social Development Centre (ISODEC) - Ghana
 Inter Region Economic Network (IREN) – Kenya
 Inter-American Dialogue (IAD) – USA
 International Center for Human Development - Armenia
 International Center for Policy Studies - Ukraine

International Crisis Group – Belgium
 International Development Center of Japan (IDCJ) – Japan
 International Development Enterprises (IDE) - India
 International Development Research Centre (IDRC) – Canada
 International Food Policy Research Institute (IFPRI)– USA
 International Institute for Democracy and Electoral Assistance (IDEA) – Sweden
 International Institute for Environment and Development (IIED) – Argentina
 International Institute for Strategic Studies (IISS) – UK
 International Institute for Sustainable Development (IISD) - Canada
 International Peace Institute - USA
 International Peace Research Institute, Oslo (PRIO) – Norway
 International Policy Network – UK
 International Relations and Security Network (ISN) – Switzerland
 International Security Information Service Europe - Belgium
 Islamic Free Market Institute Foundation - USA
 Israel Center for Social and Economic Progress - Israel
 Israel-Palestine Committee for Research and Information (IPCRI) – Israel
 Istituto Affari Internazionali (IAI) – Italy
 Japan Institute of International Affairs (JIIA) – Japan
 Japanese for Tax Reform - Japan
 Jerusalem Center for Social and Economic Rights – Israel
 Jerusalem Institute for Market Studies - Israel
 Kenya Institute for Public Policy – Kenya
 Kiel Institute for the World Economy (IfW) – Germany
 Korea Development Institute (KDI) – South Korea
 Korea Institute for Int'l Economic Policy (KIEP) – South Korea
 L'Institut Montaigne – France
 Lebanese Center for Policy Studies (LCPS) - Lebanon
 Liberalni Institut - Czech Republic
 Libertad y Desarrollo – Chile
 Liberty Fund - USA
 Liberty Institute - India
 Lion Rock Institute - Hong Kong
 Lithuanian Free Market Institute - Lithuania
 Lowy Institute for International Policy - Australia
 Ludwig von Mises Institute – USA
 Mackinac Center for Public Policy – USA
 Malaysian Institute of Economic Research (MIER) – Malaysia
 Manhattan Institute – USA
 Max Planck Institute for the Study of Societies – Germany
 Maxim Institute – New Zealand
 Mercatus Center - USA
 Monday Morning – Denmark
 Monterey Institute of International Studies – USA
 Montreal Economic Institute - Canada
 Moshe Dayan Center for Middle Eastern and African Studies - Israel
 National Bureau of Economic Research (NBER) - USA
 National Center for Policy Analysis (NCPA) – USA
 National Center for Public Policy Research – USA
 National Institute for Defense Studies (NIDS)– Japan
 National Institute for Research Advancement (NIRA) - Japan
 Netherlands Institute of International Relations (Clingendael) - Netherlands
 New America Foundation – USA

New Economic School – Georgia
 Nigerian Institute of International Affairs (NIIA) – Nigeria
 Nixon Center – USA
 Nomura Research Institute (NRI) – Japan
 Nordiska Afrikainstitutet– Sweden
 North-South Institute – Canada
 Norwegian Institute of International Affairs (NUPI) – Norway
 Núcleo de Estudos de la Violencia de la Universidad de São Paulo (NEV/USP)– Brazil
 Overseas Development Institute (ODI) – UK
 Pacific Research Institute for Public Policy – USA
 Palestinian Academic Society for the Study of International Affairs (PASSIA) – Palestinian Authority
 Peace Research Institute Frankfurt (PRIF) – Germany
 Peterson Institute for International Economics – USA
 Pew Center on Global Climate Change– USA
 Philippine Institute for Development Studies (PIDS) – Philippines
 Policy Exchange – UK
 Policy Network – UK
 Polish Institute of International Affairs – Poland
 Politeia – UK
 Potsdam Institute for Climate Impact Research (PIK) – Germany
 Prague Security Studies Institute (PSSI) – Czech Republic
 Private Enterprise Foundation (PEF) – Ghana
 Progress & Freedom Foundation – USA
 Progressive Policy Institute (PPI) - USA
 Property and Environment Research Center (PERC) – USA
 Public Policy Forum – Canada
 Queen's Centre for International Relations (QCIR) – Canada
 Rabin Center for Israeli Studies- Israel
 RAND Corporation – USA
 Razumkov Centre - Ukraine
 Real Instituto Elcano de Estudios Internacionales y Estratégicos – Spain
 Reason Foundation - USA
 Red Liberal de America Latina (RELIAL) – International
 Research Institute of Economy, Trade and Industry (RIETI) - Japan
 Resources for the Future (RFF) – USA
 Reut Institute - Israel
 Royal United Services Institute for Defense and Security Studies (RUSI) – UK
 S. Rajaratnam School of International Studies - Singapore
 Scientific Research Mises Center - Belarus
 Security& Defense Agenda (SDA) - Belgium
 Sejong Institute- South Korea
 Shanghai Institutes for International Studies (SIIS) – China
 Sharq Informational-Analytical Center- Tajikistan
 Social Affairs Unit – UK
 Social Science Research Council (SSRC) – USA
 South African Institute of International Affairs (SAIIA) – South Africa
 South African Institute of Race Relations (SAIRR)– South Africa
 Southern African Regional Poverty Network (SARPN) – South Africa
 Stefan Batory Foundation - Poland
 Stockholm International Peace Research Institute (SIPRI) – Sweden
 Strategic Foresight Group - India
 Swedish Institute of International Affairs (UI) – Sweden

Taiwan Foundation for Democracy – Taiwan
 The Energy and Resources Institute (TERI) - India
 The Independent Institute – USA
 The Initiative for Global Development (IGD) – USA
 Third World Network (TWN) – Malaysia
 Timbro – Sweden
 Transparency International – Germany
 Turkish Economic and Social Studies Foundation (TESEV) – Turkey
 Unirule Institute of Economics - China
 United States Institute of Peace (USIP) – USA
 Universidad Peruana de Ciencias Aplicadas (UPC) - Peru
 Urban Institute – USA
 Van Leer Jerusalem Institute – Turkey
 Vienna Institute for International Economic Studies (WIIW) – Austria
 Washington Office on Latin America (WOLA) – USA
 Woodrow Wilson International Center for Scholars – USA
 World Policy Institute (WPI) – USA
 World Resources Institute (WRI) – USA
 Worldwatch Institute – USA
 Wuppertal Institute for Climate, Environment, and Energy – Germany
 York Centre for International and Security Studies (YCISS) – Canada
 * To make this list an institution had to receive two or more nominations. Self nominations were not counted.

The Top Think Tanks in the World

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

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

Table # 2

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

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

Table # 3

Think Tank	Country
1. Chatham House	<i>United Kingdom</i>
2. International Institute for Strategic Studies	<i>United Kingdom</i>
3. Stockholm International Peace Research Institute	<i>Sweden</i>
4. Overseas Development Institute	<i>United Kingdom</i>
5. Centre for European Policy Studies	<i>Belgium</i>
6. Transparency International	<i>Germany</i>
7. German Council on Foreign Relations	<i>Germany</i>
8. German Institute for International and Security Affairs	<i>Germany</i>
9 French Institute of International Relations	<i>France</i>
10. Adam Smith Institute	<i>Canada</i>
11. Fraser Institute	<i>United Kingdom</i>
12. European Council on Foreign Relations	<i>Multiple</i>
13. Center for Policy Studies	<i>United Kingdom</i>
14. Institute of Development Studies	<i>United Kingdom</i>
15. Centre for Economic Policy Research	<i>United Kingdom</i>
16. Centre for European Reform	<i>United Kingdom</i>
17. International Crisis Group	<i>Belgium</i>
18. International Institute for Democracy and Electoral Assistance	<i>Sweden</i>
19. Kiel Institute for World Economy	<i>Germany</i>
20. Canadian Institute of International Affairs	<i>Canada</i>
21. Japan Institute for International Affairs	<i>Japan</i>
22. Demos	<i>United Kingdom</i>
23. Bruegel	<i>Belgium</i>
24. Centre for Strategic and International Studies	<i>Indonesia</i>
25. Chinese Academy of Social Sciences	<i>China</i>
26. Danish Institute for International Studies	<i>Denmark</i>
27. EU Institute for Security Studies	<i>France</i>
28. European Policy Centre	<i>Belgium</i>
29. International Policy Network	<i>United Kingdom</i>
30. Netherlands Institute of International Relations	<i>Netherlands</i>
31. Foreign Policy Centre	<i>United Kingdom</i>
32. Institute of Economic Affairs	<i>United Kingdom</i>
33. International Institute for Sustainable Development	<i>Canada</i>
34. Shanghai Institute for International Studies	<i>China</i>
35. Civitas	<i>United Kingdom</i>
36. Norwegian Institute of International Affairs	<i>Norway</i>
37. Peace Research Institute of Oslo	<i>Norway</i>
38. Policy Network	<i>United Kingdom</i>
39. Royal United Services Institute	<i>United Kingdom</i>
40. Istituto Affari Internazionali	<i>Italy</i>
41. Center for Conflict Resolution	<i>South Africa</i>
42. ETH Zurich Forschungsstelle für Sicherheitspolitik und Konfliktanalyse	<i>Switzerland</i>
43. Fundacao Getulio Vargas	<i>Brazil</i>
44. Fundacion para el Analisis y los Estudios Sociale	<i>Spain</i>
45. German Development Institute	<i>Germany</i>
46. Institute for Defense Studies and Analysis	<i>India</i>
47. Institute for International and Strategic Relations	<i>France</i>
48. L'Institut Montaigne	<i>France</i>

49. Institute of International and European Affairs	<i>Ireland</i>
T50. Centre for Independent Studies	<i>Australia</i>
T50. Centre for International Governance Innovation	<i>Canada</i>
T50. Centro de Estudios Publicos	<i>Chile</i>
T50. Institute for Economic Research (IFO)	<i>Germany</i>
T50. Institute for World Ecoomy and International Relations (IMEMO)	<i>Russia</i>
T50. Polish Institute of International Affairs	<i>Poland</i>
T50. Real Instituto Elcano	<i>Spain</i>

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

Top Think Tanks in the United States

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

Top 10 Think Tanks – United States

Table # 4

Think Tank

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

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

Top 30 Think Tanks – United States
<i>Table # 5</i>
Think Tank
1. Brookings Institution
2. Council on Foreign Relations
3. Carnegie Endowment for International Peace
4. RAND Corporation
5. Heritage Foundation
6. Woodrow Wilson International Center for Scholars
7. Center for Strategic and International Studies

Table # 5

Think Tank

1. Brookings Institution
2. Council on Foreign Relations
3. Carnegie Endowment for International Peace
4. RAND Corporation
5. Heritage Foundation
6. Woodrow Wilson International Center for Scholars
7. Center for Strategic and International Studies

8. American Enterprise Institute
9. Cato Institute
10. Hoover Institution
11. Human Rights Watch
12. Peterson Institute for International Economics
13. United States Institute of Peace
14. National Bureau of Economic Research (NBER)
15. Center for Global Development
16. World Policy Institute
17. Center for American Progress
18. Carter Center
19. Hudson Institute
20. Urban Institute
21. EastWest Institute
22. New America Foundation
23. Manhattan Institute
24. Resources for the Future (RFF)
25. Baker Institute for Public Policy
26. Henry L. Stimson Center
27. Center for Transatlantic Relations SAIS Johns Hopkins
28. Independent Institute
29. International Peace Institute
T30. National Center for Policy Analysis (NCPA)
T30. Mercatus Center

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

Top Think Tanks for Other Regions of the World

Top 25 Think Tanks in North America (Non-U.S.)	
<i>Table # 6</i>	
Think Tank	
1. Fraser Institute – Canada	
2. Canadian International Council (CIC) – Canada	
3. Centre for International Governance Innovation (CIGI) – Canada	
4. Centro de Analisis e Investigacion (FUNDAR) – Mexico	
5. Institute for Research on Public Policy – Canada	
6. Institute for Policy Analysis – Canada	
7. Centro de la Investigacion para el Desarrollo en Mexico – Mexico	
8. Colegio de Mexico – Mexico	
9. C.D. Howe Institute – Canada	
10. Montreal Economic Institute – Canada	
11. Public Policy Forum – Canada	
12. Queen's Centre for International Relations (QCIR) – Canada	
13. Center of Research for Development – Mexico	
14. Mexico Atlantic Institute for Market Studies (AIMS) – Canada	
15. Centro de Investigacion y Docencia Economica – Mexico	
16. Conference Board of Canada – Canada	

17. Canadian Council for Chief Executives – Canada
18. Centro de Estudios en Calidad de Vida y Desarrollo Social – Mexico
19. Consejo Mexicano de Asuntos Internacionales (COMEXI) – Mexico
20. Institute of Politics – Canada
21. Canada West Foundation – Canada
22. Frontier Centre for Public Policy – Canada
23. Instituto para la Seguridad y la Democracia – Mexico
24. Canadian Defense and Foreign Affairs Institute – Canada

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

Top 25 Think Tanks in Latin America and the Caribbean Table # 7	
Think Tank	
1. Consejo Argentino de Relaciones Internacionales (CARI)/Argentine Council for International Relations – Argentina	
2. Facultad Latinoamericana de Ciencias Sociales (FLACSO) - Costa Rica	
3. Libertad y Desarrollo – Chile	
4. Centro de Estudios Publicos – Chile	
5. Centro de Implementacion de Politicas Publicas para la Equidad y el Crecimiento (CIPPEC) - Argentina	
6. Fundacion de Investigaciones Economicas Latinoamericans (FIEL) – Argentina	
7. Fundacao Getulio Vargas – Brazil	
8. Fundacion Libertad – Argentina	
9. Instituto Libertad y Democracia – Peru	
10. Centro Brasileiro de Relações Internacionais (CEBRI) - Brazil	
11. Centro de Estudio de Realidad Economica y Social (CERES) – Uruguay	
12. Centro de Estudios Legales y Sociales – Argentina	
13. Centro de Investigaciones Economicas Nacionales (CIEN) – Guatemala	
14. Cedice Libertad – Venezuela	
15. Fundacion Atlas 1853 – Argentina	
16. Fundacion Hayek – Argentina	
17. Instituto de Estudios Peruanos (IEP) – Peru	
18. Instituto Liberdade de Porto Alegre – Brazil	
19. Universidad Peruana de Ciencias Aplicadas (UPC) – Peru	
20. Centro Brasileiro de Analise e Planejamento (CEBRAP) – Brazil	
21. Centro para la Apertura el Desarrollo de America Latina (CADAL) – Argentina	
22. Fundacion Ideas Para la Paz – Colombia	
23. Fundacion Libertad y Democracia (FULIDE) – Bolivia	
24. Instituto de Defensa Legal – Peru	
T25. Center for the Study of State and Society (CEDES) – Argentina	
T25. Centro Latinoamericano de Economía Humana (CLAEH) – Uruguay	
T25. Forum Brasileiro de Seguranca Publica – Brazil	
T25. Fundación Dr. Guillermo Manuel Ungo (FUNDAUNGO) -- El	

Salvador
T25. Instituto de Ciencias Politicas – Colombia
T25. Nucleo de Estudios de la Violencia de la Universidad de São Paulo (NEV/USP) – Brazil

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

Top 25 Think Tanks in Middle East and North Africa Table # 8
Think Tank
1. Al-Ahram Center for Strategic and Political Studies – Egypt
2. Center for Strategic Studies – Jordan
3. Institute for National Security Studies, formerly Jaffe Center for Strategic Studies – Israel
4. Gulf Research Center – Dubai
5. Emirates Center for Strategic Studies and Research – UAE
6. Lebanese Center for Policy Studies (LCPS) – Lebanon
7. Turkish Economic and Social Studies Foundation (TESEV) – Turkey
8. Center for Palestine Research and Studies – Palestinian Authority
9. Centre d’Etudes et des Recherches en Sciences Sociales – Morocco
10. Free Minds Association – Azerbaijan
11. Palestinian Academic Society for the Study of International Affairs – Palestinian Authority
12. Economic Cooperation Foundation – Israel
13. Egyptian Center for Economic Studies – Egypt
14. Association for Liberal Thinking – Turkey
15. Moshe Dayan Center for Middle Eastern and African Studies – Israel
16. Van Leer Jerusalem Institute – Turkey
17. Israel-Palestine Center for Research and Information (IPCRI) – Israel
18. Jerusalem Institute for Market Studies - Israel
19. Israel Center for Social and Economic Progress – Israel
20. Reut Institute – Israel
21. Rabin Center for Israeli Studies – Israel

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

Top 25 Think Tanks in Southern Africa (including Sub-Saharan Africa) Table # 9
Think Tank
1. Centre for Conflict Resolution – South Africa
2. South African Institute of International Affairs (SAIIA) – South Africa
3. Institute for Security Studies (ISS) – South Africa
4. Free Market Foundation – South Africa
5. Council for the Development of Social Science Research in Africa

(CODESRIA) – Senegal
6. IMANI Center for Policy and Education - Ghana
7. Institute for Global Dialogue (IGD) – South Africa
8. Africa Institute of South Africa – South Africa
9. African Center for the Constructive Resolution of Disputes (ACCORD) – South Africa
10. Centre for Development Studies – Ghana
11. Centre for Policy Analysis (CEPA) – Ghana
12. Initiative for Public Policy Analysis - Nigeria
13. Institute for Democracy in South Africa (IDASA) – South Africa
14. Inter Region Economic Network (IREN) – Kenya
15. Kenya Institute for Public Policy – Kenya
16. Nigerian Institute of International Affairs (NIIA) – Nigeria
17. Centre for Policy Studies – South Africa
18. Institute for Justice and Reconciliation – South Africa
19. Centre for Development and Enterprise - South Africa
20. Electoral Institute of Southern Africa (EISA) – South Africa
21. Institute for Statistical, Social, and Economic Research – Ghana
22. Integrated Social Development Centre (ISODEC) - Ghana
23. South African Institute of Race Relations – South Africa
24. Ghana Centre for Democratic Development – Ghana
T25. Institute for Policy Alternatives – Ghana
T25. Institute of Economic Affairs - Ghana

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

Top 25 Think Tanks in Western Europe	
<i>Table # 10</i>	
Think Tank	
1. Chatham House – UK	
2. Stockholm International Peace Research Institute – Sweden	
3. International Institute for Strategic Studies – UK	
4. French Institute of International Relations (IFRI) – France	
5. International Crisis Group – Belgium	
6. Centre for European Policy Studies (CEPS) – Belgium	
7. Overseas Development Institute – UK	
8. Adam Smith – UK	
9. Bertelsmann Foundation – Germany	
10. Centre for European Reform (CER) – UK	
11. German Institute for International and Security Affairs (SWP) – Germany	
12. Civitas – UK	
13. Centre for Policy Studies – UK	
14. Centre for Economic Policy Research (CEPR) – UK	
15. European Council on Foreign Relations (ECFR) – UK	
16. Foreign Policy Centre – UK	
17. Friedrich Naumann Foundation - Germany	
18. Bruegel – Belgium	
19. Institute of Development Studies – UK	
20. Institute of Economic Affairs – UK	

21. Istituto Affari Internazionali (IAI) – Italy
22. International Policy Network – UK
23. German Council on Foreign Relations (DGAP) – Germany
24. Swedish Institute of International Affairs (UI) – Sweden
T25. Fundacion para las Relaciones Internacionales y el Dialogo Exterior (FRIDE) – Spain
T25. Netherlands Institute of International Relations – Netherlands
T25. Real Instituto Elcano de Estudios Internacionales y Estratégicos – Spain
T25. Timbro – Sweden

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

Top 25 Think Tanks in Eastern Europe	
<i>Table # 11</i>	
Think Tank	
1. Carnegie Moscow Center – Russia	
2. Institute of World Economy and International Relations – Russia	
3. Center for Economic and Social Research (CASE) – Poland	
4. Center for Policy Studies at Central European University – Hungary	
5. F.A. Hayek Foundation – Slovakia	
6. International Center for Policy Studies – Ukraine	
7. Lithuanian Free Market Institute – Lithuania	
8. Polish Institute of International Affairs – Poland	
9. Centre for Liberal Strategies - Bulgaria	
10. Liberalni Institut - Czech Republic	
11. Hellenic Leadership Institute – Greece	
12. Ludwig von Mises Institut – Romania	
13. Center for International Relations (CSM) – Poland	
14. INDEM Foundation – Russia	
15. Prague Security Studies Institute – Czech Republic	
16. Adriatic Institute for Policy Studies – Croatia	
17. Albanian Institute for International Studies – Albania	
18. Institute for Public Policy – Kyrgyzstan	
19. Institute for the USA and Canadian Studies – Russia	
20. Institute of International Relations – Czech Republic	
21. New Economic School – Georgia	
22. Center for Liberal-Democratic Studies – Serbia	
23. Center for Security and Defense Studies – Hungary	
24. Institute for Market Economics – Bulgaria	
T25. Institute for Public Affairs – Slovakia	
T25. International Center for Human Development – Armenia	
T25. Razumkov Centre – Ukraine	

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

Top 25 Think Tanks in Asia

Table # 12

Think Tank
1. Chinese Academy of Social Sciences (CASS) – China
2. Japan Institute of International Affairs (JIIA) – Japan
3. Institute for Defense Studies and Analyses – India
4. Center for Strategic and International Studies – Indonesia
5. Institute for International Policy Studies – Japan
6. Shanghai Institute for International Studies - China
7. Institute of Southeast Asian Studies -- Singapore
8. Center for Civil Society – India
9. China Institute for Contemporary International Relations (CICIR) – China
10. Institute for Defense and Strategic Studies – Singapore
11. The Energy and Resources Institute (TERI) – India
12. Asian Forum Japan (AFJ) – Japan
13. China Institute for International Studies (CIIS) – China
14. Lowy Institute for International Policy - Australia
15. Cathay Institute for Public Affairs – China
16. Korea Development Institute – South Korea
17. National Institute for Defense Studies – Japan
18. National Institute for Research Advancement - Japan
19. Hong Kong Centre for Economic Research (HKCER) - Hong Kong
20. Research Institute of Economy, Trade and Industry (RIETI) - Japan
21. Taiwan Foundation for Democracy – Taiwan
22. Unirule Institute of Economics – China
23. Institute of Energy Economics Japan (IEEJ) – Japan
24. Liberty Institute – India
T25. Malaysian Institute of Economic Research (MIER) – Malaysia
T25. Philippine Institute for Development Studies – Philippines
T25. Third World Network – Malaysia

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

Top Think Tanks by Research Area (Global)

Top 10 International Development

Think Tanks

Table # 13

Think Tank
1. Brookings Institution – USA
2. Overseas Development Institute (ODI) – UK
3. Council on Foreign Relations – USA
4. RAND Corporation – US
5. Woodrow Wilson International Center for Scholars - USA
6. Institute of Development Studies – UK
7. Center for Global Development – USA
8. International Food Policy Research Institute – USA

9. German Development Institute – Germany
T10. International Policy Network – UK
T10. Atlas Economic Research Foundation - USA
T10. International Development Research Centre - Canada

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

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

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

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

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

**Top 10 Security and International
Affairs Think Tanks**
Table # 16

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

**Top 10 Domestic Economic Policy
Think Tanks**
Table # 17

Think Tank
1. Brookings Institution – USA
2. National Bureau of Economic Research – USA
3. Cato Institute – USA
4. American Enterprise Institute – USA
5. RAND Corporation – USA
6. Heritage Foundation – USA
7. Fraser Institute – Canada
8. Center for American Progress – USA
9. Hoover Institution – USA
10. Peterson Institute for International Economics – USA

**Top 10 International Economic Policy
Think Tanks**
Table # 18

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

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

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

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

Top 3 Think Tanks for Innovative Ideas and Strategies

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

Think Tanks with the Most Innovative Policy/Idea Proposal <i>Table # 20</i>	
Think Tank	
1.	Cato Institute – USA
2.	Brookings Institute – USA
3.	Carnegie Endowment for International Peace – USA

Best New Think Tank (established in the last three-five years) <i>Table # 21</i>	
Think Tank	
1.	European Council on Foreign Relations – Belgium
2.	Bruegel – Belgium
3.	Center for American Progress – USA

Outstanding Policy Oriented - Public Policy Research Program

<i>Table # 22</i>

Think Tank

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

Best Use of the Internet to Engage the Public
--

<i>Table # 23</i>

Think Tank

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

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

<i>Table # 24</i>

Think Tank

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

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

Most Impact on Public Policy or Policy Debates

<i>Table # 25</i>

Think Tank

- | |
|---|
| 1. Brookings Institution – USA |
| 2. Heritage Foundation – USA |
| T3. American Enterprise Institute – USA |
| T3. Henry L. Stimson Center – USA |

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

Top Think Tank in the World

<i>Table # 26</i>

Think Tank

- | |
|--|
| T1. Brookings Institution – USA |
| T1. Peterson Institute for International Economics – USA |

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

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

A Think Tank Field Guide

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

Multinational Think Tanks (MNTTs)

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

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

The Policymakers

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

Fundação Getulio Vargas – Brazil
Institute for Research on Public Policy – Canada
Overseas Development Council – UK
Polish Institute of International Affairs Poland
Resources for the Future USA
Rand Corporation – USA
Urban Institute – USA

The Partisans

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

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

The Phantoms

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

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

The Scholars

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

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

The Activists

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

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

The Transformers

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

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

Hybrids

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

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

Brief Descriptions of the 2008 Top Think Tanks

The Top 15 U.S. Think Tanks

1) Brookings Institution

Location: Washington

Budget: \$60.7 million

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

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

2) Council on Foreign Relations

Location: New York

Budget: \$38.3 million

Specialties: U.S. foreign policy, national security

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

3) Carnegie Endowment for International Peace

Location: Washington

Budget: \$22 million

Specialties: Nuclear nonproliferation, China

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

4) Rand Corporation

Location: Santa Monica, Calif.

Budget: \$251 million

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

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

5) Heritage Foundation

Location: Washington

Budget: \$48.4 million

Specialties: Tax policy, national defense, social policy

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

6) Woodrow Wilson International Center for Scholars

Location: Washington

Budget: \$34.5 million

Specialties: Regional studies, democracy promotion, international development

Boldface names: Lee Hamilton, Haleh Esfandiari

7) Center for Strategic & International Studies

Location: Washington

Budget: \$29 million

Specialties: Defense policy, diplomacy, regional studies

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

8) American Enterprise Institute

Location: Washington

Budget: \$23.6 million (2006)

Specialties: Trade, defense, economic policy

Boldface names: Newt Gingrich, David Frum, Richard Perle

9) Cato Institute

Location: Washington

Budget: \$19 million

Specialties: Libertarianism, deregulation, social policy and defense policy

Boldface names: David Boaz, Edward Crane, Christopher Preble

10) Hoover Institution

Location: Stanford, Calif.

Budget: \$34.1 million

Specialties: Defense policy, deregulation, US-Russian relations

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

11) Human Rights Watch

Location: New York

Budget: \$35.5 million

Specialties: Human rights, international justice

Boldface names: Kenneth Roth

12) Peterson Institute for International Economics

Location: Washington

Budget: \$9.5 million

Specialties: Trade, globalization, international political economy

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

13) United States Institute of Peace

Location: Washington

Budget: \$24.7 million

Specialties: Conflict resolution, post conflict stability

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

14) National Bureau of Economic Research

Location: Cambridge, Mass.

Budget: \$29.8 million

Specialties: Economic growth, economic analysis and forecasting

Boldface names: James Poterba, Robert Lipsey, Martin Feldstein

15) Center for Global Development

Location: Washington

Budget: \$9.8 million

Specialties: Globalization, international development, aid effectiveness

Boldface names: Nancy Birdsall, Steven Radelet, Todd Moss

Top 10 Non-U.S. Think Tanks

1) Chatham House

Location: London

Budget: \$12.4 million

Specialties: International economics, regional and security studies

2) International Institute for Strategic Studies

Location: London

Budget: \$15.3 million

Specialties: Nonproliferation, counterterrorism

3) Stockholm International Peace Research Institute

Location: Solna, Sweden

Budget: \$5.3 million

Specialties: Arms control, conflict management

4) Overseas Development Institute

Location: London

Budget: \$25.9 million

Specialties: International development, humanitarian issues

5) Centre for European Policy Studies

Location: Brussels

Budget: \$8.6 million

Specialties: EU integration, citizenship, political economy

6) Transparency International

Location: Berlin

Budget: \$13.3 million

Specialties: Electoral reform, anticorruption in public and private sectors

7) German Council on Foreign Relations

Location: Berlin

Budget: \$6.4 million

Specialties: German foreign policy, international relations

8) German Institute for International and Security Affairs

Location: Berlin

Budget: \$16.4 million

Specialties: German foreign policy and security

9) French Institute of International Relations

Location: Paris

Budget: \$8.1 million

Specialties: Trans-Atlantic relations, European affairs

10) Adam Smith Institute

Location: London

Budget: \$500,000

Specialties: Free market and social policies

Think Tank Winners – An in-depth look

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

Top Think Tanks for Innovative Ideas

Cato Institute

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

Brookings Institution

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

Carnegie Endowment for International Peace

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

Best New Think Tanks (of the past 5 years)

European Council on Foreign Relations

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

Bruegel

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

Center for American Progress

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

Most Impact on Public Policy Debates

Brookings Institution

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

Heritage Foundation

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

Stimson Center (Henry L.)

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

2008 Trends in Think Tanks and Policy Advice

MAJOR FINDINGS

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

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

7) More complex and high pressure issues

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

8) Going Global

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

REGIONAL HIGHLIGHTS

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

Western Europe

Western Europe has the most developed and largest number of think tanks outside the United States. While think tanks in Europe are numerous they are not very diverse. Many remain formally linked to political parties. Until recently most think tanks operated as adjuncts to political parties but major changes have taken place, sparked in part by creation of independent think tanks in Eastern and Central Europe. Most of these think tanks focus on European integration, US-European transatlantic relations, or topical issues such as climate change; in recent years, many of the top European think tanks have expanded work on democratization and nation-building in the developing world. European think tanks have enjoyed better access to policymakers than many counterparts elsewhere in the world, although some now are attempting to reach out to even wider audiences in business, the media and citizens to participate in the public debate. A growing number of institutions are organized to conduct research on issues facing the Europe and the EU and many are now based in Brussels or have satellite offices there. Despite these developments many think tanks continue to have a state-centric perspective and ignore the trans-European issues. Think tanks in this region publish by far more books than any other region in the world. This is likely the result of government funding and the academic orientation of many think tanks.

Central and Eastern Europe

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

Russian Federation

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

Asia

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

Latin America

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

Middle East and North Africa

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

Africa

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

EMERGING ISSUES AND TRENDS

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

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

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

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

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

CONCLUSION

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

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

ABOUT THE AUTHOR

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Dr. McGann has served as a consultant and advisor to the World Bank, United Nations, United States Agency for International Development, Soros, Hewlett and Gates Foundations and foreign governments on the role of nongovernmental, public policy organizations in civil society. He has served as the Senior Vice-President for the Executive Council on Foreign Diplomats, the public policy program officer for The Pew Charitable Trusts, the Assistant Director of the Institute of Politics, John F. Kennedy School of Government, at Harvard University, and a Senior Advisor to the Citizens Network for Foreign Affairs and the Society for International Development. Over the last 15 years he has taught courses in International Law, International Relations, International Organizations, Comparative Public Policy and Global Knowledge and Policy Networks on a regular basis.

Among Dr. McGann's publications are *Competition for Dollars, Scholars and Influence In The Public Policy Research Industry* (University Press of America 1995), *The International Survey of Think Tanks* (FPRI, 1999), *Think Tanks and Civil Societies: Catalyst for Ideas and Action*, co-edited with Kent B. Weaver (Transaction Publishers 2000), *Comparative Think Tanks, Politics and Public Policy* (Edward Elgar 2005), *Think Tanks and Policy Advice in the U.S: Academics, Advisors and Advocates* (Routledge, 2007), *Think Tanks: Catalysts for Democratization and Market Reform* (Forthcoming 2009 Routledge), *Global Trends and Transitions: 2007 Survey of Think Tanks* (FRPI 2008), *The 2007 Global Go To Think Tanks* (FPRI 2008) *Think Tanks in India: Power Houses of Policy or Political Pawns?* (FPRI 2008), *Think Tanks and Civil Societies in the Middle East: A Changing Landscape* (FPRI 2008), *Think Tanks and Civil Societies in Hong Kong, Taiwan and the Mainland China* (FPRI 2008), *NGO Push Back in China, Egypt, Russia, Venezuela and Zimbabwe* (FPRI 2008), *The 2008 Global Go To Think Tanks* (2009).

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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