



Think Tanks & Civil Societies Program
The Lauder Institute, University of Pennsylvania

THINK TANKS, CAPACITY BUILDING AND IMPACT

Asia Development Bank
Kuala Lumpur, Malaysia
September 7-9, 2015



Think Tanks & Civil Societies Program

The Lauder Institute, University of Pennsylvania

Development Think Tank Meeting

James G. McGann, Ph.D.

Senior Lecturer, International Studies

Director

Think Tanks and Civil Societies Program

The Lauder Institute

University of Pennsylvania

Telephone: (215) 746-2928

Email: jmcgann@wharton.upenn.edu



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ROADMAP AND DEFINITIONS

Roadmap



Definitions

THINK TANK

Think tanks are public policy research, analysis, and engagement organizations. They are organizations 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. (McGann)

CIVIL SOCIETY

Civil Society Organizations (CSOs) refers to a wide of array of organizations: community groups, non-governmental organizations (NGOs), labor unions, indigenous groups, charitable organizations, faith-based organizations, professional associations, and foundations (World Bank)

General Trends



The Globalization of Think Tanks and Policy Advice



Political and Economic Transformations and the New World (Dis)Order



A Crisis in Confidence in National Governments



Diversification and Increased Competition in the Political Economy of Think Tanks



Policy Tsunamis

General Trends



Increased demand for independent information and analysis



The Emergence of Civil Society



The growth of Nation States, IGOS, and INGOS



Transformative Technologies and the Rate of Technological Change



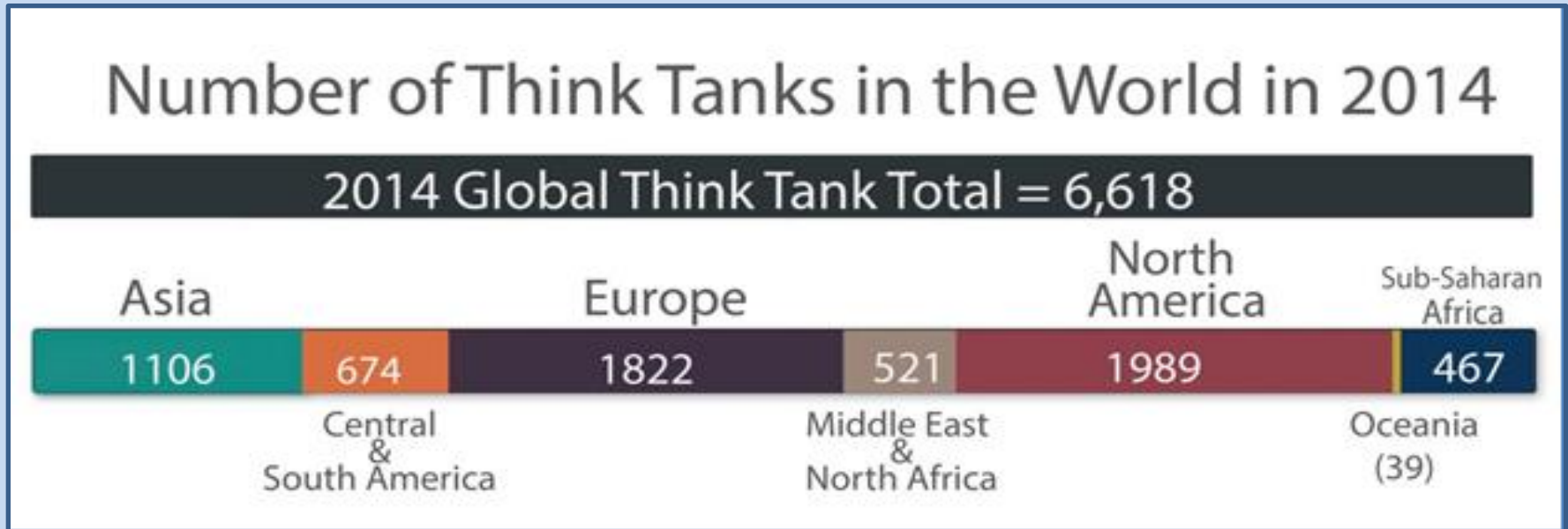
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OVERVIEW OF THINK TANK ACTIVITY

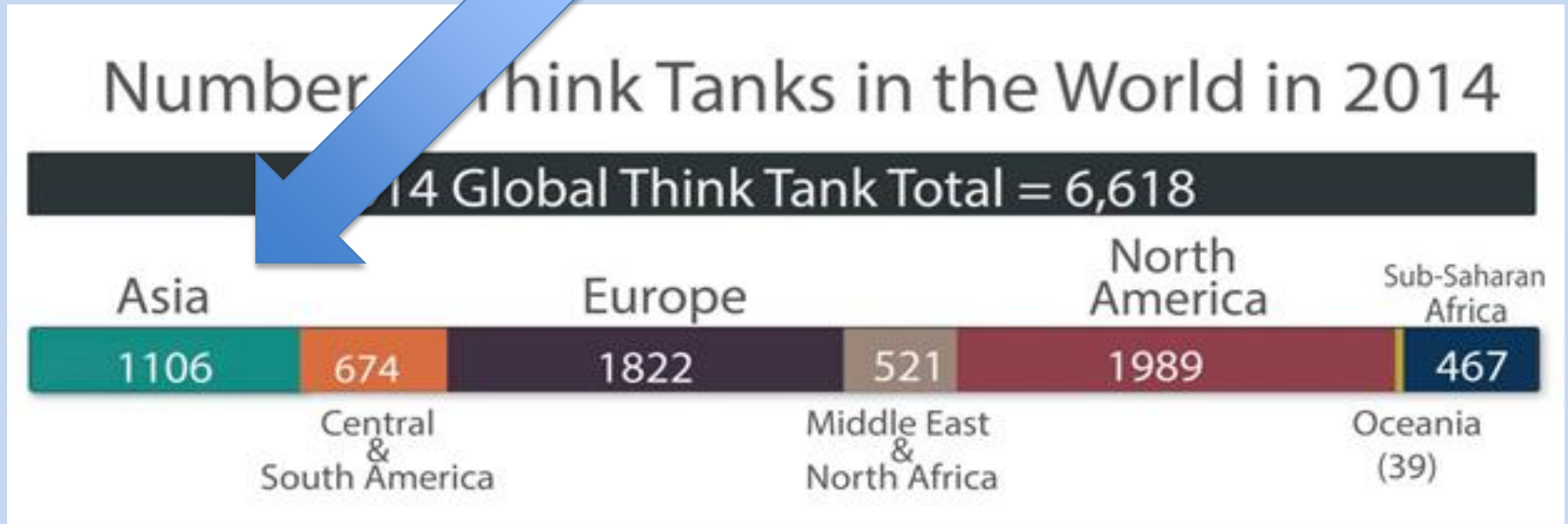
- Across World
- Across Asia-Pacific

Global Distribution of Think Tanks by Region



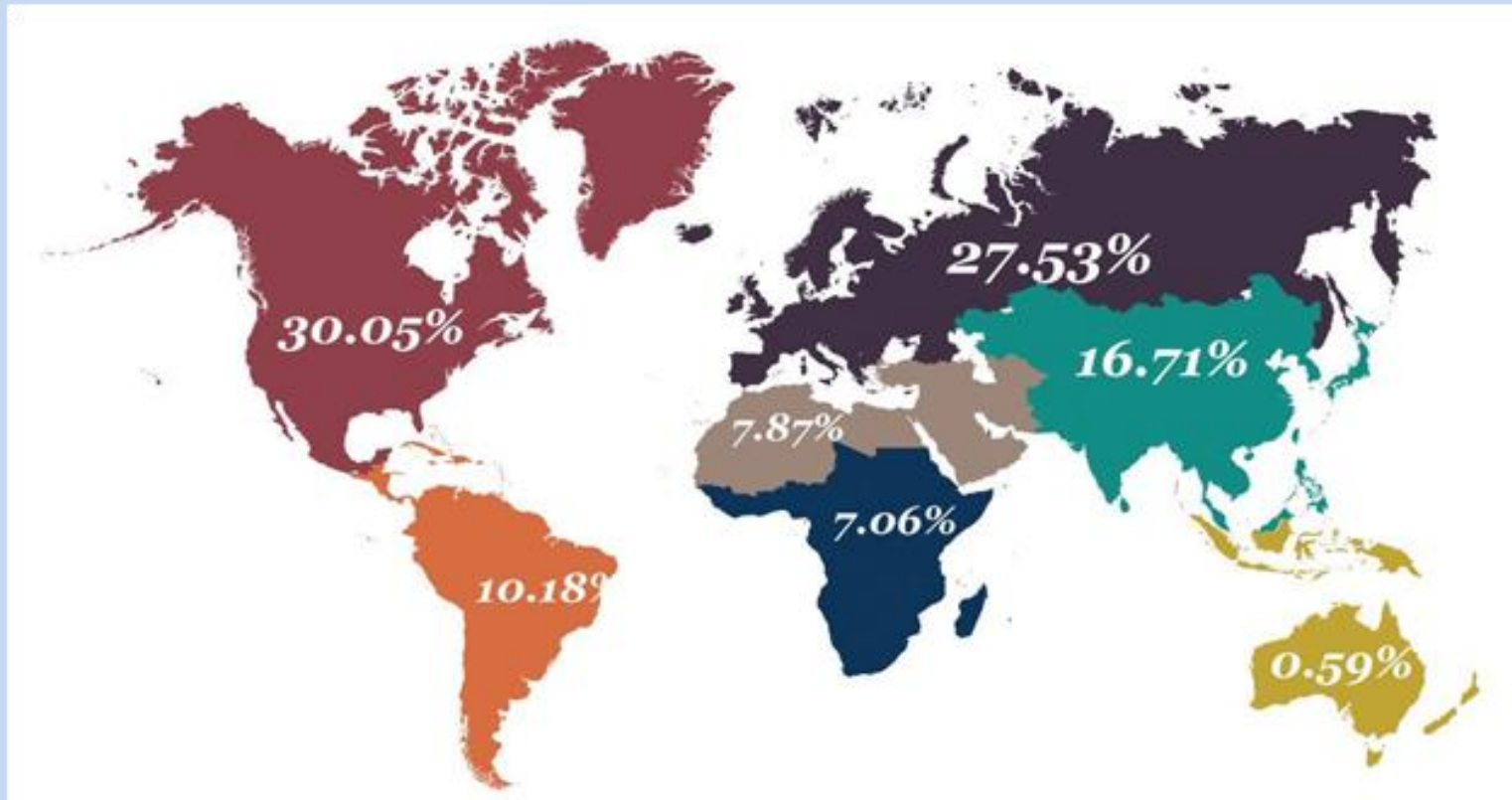
This chart reflects the number of think tanks in 2014 based on data collected as of December, 2014.

Global Distribution of Think Tanks by Region



This chart reflects the number of think tanks in 2014 based on data collected as of December, 2014.

Global Distribution of Think Tanks by Region



Global Distribution of Think Tanks by Region



Countries with the Largest Number of Think Tanks

Rank	Country	Number of Think Tanks
1	United States	1830
2	China	429
3	United Kingdom	287
4	Germany	194
5	India	192
6	France	177
7	Argentina	137
8	Russia	122
9	Japan	108
10	Canada	99
11	Italy	92
12	South Africa	87
13	Brazil	82
14	Sweden	77
15	Switzerland	71

^[1] We have not been able to identify any think tanks operation in the following countries: **Brunei, Macao, Turkmenistan, Monaco, San Marino, Anguila, Aruba, the British Virgin Islands, the Cayman Islands, French Guinea, Montserrat, the** Turks and Caicos Islands, the Comoros, Sao Tome and Principe, Kiribati, the Marshall Islands, Micronesia, Nauru, Palau, the Solomon Islands, Tonga, Tuvalu, and Vanuatu.



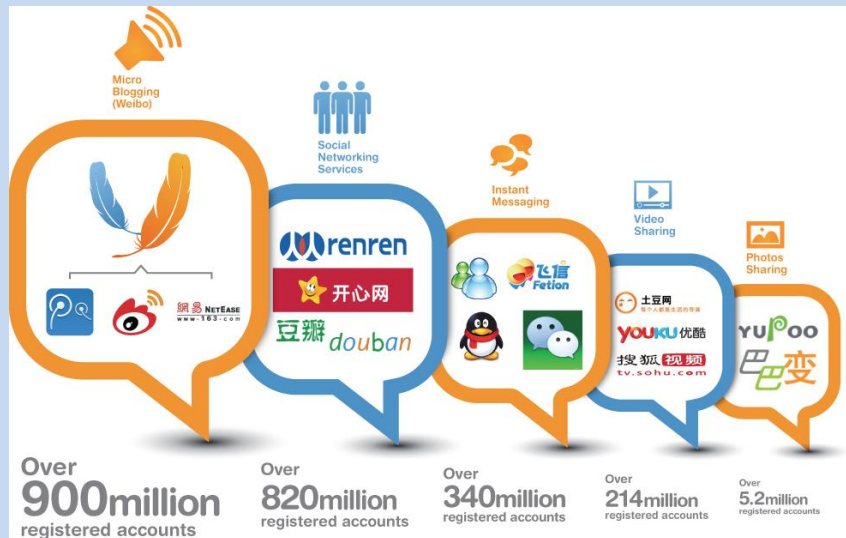
Traditional Models and Examples

Organizational Type	Organization	Date Established
Party Affiliated	Konrad Adenauer Foundation (Germany)	1964
	Jaures Foundation (France)	1990
	Progressive Policy Institute (U.S.)	1998
Governmental	International Institute of Advanced Islamic Studies (Malaysia)	2008
	Institute for Political & International Studies (Iran)	1984
	Congressional Research Service (U.S.)	1914
Quasi-governmental	Institute for Strategic & International Studies (Malaysia)	1983
	Korean Development Institute (Korea)	1971
	Woodrow International Center For Scholars (US)	1968
Autonomous & Independent	Pakistan Institute of International Affairs (Pakistan)	1947
	Institute for Security Studies (South Africa)	1990
	Institute for International Economics (U.S.)	1981
Quasi-Independent	European Trade Union Institute (Belgium)	1978
	NLI Research Institute (Japan)	1988
	Center for Defense Information (U.S.)	1990
Unversity-affiliated	Foreign Policy Institute, Hacettepe University (Turkey)	1974
	Institute for International Relations (Brazil)	1979
	The Hoover Institution on War, Revolution and Peace, Stanford University (U.S.)	1919

Source: 2013 Global Go To Think Tanks Index Report

Think, Do and Tweet Tanks

- | | | |
|--|---|--------------------------------|
| <input type="checkbox"/> Think Tank | - | Research and analysis |
| <input type="checkbox"/> Think & Do Tank | - | Turns ideas into action |
| <input type="checkbox"/> Talk Tank | - | Convenes policy elites |
| <input type="checkbox"/> Do Tank | - | Pushes other people's ideas |
| <input type="checkbox"/> Techie Tank | - | Let technology do the thinking |



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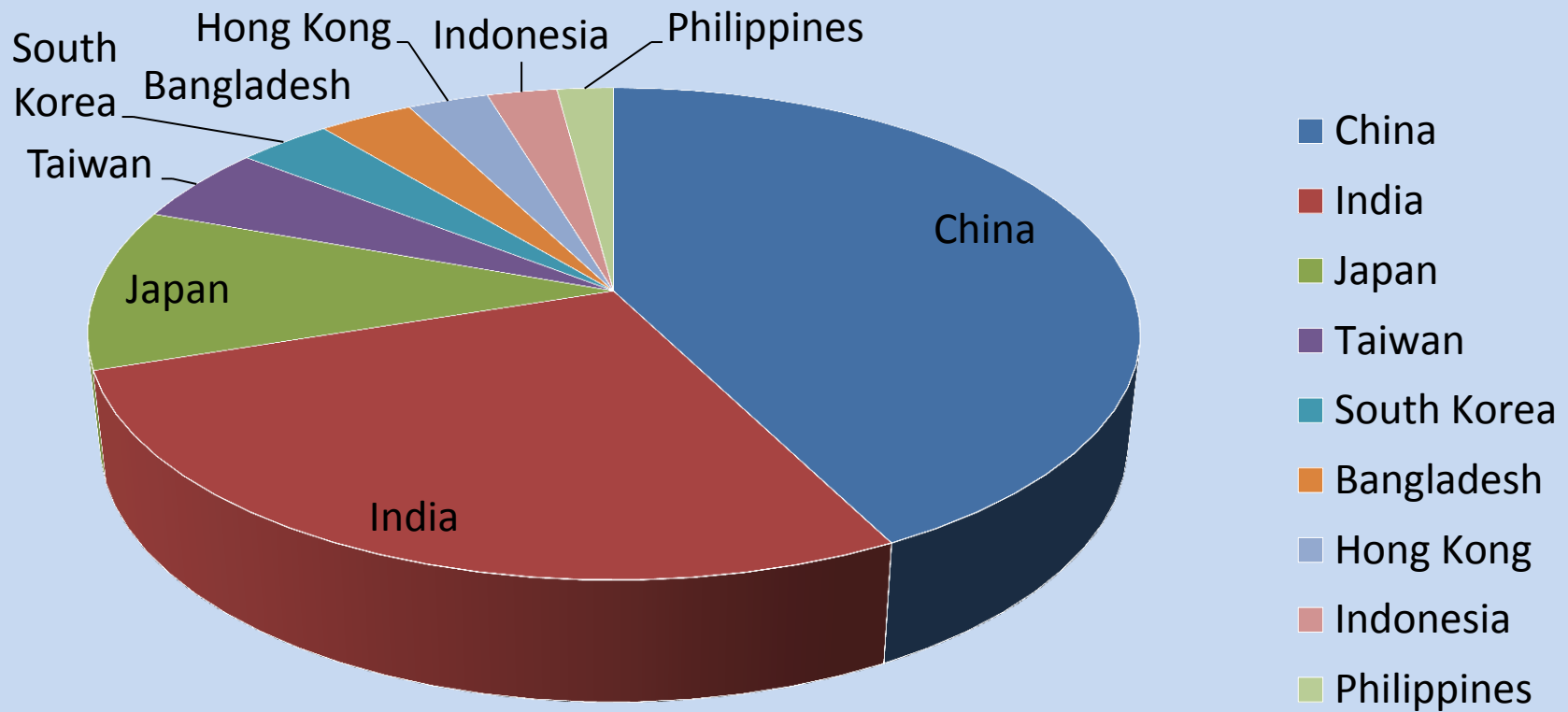
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TRENDS IN THINK TANKS IN ASIA-PACIFIC

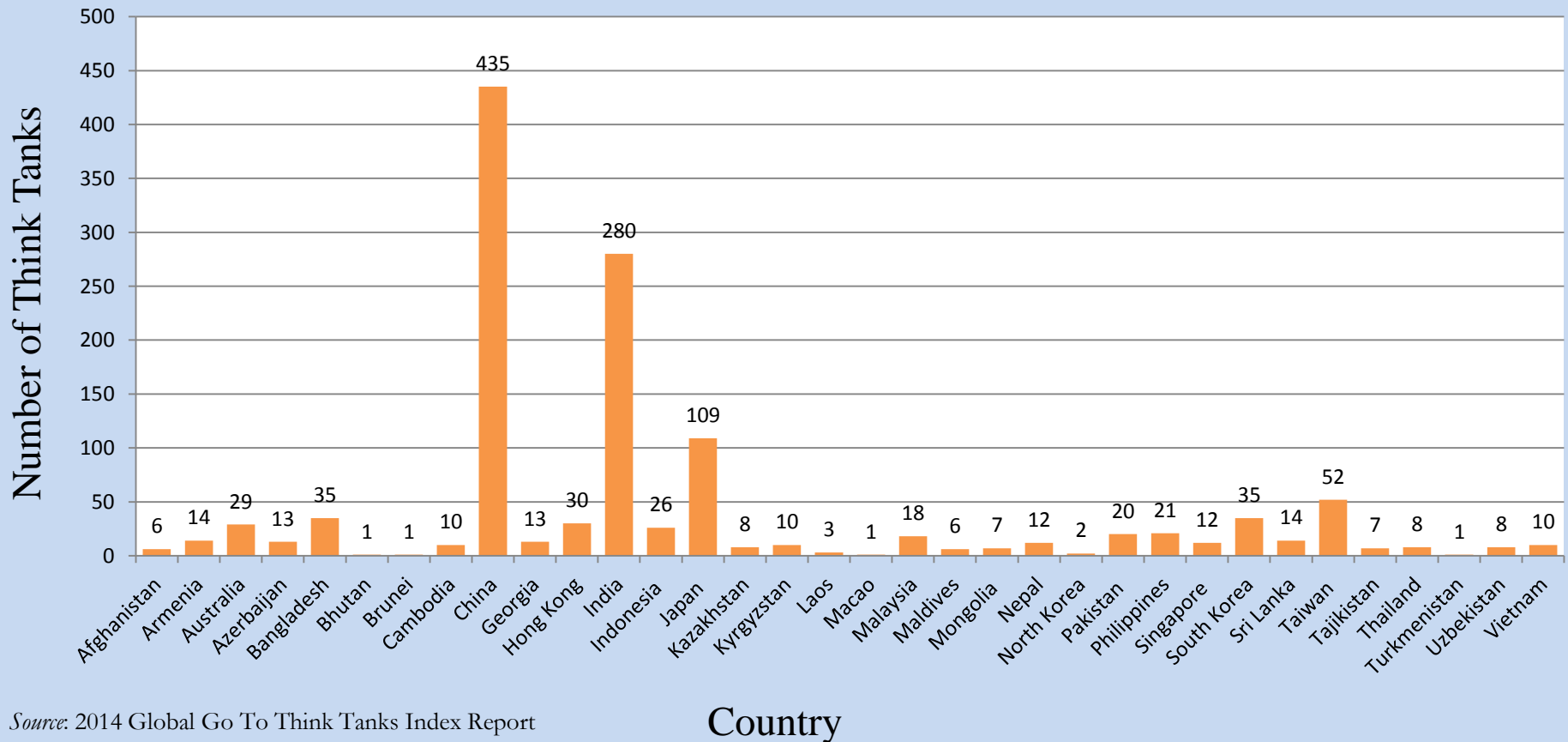
The geographic distribution of think tanks among Asian countries with twenty or more such institutions



Source: 2014 Global Go To Think Tanks Index Report

Think Tanks in Asia, by Country

Number of Think Tanks in Asia by Country



Source: 2014 Global Go To Think Tanks Index Report

Overview (Global Go To Index, 2014)

Think Tanks in Asia: 1,106 (17% of total)

Countries with the most think tanks:

1. China (435)
2. India (280)
3. Japan (109)
4. Taiwan (52)
5. South Korea and Bangladesh (35 each)

Types of Think Tanks In Asia (By Location)

Type of Think Tank	Countries and Emergence
Ministry affiliated research institutes	China (1950s/60s) China Institute of Contemporary International Relations
	Vietnam (1950s/60s) Central Institute for Economic Management
	South Korea (1950s/60s) Korean Institute of Science and Technology
	Taiwan (1950s/60s) (Institute of Taiwan Studies)
Large national academies	South Korea (1960s) Korean Institute of Science and Technology
	China (1960s) Chinese Academy of Social Sciences
Think tanks within public-private entities	Japan (1970s) Mitsubishi Research Institute
	South Korea (1980s) Samsung Economic Research Institute
Independent non-governmental think tanks	South Korea (1990s) East Asia Institute
	Taiwan (1990s) Awakening Foundation
State funded political party-affiliated think tanks	South Korea (1990s) Youido Institute
	Taiwan (1990s) Taiwan Foundation for Democracy

Asian Think Tank Models

China

- Government affiliated or government funded
- Degree of autonomy is limited and varies by issue and patron
- Policy oriented advisors to the government
- Increasing reliance on think tanks
- Vast majority of TTs are large and bureaucratic

India

- Mostly government funded and private think tanks
- Private TTs are small in budget and staff size
- Government affiliated are large and stable have low productivity
- Advisory role on a narrow set of policy issues
- Think tanks are underdeveloped and utilized by government

Japan/South Korea

- Most are government or corporate affiliated think tanks
- Growing number of independent think tanks
- Korea has seen a rise of presidential candidate think tanks
- Dynamic and technologically advanced think tanks

Central Asia

- Small in size and budget
- International donor funded and NGOs or totally controlled by head of State.
- Some research oriented, university affiliated policy centers
- Very under developed
- Growing interest in role TTs can play in national development

Southeast Asia

- Very diverse TT landscape
- Some affiliated with government (Vietnam, Myanmar) or political parties (Malaysia and Thailand)
- Others independent or university affiliated (Thailand)
- Policy-oriented advisors for government (Singapore)
- Western style Australia



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Top Think Tanks (by Country) by Area of Research

Area of Research	China	India	Japan	South Korea
Defense and National Security	1 (47)	4 (40, 54, 72, 81)	3 (22, 44, 73)	0
Domestic Economic Policy	5 (34, 37, 39, 41, 48)	0	1 (61)	3 (14, 28, 60)
Education Policy	1 (15)	0	1 (5)	0
Energy and Resource Policy	2 (19, 27)	1 (7)	2 (3, 26)	1 (12)
Environment	3 (34, 36, 45)	5 (17, 18, 19, 37, 54)	3 (38, 41, 57)	0
Foreign Policy and International Affairs	3 (7, 28, 34)	2 (72, 81)	1 (50)	2 (63, 77)
Domestic Health Policy	2 (16, 25)	1 (27)	1 (17)	0
Global Health Policy	1 (23)	1 (20)	1 (8)	0
International Development	3 (23, 35, 65)	2 (40, 45)	5 (6, 48, 57, 62, 80)	1 (13)
International Economic Policy	2 (31, 48)	2 (38, 47)	1 (17)	1 (13)
Science and Technology	1 (35)	3 (15, 24, 40)	4 (6, 29, 31, 32)	1 (30)
Social Policy	2 (48, 50)	1 (38)	0	1 (17)
Transparency and Good Governance	0	2 (20, 29)	0	0

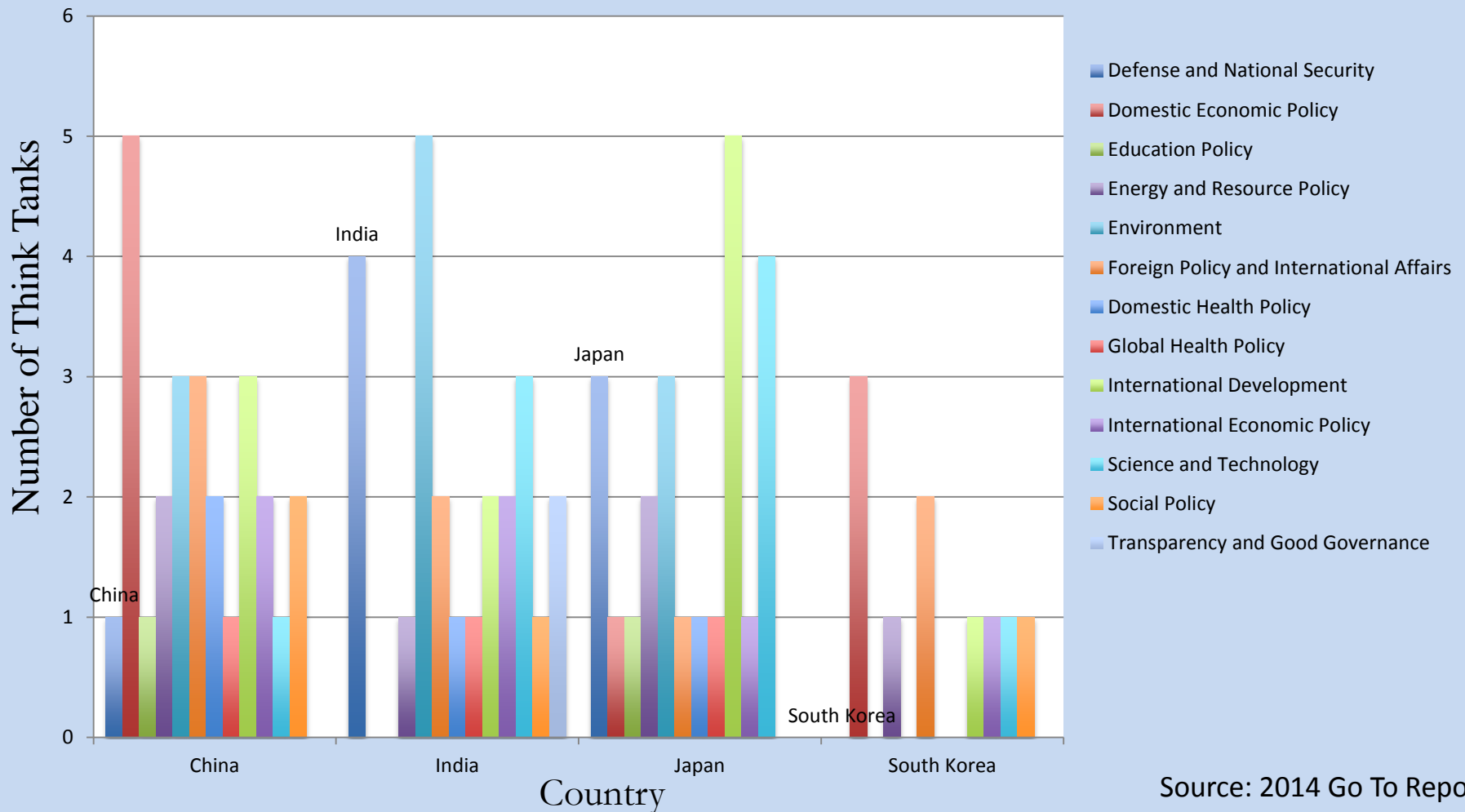
*# in Top 25 (Ranking) Source: 2014 Go To Report



Top Think Tanks (by Country) by Area of Research Cont.

Area of Research	Australia	Malaysia	Singapore
Defense and National Security	3 (16, 49, 53)	0	0
Domestic Economic Policy	0	0	0
Education Policy	0	1 (49)	0
Energy and Resource Policy	0	0	0
Environment	1 (32)	3 (19, 20, 21)	1 (65)
Foreign Policy and International Affairs	4 (27, 58, 60, 61)	0	3 (43, 67, 75)
Domestic Health Policy	0	0	0
Global Health Policy	0	0	0
International Development	1 (77)	1 (72)	1 (70)
International Economic Policy	2 (24, 27)	0	0
Science and Technology	1 (41)	0	0
Social Policy	1 (43)	0	1 (41)
Transparency and Good Governance	0	1 (27)	1 (25)

Number of Think Tanks in Asia by Area of Research





Top 10 Think Tanks in China, India, Japan, and the Republic of Korea (2014 Go To Think Tank Index)

1. Korea Development Institute (KDI) (Republic of Korea)
2. Japan Institute of International Affairs (JIIA) (Japan)
3. China Institute of International Studies (CIIS) (China)
4. Korea Institute for International Economic Policy (Republic of Korea)
5. China Institutes of Contemporary International Relations (CICR) (China)
6. Asan Institute for Policy Studies (Republic of Korea)
7. Asia Forum Japan (AFJ) (Japan)
8. Observer Research Foundation (ORF) (India)
9. Carnegie-Tsinghua Center for Global Policy (China)
10. Institute for Defense Studies and Analyses (IDSA) (India)

What is the “Global Go To”?

- Comprehensive, global ranking of the world’s top think tanks that are selected from a universe of 6,545 policy organizations from every region of the world
- Highlights the important contribution think tanks make to government and civil society globally
- Based on a worldwide survey of 3,500 scholars, journalists, policy makers and peers from 120 countries.
- “An insider’s guide to the global marketplace of ideas”



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Top 10 Think Tanks in Asia

(Excluding China, India, Japan, and the Republic of Korea) (2014 Go To Think Tank Index)

1. Australian Institute for International Affairs (AIIA) (Australia)
2. Centre for Strategic and International Studies (CSIS) (Indonesia)
3. Centre for Strategic Studies (CSS) (New Zealand)
4. Singapore Institute of International Affairs (SIIA) (Singapore)
5. Lowry Institute (Australia)
6. Centre for Public Policy Studies (Malaysia)
7. Taiwan Foundation for Democracy (Taiwan)
8. Strategic and Defense Studies (SDSC) (Australia)
9. Institute of Defence and Strategic Studies (IDSS) (Singapore)
10. Institute of Strategic and International Studies (ISIS) (Malaysia)

Top Domestic Economic Policy Think Tanks in Asia (2014 Go To Think Tank Index)

1. Korea Development Institute (KDI) (Republic of Korea) (14)
2. Korea Institute for International Economic Policy (Republic of Korea) (28)
3. Development Research Center of the State Council (DRC) (China) (34)
4. Cathay Institute for Public Affairs (CIPA) (China) (37)
5. Unirule Institute of Economics (China) (39)
6. Institute of World Economic and Politics (IWEP) (China) (41)
7. Chongyang Institute of Financial Studies (RDCY) (China) (48)
8. Singapore Institute of International Affairs (SIIA) (Singapore) (52)
9. Grattan Institute (Australia) (56)
10. Sejong Institute (Republic of Korea) (60)
11. Research Institute of Economy, Trade, and Industry (RIETI) (Japan) (61)
12. Central Institute for Economic Management (CIEM) (Vietnam) (67)
13. Center for Economic and Social Development (CESD) (Azerbaijan) (78)



Top 15 International Development Think Tanks in Asia (2014 Go To Think Tank Index)

1. Asian Development Bank Institute (ADB I) (Japan) (6)
2. Korea Development Institute (KDI) (Republic of Korea) (13)
3. Chinese Academy of Social Sciences (CASS) (China) (23)
4. Bangladesh Institute of Development Studies (BIDS) (Bangladesh) (24)
5. Development Research Center of the State Council (DRC) (China) (35)
6. Centre for Development Alternatives (CFDA) (India) (40)
7. Center For Economic and Social Development (CESD) (Azerbaijan) (42)
8. Indian Council for Research on International Economics Relations (ICRIER) (India) (45)
9. Japan International Cooperation Agency Research Institute (JICA-RI) (Japan) (48)
10. Institute of Developing Economics, Japan External Trade Organization (IDE-JETRO) (Japan) (57)
11. Japan Institute of International Affairs (JIIA) (Japan) (62)
12. Chongyang Institute for Financial Studies (RDCY) (China) (65)
13. Thailand Development Research Institute (TDRI) (Thailand) (66)
14. Philippine Institute for Development Studies (PIDS) (Philippines) (69)
15. Singapore Institute of International Affairs (SIIA) (Singapore) (70)

Top 10 International Economic Policy Think Tanks in Asia (2014 Go To Think Tank Index)

1. Korea Institute for International Economic Policy (KIEP) (Republic of Korea) (13)
2. Institute of Developing Economies, Japan External Trade Organization (IDE-JETRO) (Japan) (17)
3. Australian Institute of International Affairs (AIIA) (Australia) (24)
4. Centre for Independent Studies (CIS) (Australia) (27)
5. Economic Research Institute for ASEAN and East Asia (ERIA) (Indonesia) (28)
6. Institute of World Economics and Politics (IWEP) (China) (31)
7. India Council for Research on International Economic Relations (ICRIER) (India) (38)
8. Institute of Economic Growth (IEG) (India) (47)
9. Chongyang Institute for Financial Studies (RDCY) (China) (48)
10. Center for Economic and Social Development (CESD) (Azerbaijan) (50)

Top Social Policy Think Tanks in Asia (2014 Go To Think Tank Index)

1. Korea Development Institute (KDI) (Republic of Korea) (17)
2. Bangladesh Rural Advancement Committee (BRAC) (Bangladesh) (33)
3. Philippine Institute for Development Studies (PIDS) (Philippines) (37)
4. Centre for Policy Research (CPR) (India) (38)
5. Institute of Southeast Asian Studies (ISEAS) (Singapore) (41)
6. Grattan Institute (Australia) (43)
7. Chongyang Institute for Financial Studies (RDCY) (China) (48)
8. Shanghai Academy of Social Sciences (SASS) (China) (50)

8 Asian think tanks ranked in Top 50 Social Policy Think Tanks

State of Asian Think Tanks (McGann, 2012)

- ❑ A rise of Asian think tanks in the world stage.
- ❑ Government desires a close working relationship with think tanks. In doing so, they can retain full autonomy over policy-making but also have access to a myriad set of policy options.
- ❑ The democratic movements have helped fuel the demand for independent analysis of public policies and the creation of a new set of non-governmental think tanks.
- ❑ Tremendous growth in think tanks in Asia with some diversification in the think tank landscape most remain government affiliated or exclusively government funded.
- ❑ There has been a move towards “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 stakeholders in Asia society 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.
- ❑ The only exception occurs in China where the government and think tanks still maintain a close ties and client/patron relationship.

Research Trends in Asia

- Focused on the primary interests and priorities of the government:
- Development and economic policy (Japan's Asian Development Bank Institute)
- Regional security and geopolitics (China Institutes of Contemporary International Relations)
- Human security, ethnic conflict, terrorism, nuclear proliferation (India's Institute of Defence Studies and Analyses)
- National defense, Asia-Pacific security, ASEAN membership and affairs (Indonesia's Center for Strategic and International Studies)
- Social issues and their relation to democracy and economic development (Chinese Academy of Social Sciences; Mongolia's Academy of Political Education)
- Environmental issues and resource management (India's The Energy and Resources Institute)



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MODELS AND RESEARCH
TRENDS BY COUNTRY/REGION

Country Overview

USA

- Porous and highly decentralized political system of government (federal, state and local government and separation of powers)
- Small (limited) government with a weak bureaucracy.
- Reliance on expert advice from outside of government.
- Weak political parties with absence party loyalty and an erosion of sonority and party control.
- US President's candidacy is not tied to party. Can be elected for 2, 4 year terms.
- Hyperpluralistic society and pluralist political system with many competing, offsetting interest and actors.
- Think tanks broad base support from individuals, corporations and private foundations.
 - Examples: Bill Gates (\$42.3 Billion), George Soros (\$11 billion) Heritage Foundation has 600,000 contributors mostly individuals.
- Revolving door high, mid-level and low level officials move from government to think tanks and back again.
- An open, democratic and messy policymaking process with many actors and agendas where the media public opinion, think tanks influence policy makers. Higher productivity, organizational diversity and innovation.



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China

- Closed and highly centralized government and decision making.
- Large and powerful bureaucracy.
- Reliance on government affiliated experts and advisers.
- Strong and collective political culture with one dominate political party and almost total party control.
- Strong president determined by party succession rules established by the Chinese Communist Party. Can be elected for 2, 5 year terms
- Homogeneous society and totalitarian political system with factions among political elites and provincial leaders.
- Think tanks are a part of the line structure of government or quasi-government affiliated meaning they are funded exclusively by government in a client-patron relationship with one or more ministries.
 - Examples: Development Research Center of the State Council and Chinese Center International Contemporary Relations.
- Key executive positions are reserved and control by CCP members.
- Closed political system where government affiliated think tanks have greater access to and closer working relationship with policymakers. More stable funding but lower productivity, organizational diversity and innovation.

India

- Decentralize government with state system but power concentrated in Delhi, largest democracy in the world
- Large and powerful bureaucracy.
- Reliance on government affiliated experts and advisers.
- Strong multiparty system based on regional affiliation, strong parties at the central level as well.
- Prime Minister's candidacy is tied to the party in power. Can be elected for 5 year terms, no limits.
- Hyperpluralistic society and pluralist political system with many competing, offsetting interest and actors.
- Think tanks heavily reliant on government and universities for support. Rising involvement of individuals, corporations and private foundations
 - Examples: Institute for Defense Studies and Analysis is government-affiliated. The Observer Research Foundation is independent, Brookings India Center).
- Revolving door for high level officials as they move from government to think tanks and back again. Lack of human capital at the lower and mid-levels (STEM, Low Pay , Prestige)
- An open, democratic and messy policymaking process with many actors and agendas where mostly the media, public opinion influence policy makers. Low productivity, moderate organizational diversity, low innovation, and high corruption.

Japan

- Open, centralized government and decision-making.
- Large, powerful and well respected bureaucracy.
- Reliance on government affiliated experts and advisers.
- Strong and collective political culture with one dominate political party and competing rival parties.
- The Japanese legislature elects the Prime Minister; the candidate is typically the leader of the party in power. Can be elected for unlimited 4 year terms
- Homogeneous society, pluralistic political system with growing number of competing, offsetting interests and actors.
- Think tanks are a part of the line structure of government or quasi-government affiliated meaning they are funded exclusively by government in a client-patron relationship with one or more ministries. Strong corporate donor base. Growing number of independent think tanks.
- Examples: Japan Institute of International Affairs, Asian Development Bank
- An open, democratic and messy policymaking process. Difficulty with engaging public with politics. High productivity, organizational diversity and innovation.

South Korea

- Centralized, increasingly porous, and relatively new system of democratic governance and decision-making.
- Large and powerful bureaucracy.
- Reliance on government affiliated experts and advisers.
- Strong political party affiliation and loyalty. Central parties also heavily controls regional parties.
- President's candidacy is tied to a party. Can be elected for a single 5-year term.
- Increasingly pluralistic society and pluralist political system with many competing, offsetting interests and actors.
- Think tanks are a part of the line structure of government or are funded by affluent corporations "Chaebols"
 - Korean Development Institute (KDI), Korean Economic Institute (KEI), Hyundai Motor-Korea Foundation Center for Korean History and Public Policy, Asan Insitute
- Revolving door high, mid-level and low level officials move from government to think tanks and back again.
- Developing democratic policymaking process. Government affiliated thinks tanks have greater influence over policy making. Slow move toward involving a broader, diverse set of actors in the policymaking process. High productivity, organizational diversity and innovation.



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CAPACITY BUILDING
KNOWLEDGE PARTNERSHIPS
AND SUSTAINABILITY
OF
THINK TANKS IN ASIA



Impact Metrics

- The metrics provided below is designed to serve as a catalyst for a discussion on how to effectively measure the impact of think tanks. It is provided here as background for the think tank ranking process in the hopes that it will help clarify the distinction between outputs and impacts. We ask that you consider the following indicators when contemplating the impact of think tanks:
-
- **Resource indicators:** Ability to recruit and retain leading scholars and analysts; the level, quality, and stability of financial support; proximity and access to decision-makers and other policy elites; a staff with the ability to conduct rigorous research and produce timely and incisive analysis; institutional currency; quality and reliability of networks; and key contacts in the policy academic communities, and the media.
- **Utilization indicators:** Reputation as a “go-to” organization by media and policy elites in the country; quantity and quality of media appearances and citations, web hits, testimony before legislative and executive bodies; briefings, official appointments, consultation by officials or departments/agencies; books sold; reports distributed; references made to research and analysis in scholarly and popular publications and attendees at conferences and seminars organized.
- **Output indicators:** Number and quality of: policy proposals and ideas generated; publications produced (books, journal articles, policy briefs, etc.); news interviews conducted; briefings, conferences, and seminars organized; and staff who are nominated to advisory and government posts.
- **Impact indicators:** Recommendations considered or adopted by policymakers and civil society organizations; issue network centrality; advisory role to political parties, candidates, transition teams; awards granted; publication in or citation of publications in academic journals, public testimony and the media that influences the policy debate and decision-making; listserv and web site dominance; and success in challenging the conventional wisdom and standard operating procedures of bureaucrats and elected officials in the country.



Need for Think Tank Leadership, Innovation and Organizational Development

- Senior executives, managers and scholars of existing government affiliated think tanks and NGO think tanks and other public policy organizations
- Board members of organizations that govern think tanks or work in the policy arena
- Leaders in policy/public sector who rely on think tanks for policy advice
- Government officials and business leaders who want to create or use Think Tanks as tools for modernization and innovation



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- **Utilization indicators:** Reputation as a “go-to” organization by media and policy elites in the country; quantity and quality of media appearances and citations, web hits, testimony before legislative and executive bodies; briefings, official appointments, consultation by officials or departments/agencies; books sold; reports distributed; references made to research and analysis in scholarly and popular publications and attendees at conferences and seminars organized.
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Capacity Building and Organizational Development Modules

- Recruiting and retaining Scholars, Analyst and Research Assistants
- Mobilizing Resources External Relations and Development Staff
- Coalition Building and Stakeholder Engagement with Policymakers, Media and the Public
- Donor Relations and Board Development
- Assuring Quality, Independence, Accountability & Effective Governance
- Assessing Impact and Performance
- Managing the Tensions: Rigor and Relevance, Influence, Independence and Impact

A Effective Capacity Building Program Should Provide the Following:

- A framework for bridging the gap between governments and the world of ideas with policy relevant research;
- Best practices for rethinking organizational design and management including creative approaches for recruiting, motivating and retaining key personnel;
- Effective strategies for researching and analyzing policy problems;
- Ability to identify and harness cutting edge technologies and products that enhance research capacity and impact;
- Innovative strategies for engaging the press, policymakers and the public;
- Capacity building of sustainable networks that facilitate the creation, dissemination and utilization of policy relevant information and ideas; and
- A better understanding of global, regional and national trends in think tank dynamics.

Mission Statement

Think Tanks and Civil Societies Program at penn

- Develop strategies that will improve the performance and effectiveness of think tanks in the creation, dissemination, and utilization of policy-relevant proposals and will engage policymakers and civil society representatives in the policymaking process;
- Create a virtual global think tank that will foster collaboration, information sharing and the transfer of innovative policies and proposals from one institution or policy community to another;
- Promote a constructive dialogue and collaborative analysis on policy issues through the creation of a global community that builds on existing local and regional networks;
- Identify, test, and disseminate strategies and technologies that will facilitate collaborative research and information sharing among public policy research organizations and other policy and knowledge-based institutions around the world; and
- Promote an ongoing interdisciplinary dialogue among think tanks, policymakers and civil society representatives that explores how think tanks can play a critical role in civil societies.

Sampling of TTCSP Partnerships:
Over 100 countries and 60 cities

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Partners





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Dr. McGann is the Senior Lecturer in International Studies and Director, **The Think Tanks and Civil Societies Program (TTCSP)** at the University of Pennsylvania. He teaches international law, international organizations, global public policy and transnational issues and global politics.

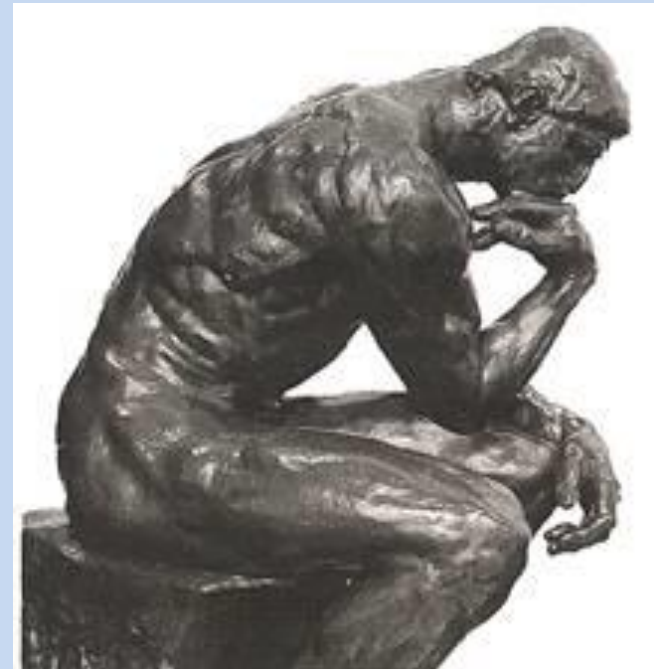
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- All requests, questions and comments should be sent to:
- **James G. McGann, Ph.D.**
- Director
- Think Tanks and Civil Societies Program
- University of Pennsylvania
- 101 Lauder Fischer Hall
256 S. 37th Street
Philadelphia, PA 19104-6305
- Phone: 001 (215) 746-2928
- jmcgann@wharton.upenn.edu





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