




2018

2018 MENA Think Tank Summit

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2018 MENA Think Tank Summit

Disciplines

African Studies | Arts and Humanities | International Relations | Leadership Studies | Near and Middle Eastern Studies | Other International and Area Studies | Other Political Science | Public Affairs, Public Policy and Public Administration

Comments

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REGIONAL
THINK TANK
SUMMIT

**MIDDLE
EAST**

October 3-5, 2018 | Tunis, Tunisia

مركز
الدراسات
المتوسطة
والدولية



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INTRODUCTION



The world is witnessing a rise in populism, nationalism and protectionism, signaling a challenge to the post-WWII order. At the same time, growing transnational challenges such as growing trade tensions, economic

turbulence, climate change, mass migration and refugee crises, as well as traditional and non-traditional security threats, demand that countries and institutions cooperate more regularly and effectively. In addition to these challenges, the Middle East and North Africa is facing a significant period of change where: alliances are shifting; conflict and mass migration of people continues; and sustained economic development remains elusive. The 2018 MENA Think Tank Summit has taken place at a truly extraordinary historical moment for the Middle East and North Africa and for other regions of the world. The post WWII economic, political and security order are being challenged and redefined by national and regional tectonic shifts in domestic and international politics.

Think tanks play a critical role in analyzing, developing and promoting policy solutions, particularly in times of extreme disruption and change. However, these organizations now operate in information-rich societies where facts, evidence and credible research are often ignored — and where “alternative facts” and “fake news” can gain a footing. To remain relevant and impactful, think tanks and policy institutes must simultaneously pursue rigor, innovation, accessibility and accountability more than ever before. As such, the Summit explored not only the ways in which think tanks are currently making a difference and finding solutions to contemporary policy challenges, but also how they can become increasingly relevant in these tumultuous times. To that end, in addition to these pressing contemporary policy challenges, the 2018 MENA Think Tank Summit focused on sharing the best practices for raising funds, recruiting key staff, harnessing new and innovative technologies and responding to increased public scrutiny and discontent.

The 2018 MENA Think Tank Summit featured keynote speakers and panels of thought leaders. They presented a range of strategies and best practices for transforming public policy and institutions in an era of digital and political disruptions, as well as increased social and economic turbulence. There were also a series of breakout groups that explored these issues in greater detail. Finally, a closing keynote, plenary and round table discussion and debates helped draw meaningful conclusions for future policy work and strategies that will help think tanks respond to the new and challenging operating environment.

It was this in mind that participants met in Hammamet, Tunisia for the third MENA Think Tank Summit. The problems discussed included: the necessity for think tanks to collaborate closely and share data, concerns over think tank staffing and the equal representation of women, how to influence government properly without immediately self-censoring, defining independence and the role of think tanks relative to the political environment they work within, and how to utilize the enormous youth population in the region and motivate them to be involved in think tank work, as well as public policy at large. Like the 2017 MENA Think Tank Summit report, this report will divide challenges and recommendations suggested by summit participants into two categories: *institutional challenges* and *ushering in a new age*.

Institutional Challenges

Think tanks all over the world face similar institutional challenges. Securing consistent sources of funding without compromising independence and academic value, finding effective methods to communicate research findings with policy-makers and citizens alike, locating capable staffing, ensuring proper gender representation, and creating a unique think identity that stands out from the competition are not issues that are unique to the Middle East and North Africa. That being said, these issues are especially prevalent in the MENA region because of a lack of think tank tradition and the widely varying political environments that think tanks must operate and maneuver within. Funding – whether it be private or from the state – must be negotiated in a manner that ensures institutional independence. The definition of institution independence itself, especially in MENA, was heavily debated among the summit participants. Think tanks must have their fingers on the pulse and communicate their ideas with their target demographics in mind. Despite the MENA region’s lack of a focus on the social sciences in universities, capable staff must be drawn from the massive population of youth in the region, with an emphasis on gender equality in order to ensure all perspectives are represented. This must be done proactively in order to change think tank culture. Think tanks must take steps to differentiate themselves and highlight their individual strengths, while also collaborating with their peers. Issues in MENA states are almost always regional, and only through cooperation and the sharing of ideas can think tanks work towards making a difference. Participants in Tunisia discussed these points among others in depth, putting forwards ideas in a roundtable, collaborative setting.

Diversifying Funding

Perhaps no issue is as pressing and immediate to MENA think tanks as the securing of funding. In an environment where think tanks do not have a history of influencing public policy, or have been around long enough to demonstrate to their respective states their necessity, a think tank can easily go under without constant effort and resources being funneled into finding new sources



of funding. This can be draining on think tanks, which often find themselves unable to focus on their research and influencing policymakers due to a constant awareness of the uncertainty of their future. Though economic integration in the MENA region is slow-moving, there is a booming private sector. Funding from this private sector, while perhaps more conducive to independent thought, can often be attached to an expectation of immediate results. Think tank work, meanwhile, is focused on long-term results instead of immediate, short-term solutions. Government funding on the other hand, while perhaps more reliable and consistent, can come with strings attached. Being particularly critical of the government comes at an enormous risk. A think tank whose ambition is to influence public policy can struggle should they be controlled by those they hope to sway. Western donors have been consistent think tank contributors in the past, though think tanks in the region are wary of being forced to follow a “Western agenda.”

Short-term funding based on individual research projects has been the norm for MENA think tanks, similar to many other think tanks in many world regions. These short-term projects, however, breed short-term solutions and also put think tanks in direct competition with consulting agencies who often exist solely in the region to do just that. This project-based funding strategy is not always conducive to think tank work, as think tanks are designed to deliver well-informed, long-term analyses of issues being faced in their respective region or state. Constantly seeking out project-based funding also does more to bandage the issue of securing funding for think tanks than solve. Rushed research leads to rushed conclusions, only relevant in the short-term. Think tanks thrive on their ability to conduct in-depth research, where their results make recommendations on concrete solutions in the long-term. Their ambition is to influence public policy, not politics- the distinction here is key. By accepting and relying on project-based commissions, think tanks do themselves a disservice. Not only is it unreliable in terms of consistent funding, it compromises a think tank’s vision, the capability of its scholars, and more often than not, censors findings to cater to the donor. The result is all the worst parts of relying on public and private donors.

Think tanks must look inwards and reestablish their purpose. Though funding is necessary in ensuring a think tank’s survival, nothing is gained from its existence if it does nothing but pander to donors and deliver rushed results. Grant-based funding was proposed as a potential method to protect independence and encourage open criticism and review of government, though this kind of funding is competitive and can put think tanks at odds with one another, as well as NGOs and other organizations looking for similar sources of funding.

Diversifying Funding: Looking to Private Donors

The vibrant private sector of the Middle East and North Africa presents a unique opportunity for think tanks in the region. Private donors that make frequent donations to think tanks within MENA are few and far between. That being said, this is something that should and can change moving forward. Think tanks and private entities within MENA have a great deal in common, with many of their ambitions for the future overlapping. Only with political stability can there be



economic integration and only with economic integration and access to the global market can private businesses within MENA truly flourish to their full potential. This is where think tanks must learn to operate like businesses. Think tanks must know how to properly market themselves. Think tanks, in-house, must have outreach officers and fund-raising teams containing not just educated researchers, but capable entrepreneurs with the ability to sell their product and properly communicate to private donors how establishing a partnership could be beneficial to all parties involved. This 'product' that think tanks pitch is valuable, perhaps more valuable than the region may realize at the moment.

Putting together these fundraising teams was discussed widely by the participants. One thing there was agreement on was that fundraising teams must be home-grown. This can be a bit of a dilemma, as MENA think tanks fundraise through trial and error. Think tanks and private entities in the West have more experience in this arena. This does not, however, mean that they will be effective at doing so within MENA. Relying on them also extends the issue. Partnerships with Western groups to train an in-house team on fundraising tactics could be helpful. Recruiting individuals with connections, both in the public and private sector, is another short-term method to bolster contributions. Regardless, this is an arena that think tanks must invest heavily in now. Though in the short-term, it may take away from the primary focus - promoting and producing research to influence public policy and policymakers - in the long-run, it will mean think tanks have a well-oiled machine in-house with the ability to bring in donations and keep the think tank afloat.

Diversifying Funding: Handling Public Donors

Private donations are extremely attractive and may very well be the future of think tank financial sustainability. However, many existing think tanks today rely on public funding to remain active. Maintaining the delicate balance of relying on the goodwill of the government while simultaneously being independent and not losing touch with their vision can be a daunting task



for a think tank. At the summit, censorship was discussed widely. Think tanks relying on government funding cannot afford to be controversial, nor can they take a public stance dismissing or disagreeing with the government. Good intentions can easily lead to defunding. In a global environment where think tanks everywhere are struggling to remain relevant, a think tank in a politically unstable region like MENA must not throw itself into the fire, not when think tank guidance is so necessary.

It was suggested that receiving public funding does not necessarily mean that a think tank cannot make tangible recommendations to the government, nor does it mean that they lose the ability to influence public policy. This is where “soft diplomacy”, as it was called, comes into play. Think tanks that receive public funding have the added advantage of having government officials as colleagues. This relationship with the government, while rigid, is a relationship nonetheless- one that think tanks reliant on private donors do not have. Properly utilizing these contacts and meeting with them to discuss policy initiatives and recommendations can go a long way. By attempting to influence public policy through private, friendly meetings, a think tank can ensure that its original ideas are heard. They can then use their presence on social media, or their published articles to ensure the public is aware of what exactly specific policies mean, while making gentle recommendations that will not catch the government by surprise. Though it is not necessarily the preferable way to usher in change, it does ensure that a think tank does not become complacent, or worse.

Think tanks, by definition, are not government entities. Interacting with and building close bonds with the government and government actors, however, is not against a think tank’s mission. Building bonds and trust is an effective way to get governments to heed policy advice, as well as continue having a vested interest in funding a think tank’s research. A think tank can offer alternative perspectives to a government without appearing as an antagonist. This is all about framing. When a think tank disagrees with a policy, suggesting another approach in a cooperative, constructive method and working within the system is wise, and can ultimately result in tangible social impact.



Staffing Issues: Bringing in New Faces and New Perspectives

Attracting and retaining qualified staff and personnel continues to be a daunting task for MENA think tanks. This is especially true when it comes to attracting qualified staff from the region. This



is not because of a dearth of expertise or talent, but rather because of the tough sell that working at a think tank can often be. The mix of think tanks not having a storied history in the region, the uncertain job security, and relatively low salaries can make a think tank career a tough sell. The social sciences are also not heavily stressed within the MENA region, with STEM careers having much more prominence to potential think tank scholars and talented young people.

Think tanks in MENA also face a very familiar issue to think tanks internationally. Equal gender representation is a far cry from the reality of the MENA think tank landscape, with women being severely underrepresented, especially at the highest levels. This is not because of a lack of female experts. This excuse does nothing but extend an unfortunate tradition. This lack of representation being a global issue does not absolve think tanks of blame. In recruiting, think tanks must be proactive in making representation a priority. Along with the added perspectives and newly represented voices from within the region, a focus on gender equality can contribute to changing the frustrating narrative of women within MENA.

Youth Engagement and Participation

Developing countries around the world are rich in many resources. One thing they have in common, however, is a massive population of youth. In the Middle East and North Africa, the population of citizens under the age of twenty-five can reach upwards to 60%. With this massive population comes the potential to usher in grand, sweeping change in a relatively short-time. However, mobilizing this youth population and giving them the ability to be active members of their political environment is a dilemma that think tanks in the region have a huge stake in. With this youth population comes the ability to solve political issues, encourage economic integration, draw new global alliances, and change the reputation of think tanks in the region. It is in a think tank's best interest to be invested in encouraging and fostering the intellectual development of youth.



Youth in MENA, like youth globally, are passionate and desire to be part of the public policy process. However, there are obstacles in their way. Underdeveloped curricula in the social sciences, overly ideological education approaches, a lack of networking and knowledge of opportunities, and the brain drain of MENA youth taking their talents abroad all interfere with youth reaching their full potential when it comes to ushering in social change and being properly represented in the public policy process.

In terms of think tank processes, particularly to encourage young people to seek out think tank

careers, participants recommended collaboration with universities to set up internship programs. Think tanks would keep gender representation in mind, but would also make sure that these internships were competitive and rewarding. Interns must be given genuine responsibility and a stake in the research and work they are producing. Only through trust in the youth population can their abilities be fostered properly and can their passions be encouraged properly. Symbolic internships will not encourage the next generation of think tank scholars. Think tanks internationally face the issue of being a “stop-gap” for students, acting as resume-padders for intellectuals looking to go to graduate programs or work for consulting firms. The rewarding nature of working at a think tank must be highlighted.

Communicating More Effectively



Participants at the summit agreed that the average policy maker has very little time to review long-winded, abstract academic publications. With only around half an hour of time to read policy recommendations per day, it is crucial for MENA think tanks to be able to condense their research in short, simple briefs. Proper usage of social media is also a necessity, as it provides think tanks the ability to reach policy makers that had been out of reach before.

This shift in communication is not only relevant to reaching policymakers, but to engage communities as well. It can be difficult to grab the public’s attention with lengthy articles and academic formalities. Utilizing media resources and being able to release interactive, intuitive versions of research is an efficient way to make it easier for the public to understand and be able to share think tank research.



Improving the Inter-Relations of Think Tanks in the Region

Like all MENA summits before, the importance of developing a think-tank network in the region was discussed and flushed out. Think tanks across MENA face identical issues and challenges. Only through cooperation and the willingness to share ideas, data, and advice can think tanks flourish and solutions be properly implemented.

An online think tank hub, where scholars can post their research, pitch events, and communicate more effectively with one another was suggested, with several participants coming forward to take the lead on establishing such a site. Utilizing methods like this is just

one way to ensure that think tanks better utilize their talents. One scholar alone can struggle to make a difference. One think tank alone can feel like it is fighting an uphill battle. A wide network of think tanks, however, working together to solve issues and influence the public policy of their region has the potential to change the future of the region.

What Does it Mean to be Independent?

Being an independent think tank in the Middle East and North Africa is difficult. This difficulty carries over in the very definition of the term. In fact, participants had a wide range of definitions for what it meant to truly be independent in their work. What the participants were able to agree on, however, is that the quality and integrity of a think tank's work was much more important than something as arbitrary as how a think tank defines itself.

The MENA region has a wide range of different governments, political systems, and political environments. Being able to adjust and thrive in these environments means that think tanks across the region will be wildly different. It is fair to assume that no think tank participating in the summit could easily fill the space another exists in. Think tanks must keep this in mind when it comes to putting out research as well as figuring out solutions to think tank woes. Like most issues within MENA, there is no one size fits all approach. It is part of the challenge that think tanks face to be proactive and creative.

Ushering in a New Age



In the 2013 MENA Think Tank Summit, the focus was on transitioning from international research to domestic research; shifting research agendas towards issues in their own nations. In the 2017 MENA Think Tank Summit, it became evident to all parties involved that in order to conduct meaningful research, the MENA region must take into account how intertwined the region is. In the 2018 MENA Think Tank Summit, participants reflected on the changing powers in the MENA region, and how addressing the political future of

the Middle East and North Africa was a regional responsibility. There are no issues that plague individual nations within MENA that do not directly impact their neighbors. In order for think tank research to positively impact MENA, they must not be divisive, but unifying. There are no such things as matters of “national security” in MENA that do not threaten the security of the region at large. Participants also discussed the trade-off between influence and independence.

During a break out session, summit participants discussed ways to increase think tank sustainability in a political environment filled with potential, but within a region of the world where think tanks struggle to be both influential and independent. In order to succeed, it is necessary to locate the “sweet spot” on the spectrum between influence and independence in order to maximize potential policy impact. This is something that think tanks must collaborate to locate. Participants also suggested shifting think tank goals from attempting to convince decision makers to take specific paths, to simply promoting healthy dialogue over policy. In an environment where think tank influence is scarce, it is a better idea to start with tangible, realistic goals. Think tanks must also work to make it obvious that their intention with government is not to lobby for specific policy changes like some sort of political faction, but instead a group of intellectuals genuinely trying to encourage constructive dialogue.

Looking to the Future

Several of the representatives who attended the Summit agreed that MENA Think Tanks are not being proactive in their handling of international affairs. In order to rectify this concern, the focus of think tank research must shift from short-term troubles to long-term analysis--rather than





continually reevaluating the past and examining the present, there needs to be a fundamental transference to looking at the future - particularly due to the ever-changing spheres of influence and regional powers within MENA. And in order to keep up with a turbulent and changing world, think tanks must anticipate challenges rather than waiting for issues to arise. If these research institutions cannot keep tabs on the matters that are plaguing the masses, then they will always be reacting to problems instead of preventing them. Despite the vast differences from country to country and even community to community in the MENA region, to foster sustainable change for the future, MENA Think Tanks must focus on putting aside these differences. Only then will these organizations be able to work together to better not just their own respective countries but the entire MENA region.

Social Media in the Modern World

Think tanks in the region are not utilizing modern communication channels to keep their communities engaged. Technology has revolutionized public access to information, and MENA Think Tanks should be better equipped to keep up with these changes. Websites have become almost obsolete, existing solely as information dumps and reserves of old articles and research. Having a social media presence allows individual think tanks to keep tabs on one another as well as keep tabs in their communities and the issues that they care about. By ignoring these modern platforms of communication, think tanks are hindering their own ability to keep up-to-date and access the most current form of information.

However, simply having a social media presence is not enough. Being able to remain up to date and hold the attention of the masses with these social media profiles is a challenge think tanks must face directly. With such a large population of youth in the region, the majority of which are extremely active on social media, think tanks must address their audience and make themselves marketable to this clientele. Think tanks posting infographics, creating short videos condensing their research and making it easy to understand, recruiting marketable figures within their nations (not just government officials) as spokespeople are among a few ways to increase their marketability and visibility in the social media environment. Unless these steps are taken, social media will be just another way think tanks toss information and research into the void, influencing nobody and remaining obscure despite their unbelievable potential.

Youth Engagement

One of the biggest shortcomings of MENA Think Tanks that was discussed at the 2017 Summit was the lack of youth involvement. Think tanks serve to better the future of the internationally community, in which youth play a critical role. This issue goes hand in hand with the use social media platforms discussed earlier; if think tanks are not successfully keeping up with current



issues that could influence the long term, then they are not achieving their purpose. The most pressing challenges facing the globe today are going to fall into the hands of today's youth, which is why it is so important to make them a target audience for think tank research. MENA Think Tanks should be working together to hear out today's youth and encourage them to conduct their own research and get educated on the issues facing their region. One way MENA Think Tanks can do this is to incentivize young

people to pursue undergraduate and graduate level educations at some of the prestigious institutions found in the region. Too often MENA youth who pursue these higher levels of education come to institutions in Europe and the United States. This creates a disconnect between these educated young people and the issues facing local communities. One scholar at the Summit believed that one of the main issues facing particularly Africa is the susceptibility of young people to find themselves drawn to extremist rhetoric. This issue faces not just Africa but the entire MENA region as a whole. In order to rectify this issue, think tanks must focus on educating youth about the dangers of extremism. It is also important for think tanks to reach out to community leaders and religious leaders to educate them about how their words influence the youth. Taking these steps will help foster a more conducive environment for youth engagement and meaning social change in the MENA region.

Economic Integration and the Future of MENA

Political stability is necessary for proper economic integration. For MENA to enter the global economy as a major player and utilize its massive workforce, it is necessary the region reaches a post-conflict state. With conflict continuing in Syria, the migration crisis in the region still being addressed, Yemen and Libya still in crisis mode, and rebuilding states like Iraq still slowly moving, MENA cannot be expected to immediately become a global player. That being said, this is a future that leaders in the region must strive for and think tanks must contribute to.



Hints of the MENA region's potential in economic integration can be found in the Maghreb region, with trade with EU nations ongoing, though on a small scale. A booming tourism sector is also a valuable way to advance this. Trade within MENA nations would also be useful in this regard.

Economic integration must be based in something more than a "shared identity" in the region. MENA has no history of economic integration and deep cooperation in this field. This integration must be joined with integration in other sectors as well. This is a field that MENA scholars will

surely continue to devote effort and resources to, as it is the only way for nations within the Middle East and North Africa to accomplish the economic stability that leads to political stability.

The Need for Long-Term Vision



Participants agreed that it was necessary to move past short-term thinking and instead focus efforts on long-term, in-depth research on problem solving that is conducive to concrete solutions. Short-term solutions are efficient in getting a think tank attention from decision makers. Populist leaders in MENA are quick to look for rapid fixes to issues. This is something that think tanks in the region have attempted to take advantage of in the past, hoping that by offering short-term, quick solutions, policy makers will acknowledge them. This would lead to the evidence of influence that think tanks so desperately need to secure funding and be taken seriously in the region. However, these rapid fixes would be a detriment in the current political climate in the region. Short-term solutions are what led to the disarray that the Middle East and North Africa finds itself in today. Conflict cannot be solved by added conflict. The MENA region's desire to move past conflict and become peaceful and sustainable goes hand in hand with MENA think tanks and their desire to come up with long-term, beneficial policy suggestions.

The Need for Greater Public Engagement

With the public in the MENA region becoming a more vocal, more political force within MENA, it is increasingly apparent that think tanks must be able to properly engage the masses, particularly the massive youth base. It is for this reason that think tank research must be digestible to the public. Research must be distributed in local dialect, think tanks must have a presence on social media and utilize the knowledge of younger scholars to ensure that they never seem outdated or out-of-touch with the citizenry. Policy briefs must be published in a concise, easily understood manner. In a region where politics have become so polarized and citizens feel far from the political process, it is up to local think tanks to facilitate and foster meaningful, informative public debates. In this manner, the public will have a determining role in steering think tank agendas. Think tanks within MENA, like in other areas of the world, risk focusing on niche issues and losing touch with actual societal needs. Public forums must occur frequently, and above all, the youth in the region must be engaged in meetings. This, along with collaborating with NGOs and CSOs will effectively ensure that think tanks keep their finger on the pulse.

Conclusion



The third MENA Think Tank Summit was a productive, dynamic forum where regional scholars had the opportunity to discuss openly the issues they believed were most pressing in a time of changing regional powers. Participants were pleased and expressed great satisfaction with the work of the Summit organizers. Following a successful summit in 2017, this summit has already led to a scramble to figure out the details for next year's summit. It has encouraged a strong desire to hold annual think tank meetings, as well as frequent regional meetings based on specific policies.

Key issues discussed fell into two major themes: institutional challenges and ushering in a new age. The necessity of diversify funding, solve perennial staffing issues, encourage equal gender representation within think tanks, find ways to balance independence and influence, and motivate the massive youth population within MENA were all heavily discussed and regarded as issues of the utmost importance. Participants agreed that think tanks must take an active approach in shaping their perception and must remain committed to influencing public policy in the region, for the region. In all areas, participants stressed the importance of properly utilizing and motivating youth participation. Their unique voice, coupled with their desire to bring about change in the region and their ability to adapt to an ever-changing world makes them a necessity for think tank success in the MENA region.

All participants involved expressed their desire to make this conference a yearly tradition, viewing the opportunity to connect and network with other think tanks in the region as a powerful opportunity. Conferences such as the 2018 MENA Think Tank Summit must work as a catalyst for increased discussion and close collaboration in the immediate future. Participants expressed interest in smaller conferences as well scattered throughout the year, where nearby think tanks within MENA can meet and discuss policy-specific issues. A successful MENA think tank community is one that is well-connected. An online hub to make this a reality is a great step in making this a reality. Frequent meetings give think tank scholars and executives the chance to collaborate on solutions to policy issues impacting the region at large, brainstorm to find new funding sources, and better engage the public moving forward. This spirit of cooperation will encourage the sharing of data between think tanks as well. Participants at the summit agreed



that state problems in MENA are regional problems. The shared history, borders, and identities mean that no conflict is isolated. By banding together, the opportunity to make a difference and usher in change is drastically increased.

Out of all world regions, none needs the guidance and voice of think tanks more than MENA. Few also have the massive workforce, huge youth base, and unbelievable potential to shape the world and contribute to the global economy moving forward. Think tanks must be active, vocal, and unafraid to play a major role in ushering in change.

Participant Recommendations

- Developing a networking list of women that are experts in certain fields and that can collaborate together
- Due to the increased youth population in the MENA region, think tanks must learn to attract and engage them
- Think tanks should mentor women to lead projects
- Create a forward research agenda foreseeing events in the future
- Promote critical thinking needed for think tanks in universities to promote and involve the youth
- Educate public on what think tanks are and what they do - important to increase the capacity at which think tank work/impact is shared to increase engagement
- There is no history of integration in the region – to increase economic integration Maghreb countries need to create regional institute to represent joint economic needs of Maghreb countries. Create a regional agreement that confronts the issue of it being costlier to export to the rest of the region than with nations outside the MENA region. Try to frame arguments for economic integration in more political terms. Removal of tariff barriers has increased potential for trade in the region by reintegrate EU-Mediterranean agreement or similar regional agreement. Develop an economic strategy that targets increased foreign direct investment.
- Think tanks in the region are not utilizing modern communication channels to keep their communities engaged. Technology has revolutionized public access to information, and MENA think tanks should be better equipped to keep up with these changes. Websites have become almost obsolete, existing solely as information dumps and reserves of old articles and research. Having a social media presence allows individual think tanks to keep tabs on one another as well as keep tabs in their communities and the issues that they care about. By ignoring these modern platforms of communication, think tanks are hindering their own ability to keep up-to-date and access the most current form of information. However, simply having a social media presence is not enough. Being able to remain up to date and hold the attention of the masses with these social media profiles is a challenge think tanks must face directly. With such a large population of youth in the

region, the majority of which are extremely active on social media, think tanks must address their audience and make themselves marketable to this clientele. Think tanks posting infographics, creating short videos condensing their research and making it easy to understand, recruiting marketable figures within their nations (not just government officials) as spokespeople are among a few ways to increase their marketability and visibility in the social media environment. Unless these steps are taken, social media will be just another way think tanks toss information and research into the void, influencing nobody and remaining obscure despite their unbelievable potential.

- Collective Arab-Maghreb approach on how to deal with migration issues
- Address ways to integrate people into “new” society instead of identifying them as outcasts right from the start
- A developed Africa would mean no migration- economic development and building an internal, strong structure is necessary
- We need a collective Arab (MENA) strategy and approach to deal with emerging issues, especially all-encompassing issues like forced migration. MENA region places blame on others, where is the Arab League? There is no collective Arab approach on how to deal with these issues. We must keep in mind that there are different models of migration. We have a shared responsibility when it comes to dealing with issues caused by migration, specifically terror migration. A developed Africa would mean no migration- economic development and building an internal, strong structure is necessary. If Europeans and others in more stable countries do not want immigrants, they must help African/Middle Eastern countries develop an economy.
- In many cases, the interests of nations within MENA are the same. It is crucial that countries within the region focus not only on maintaining the integrity of their borders and authority, but also understand their interests moving forward. This will help MENA nations establish alliances with growing regional and international powers, if not become a regional power themselves. Being able to understand the weaknesses of one’s own state and what is necessary to grow and prosper is an important way for MENA nations to not simply be taken into the sphere of influence of a larger, more dynamic power; but instead create alliances based on mutual interest and need.



Agenda

Wednesday, 3 October – Russelior Hotel (BP 76, Yasmine Hammamet 8040, Tunisia)

08.00 – 15.00 Participants arrive in Tunisia

16.30 – 17.00 Registration

17.15 – 17.30 **Welcome Summit Hosts and Organizers**

Ahmed Driss, President and Director, Centre des Etudes Méditerranéennes et Internationales (CEMI) (Tunisia)

Winfried Weck, Head of Team Agenda 2030, Konrad Adenauer Stiftung (KAS) (Germany)

James McGann, Director Think Tanks and Civil Societies Program TTCSP, University of Pennsylvania (United States)

17.45 – 18.30 Official Welcome to Tunisia and Keynote Address:

Neji Jalloul, Minister General Director of the Tunisian Institute of Strategic Studies (ITES) (Tunisia)

18.45 – 19:45 **MENA Think Tank President's Panel**

A group of Chief Executive officers from across the Middle East and North Africa will discuss the key policy issues confronting their countries, as well as the organizational challenges facing their respective think tanks. The discussion will focus on the key policy issues, strategies, plans and programs that each CEO has developed to meet both the challenges and opportunities presented by this new and complex environment in which all think tanks must operate.

Chair: Rym Ayadi, President and Founder, Euro-Mediterranean Economists Association (EMEA) (Tunisia/Spain)

Panelists:

Diawer Ala'Aldeen, President, Middle East Research Institute (MERI) (Kurdistan Region of Iraq)

Musa Shteivi, Director, Center for Strategic Studies (CSS), University of Jordan (Jordan)

Ahmed Driss, President and Director, Centre des Etudes Méditerranéennes et Internationales (CEMI) (Tunisia)

Othmani Slim, President, Cercle d'Action et de Réflexion autour de l'Entreprise (CARE) (Algeria)

Adam Sieminski, President, King Abdullah Petroleum Studies and Research Center (KAPSARC) (Saudi Arabia)

19.45 – 20.15 Welcome Reception and Dinner

Thursday, 4 October – Russelior Hotel (BP 76, Yasmine Hammamet 8040, Tunisia)

08.30 – 09.00 Registration

09.00 – 09.15 Program Overview

James G. McGann, Director, Think Tanks and Civil Societies Program, Lauder Institute, University of Pennsylvania (United States)

09.15 – 11.00 Plenary Session I and Roundtable Discussion I:

« New Faces and New Ideas: The Future of Think Tanks and Policy Advice in the MENA Region »

The Panel will feature women, young scholars and executives from think tanks from across the Middle East and North Africa. The panelists have been asked to address the following questions: Why did you choose to work at a think tank? How do you assess the current state of think tanks and policy advice in the region? What specific recommendations would you suggest to improve the role and impact of think tanks? Finally, and most importantly, what recommendations would you make to improve the careers of women, young scholars and executives at think tanks?

Chair: Mohammed Al-Sulami, Founder and Chairman, Rasanah: International Institute for Iranian Studies (Saudi Arabia)

Panelists:

Anas El Gomati, Director, Sadeq Institute (Libya)

Itxaso Domínguez de Olazábal, Middle East & Maghreb Coordinator, Fundación Alternativas (Spain)

Nadine El Masri, Managing Director and Finance Management, Brookings Doha Center (Qatar)

Ibrahim Bakri, Summit Coordinator, Think Tanks and Civil Societies Program, Lauder Institute, University of Pennsylvania (United States)

11:15 – 11:30 Coffee and Tea Break

11:30 – 13:00 Plenary Session II and Roundtable Discussion II:

« New Roadmap for MENA Economic Integration »

For several decades, the MENA region has not been effectively integrated into the global economic and political system. But the first decade of the 21st century has seen several MENA countries applying for regional integration agreements outside of the region. How are we to interpret this change? What are the implications on the ongoing efforts to promote economic integration in the region? Are these changes a result of the failure of regional

integration efforts or of the appearance of new and more fruitful opportunities in the South (Africa) and East (Asia)?

Chair: Ilhem Brini, Program Coordinator, Friedrich-Ebert-Stiftung (Tunisia)

Panelists:

Mohammed Loulichki, Senior Fellow, OCP Policy Center (Morocco)

Slim Bahrini, Executive Director, Maghreb Economic Forum (MEF) (Tunisia)

Hamza Meddeb, Nonresident scholar at the Carnegie Middle East Center (Lebanon)

13.00 – 14.30 Lunch and Keynote Address

Hichem Ben Ahmed, State Secretary to the Minister of Commerce for Foreign Trade (Tunisia)

14.30 – 16.00 *Breakout Sessions I* (2 Concurrent Sessions):

The Break Out Sessions will include a set of critical policy issues facing think tanks and policy makers, as well as the challenges facing think tank scholars and executives. These sessions are intended to be interactive and focus on sharing best practices, strategies and innovative approaches. Participants can select one of the three concurrent sessions listed below. A second set of Break Out Sessions will be repeated the next day to give everyone the opportunity to participate in at least two sessions.

Session A: « Think and Do Tank: The New Business Model for Think Tanks »

Think tanks must adapt to the rapidly changing policy and business environment in which they now operate. The objective of this session is to capture these new dynamics and provide a road map for how to meet these challenges. Specifically, how think tanks are meeting the demands to not only produce high quality research and advice, but to effectively communicate and disseminate their research findings to a range of stakeholders and new audiences.

Chair: Paolo Magri, Executive Vice President and Director, Italian Institute for International Political Studies (ISPI) (Italy)

Panelists:

Hillary Wiesner, Program Director, Transnational Movements and the Arab Region, Carnegie Corporation of New York (United States)

Nadine El Masri, Managing Director and Finance Management, Brookings Doha Center (Qatar)

Hassan Al Omari, Head of Studies and Policies Department, Emirates Policy Center (EPC) (United Arab Emirates)

James G. McGann, Director, Think Tanks and Civil Societies Program, Lauder Institute, University of Pennsylvania (United States)

Session B: « Economic, Political and Security Implications of Mass Migration in MENA »

The gradual migration of citizens moving from rural areas to cities has been a pattern in MENA for a number of years. However, the challenges of providing employment, schools and health and human services remain in many countries in the region. As these crises grow, the economic, national security and health implications become more prevalent. What can countries in the region do to address the issues raised by the migration of people in the region? What measures can countries take to mitigate the political, economic, and humanitarian consequences of a mass migration of people from rural areas to cities and the more problematic cross border migration?

Chair: Haizam Amirah-Fernández, Senior Analyst, Elcano Royal Institute (Spain)

Panelists:

Musa Shteivi, Director, Center for Strategic Studies (CSS), University of Jordan (Jordan)

Dorothee Schmid, Director of Turkey/Middle East Program, Institut Français des Relations Internationales (IFRI) (France)

Jawad Kerdoudi, Président, Institut Marocain des Relations Internationales (IMRI) (Morocco)

Omar Al-Ubaydli, Acting Director of Research, Bahrain Center for Strategic, International and Energy Studies (Bahrain)

16.15 – 17.30 Roundtable Discussion Plenary Session

18.30 – 20.00 Dinner and Keynote Address

Zied Ladhari, Minister of Development, Investment and International Cooperation (Tunisia)

Friday, 5 October – Russelior Hotel (BP 76, Yasmine Hammamet 8040, Tunisia)

08:45 – 9:00 Opening Remarks

9:00 – 10:30 **Breakout Sessions II (2 Concurrent Sessions):**

Session A: « The Future or Back to the Future?: New Actors and Alliances in the MENA Region »

The Middle East and North Africa is facing a significant period of change. Alliances are shifting, conflict and mass migration of people is continuing, and sustained economic and development is remaining elusive. The 2018 MENA Think Tank Summit is taking place at a truly extraordinary historical moment for the Middle East and North Africa, as well as other regions of the world. The post WWII economic, political and security order are being challenged and redefined by national and regional tectonic shifts in domestic and international politics.

Chair: Canan Atilgan, Director of Regional Program: Political Dialogue South Mediterranean, Konrad Adenauer Stiftung (Tunisia)

Panelists:

Adam Sieminski, President, King Abdullah Petroleum Studies and Research Center (KAPSARC) (Saudi Arabia)

Jawad Kerdoudi, Président, Institut Marocain des Relations Internationales (IMRI) (Morocco)

Wolfgang Mühlberger, Senior Research Fellow EU-MENA, the Finnish Institute of International Affairs (FIIA) (Finland)

Session B: « Assuring the Quality, Independence and Integrity of Think Tanks in the MENA Region »

In recent years, the issue of how to assure the quality, independence and integrity of think tanks has become a global issue. At the core of this debate is how to assure the quality and credibility of the analysis and advice provided by think tanks. Helping think tanks meet these complex challenges has been a major priority of the TTCSP. This session will present the policies and procedures developed by think tanks around the world to assure the independence and integrity of their research.

Chair: James G. McGann, Director, Think Tanks and Civil Societies Program, Lauder Institute, University of Pennsylvania(United States)

David Hobbs, Vice President of Research, King Abdullah Petroleum Studies and Research Center (KAPSARC) (Saudi Arabia)

Al Hasan Zwayne, Director of Development, Brookings Doha (Qatar)

Arafat Madi Shoukri, Senior Researcher, Aljazeera Centre for Studies (AJCS) (Qatar)

Mohanad Hage Ali, Director of Communications, Carnegie Middle East Center (Lebanon)

10:30 – 11:45 Closing Plenary Session: Breakout Sessions Reports, Conclusions and Action Agenda for 2019

Is the Closing the Chairs of the Breakout Sessions report out on the key findings and recommendations of their respective groups this will be followed by a Round Table discussion which will formulate a series of conclusions that might be drawn from the Summit and a set of actions that the participants might work on in the months following the Summit. Finally, there will be a call for possible hosts for the 2019 MENA Think Tank Summit.

11:45 – 12.00 Closing Remarks: Summit Hosts and Organizers

Ahmed Driss, President and Director, Centre des Etudes Méditerranéennes et Internationales (CEMI) (Tunisia)

Winfried Weck, Head of Team Agenda 2030, Konrad Adenauer Stiftung (KAS), (Germany)

James McGann, Director Think Tanks and Civil Societies Program TTCSP, University of Pennsylvania (United States)

12:00 – 13:30 Lunch and Networking

List of Participants

Mr. Abdulkarem Hassan Mohammed Al-Hubaishi
Executive Manager
Strategic Fiker Center for Studies

Mr. Nawaf Al-Issa
Political Researcher
International Institute for Iranian Studies
(RASANAHA)

Mr. Hasan Al-Omari
Head of Studies & Policies Department
Emirates Policy Center

Dr. Najla Al-Qasemi
Senior Researcher
Dubai Public Policy Research Center

Dr. Mohammed Al-Sulami
Founder and Chairman
International Institute for Iranian Studies
(RASANAHA)

Dr. Omar Al-Ubaydli
Acting Director of Research
Bahrain Center for Strategic, International
and Energy Studies (Derasat)

Dr. Dlawer Ala'Aldeen
President
Middle East Research Institute (MERI)

Dr. Hesham Alghannam
Senior Research Fellow
King Faisal Center for Research and Islamic
Studies

Héla Aloulou
Solidar Tunisie

Mr. Haizam Amirah-Fernandez
Senior Analyst
Elcano Royal Institute

Dr. Canan Atilgan
Director, Regional Program Political Dialogue
South Mediterranean Konrad Adenauer Stiftung

Dr. Rym Ayadi
Founder and President
Euro-Mediterranean Economists Association

Dr. Ahmed Azirar
Founder
Association Marocaine des Economistes
d'Entreprised (AMEEN)

Mr. Slim Bahrini
Executive Director
Maghreb Economic Forum (MEF)

Mr. Ibrahim Bakri
Think Tanks and Civil Societies Program (TTCSP)
University of Pennsylvania

Mr. Hichem Ben Ahmed
Tunisia's State Secretary to the Minister of
Commerce for Foreign Trade

Mr. Yousri Ben Hammad
Scientific Coordinator "Tunisian School of
Politics"
Centre for Mediterranean and International
Studies (CEMI)

Dr. Karim Ben Kahla
Professor
Cercle Kheireddine

Dr. Ahmad Benmihoub
Deputy Director
Centre de Recherche en Economie Appliquée
pour le Développement (CREAD)

Ms. Ilhem Brini
Regional Program Manager
Friedrich-Ebert-Stiftung (FES)

Dr. Richard Burchill
Director of Research and Engagement
TRENDS Research & Advisory

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European Institute of the Mediterranean (EIM)

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Project Director - Economic Policies
Friedrich-Ebert-Stiftung MENA

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Middle East & Maghreb Coordinator
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Fundacion Alternativas

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(CEMI)

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Director of Research
Emirates Diplomatic Academy

Mr. Anas El Gomati
Director
Sadeq Institute

Ms. Akudo Ejelonu, MPH MES
PhD Candidate
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University of Pennsylvania

Dr. Heba Gamal El Dean El Azab
Assistant Professor of Comparative Politics
Institute of National Planning

Ms. Nadine El Masri
Managing Director
Brookings Doha Center

Dr. Amani El Taweel
Director of the International Relations Unit
Al-Ahram Center for Political and Strategic Studies

Dr. Sarah Feuer
Research Fellow
Institute for National Security Studies

Mr. Mohamed Zied Hadhri
Head of the Project Management Office
Mediterranean and International Studies (CEMI)

Dr. Mohanad Hage Ali
Director of Communications
Carnegie Middle East Center

Mr. Majdi Hassen
Executive Director

Arab Institute of Business Leaders (IACE)

Mr. David Hobbs
Vice President of Research
King Abdullah Petroleum Studies and Research
Center (KAPSARC)

Ms. Hanen Kalai
Project Officer
Center of Mediterranean and International Studies
(CEMI)

Mr. Jawad Kerdoudi
President
Institut Marocain des Relations Internationales
(IMRI)

Ms. Amira Kridagh
Legal and Advocacy Officer

Solidar Tunisie

Mr. Zied Ladhari
Tunisia's Minister of Development
Investment and International Cooperation

Mr. Mohammed Loulichki
Senior Fellow
OCP Policy Center

Ms. Amina Magouri
Investment and Public Policies Manager
Capital Consulting

Dr. Paolo Magri
Executive Vice President and Director
Italian Institute for International Political Studies
(ISPI)

Ms. Oriana Marie Mansur
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University of Pennsylvania

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Think Tanks and Civil Societies Program
(TTCSP)
University of Pennsylvania

Dr. Hamza Meddeb
Non-Resident Fellow
Carnegie Middle East Center

Mr. Henrik Meyer
Country Rep
Friedrich-Ebert-Stiftung Tunisia

Ms. Jlaiel Nahed
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Mr. Ussal Sahbaz
Chief Executive Officer
Centre for Economics and Foreign Policy
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Dr. Mohamed Sbitli
Senior Research Fellow
King Faisal Center for Research and Islamic
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Dr. Dorothee Schmid
Director of Turkey/Middle East Program
Institut Français des Relations
Internationales (LFRI)

Dr. Arafat Madi Shoukri
Senior Researcher
Aljazeera Centre for Studies (AJCS)

Prof. Musa Shteivi
Director
Center for Strategic Studies (CSS)
University of Jordan

Mr. Adam Sieminski
President
King Abdullah Petroleum Studies and Research
Center (KAPSARC)

Mr. Néjib Trabelsi
Executive Director
Cercle Kheireddine

Mr. Winfried Weck
Head of Team Agenda 2030 /Sustainable
Development
Konrad-Adenauer-Stiftung

Dr. Hillary Wiesner
Program Director
Transnational Movements and the
Arab Region Carnegie
Corporation of New York

Mr. Al Hasan Zwayne
Director of Development
Brookings Doha Center

List of Participating Organizations

- Africa WorldWide Group Think Tank
- Aljazeera Centre for Studies (AJCS) (Qatar)
- Arab Institute of Business Leaders (IACE) (Tunisia)
- Bahrain Center for Human Rights (BCHR) (Bahrain)
- Bahrain Center for International Strategic and Energy Studies (Derasat) (Bahrain)
- Brookings Doha (Qatar)
- Capital Consulting (Tunisia)
- Carnegie Corporation (United States)
- Carnegie Middle East Center (Lebanon)
- Center for Strategic Studies (CSS), University of Jordan (Jordan)
- Cercle d'Action et de Réflexion autour de l'Entreprise (CARE) (Algeria)
- Cercle Kheireddine (Tunisia)
- Dubai Public Policy Research Center (B'huth) (United Arab Emirates)
- Egyptian Center for Public Policy Studies (ECPPS) (Egypt)
- Egyptian Council for Foreign Affairs (ECFA) (Egypt)
- Elcano Royal Institute (Spain)
- Emirates Diplomatic Academy (EDA) (United Arab Emirates)
- Emirates Policy Center (EPC) (United Arab Emirates)
- Ethiopian Development Research Institute (EDRI) (Ethiopia)
- Euro-Mediterranean Economists Association (EMEA) (Spain)
- European Institute of the Mediterranean (IEMed) (Spain)
- Finnish Institute of International Affairs (FIIA) (Finland)
- Friedrich-Ebert-Stiftung (MENA)
- Friedrich-Ebert-Stiftung (Tunisia)
- Fundación Alternativas (Observatory of Spanish Foreign Policy-OPEX) (Spain)
- Institut Français des Relations internationales (IFRI) (France)
- Institut Marocain des Relations Internationales (IMRI) (Morocco)
- Institute of National Planning (INP) (Egypt)
- Italian Institute for International Political Studies (ISPI) (Italy)

Jousoryemen Foundation (Yemen)

King Abdullah Petroleum Studies and Research Center (KAPSARC) (Saudi Arabia)

King Faisal Center for Research and Islamic Studies (KFCRIS) (Saudi Arabia)

Konrad Adenauer Stiftung (KAS) (Germany)

Konrad Adenauer Stiftung (KAS) (Tunisia)

Maghreb Economic Forum (MEF) (Tunisia)

Middle East Research Institute (MERI) (Iraq)

Moroccan Association of Enterprise Economists (AMEEN) (Morocco)

OCP Policy Center (Morocco)

Rasanah: International Institute for Iranian Studies (Saudi Arabia)

Sadeq Institute (Libya)

Solidar Tunisie (Tunisia)

Strategic Fiker Center for Studies (Turkey)

Tunisian Institute for Strategic Studies (ITES) (Tunisia)

TRENDS Research & Advisory (United Arab Emirates)

Think Tanks and Civil Societies Program (TTCSP), Lauder Institute, University of Pennsylvania (United States)

Participating Organizations



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The Egyptian Center For Public Policy Studies



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FINNISH INSTITUTE
OF INTERNATIONAL AFFAIRS





Summit Planning Committee

Al Ahram Center for Political and Strategic Studies (ACPSS) (Egypt)



Brookings Doha Center (Qatar)



Carnegie Middle East Center (Lebanon)



Center for Strategic Studies (Jordan)



Centre des Etudes Méditerranéennes et Internationales (Tunisia)



Emirates Policy Center (EPC) (United Arab Emirates)



Italian Institute for International Political Studies (ISPI) (Italy)



Konrad Adenauer Stiftung (KAS) (Tunisia)



OCP Policy Center (Morocco)



Rasaneh: International Institute for Iranian Studies (Saudi Arabia)



Think Tanks and Civil Societies Program (TTCSP), Lauder Institute, University of Pennsylvania (United States)



Summit Host and Organizers

Centre des Etudes Méditerranéennes et Internationales (CEMI) (Tunisia)



Konrad Adenauer Stiftung (KAS), (Germany)



Think Tanks and Civil Societies Program TTCSP, University of Pennsylvania (United States)



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Friedrich-Ebert-Stiftung (Tunisia)



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Konrad Adenauer Stiftung (KAS) (Tunisia)

Global Partners

Friedrich-Ebert-Stiftung (Germany)



Italian Institute for International Political Studies (ISPI) (Italy)



Konrad Adenauer Stiftung (KAS) (Germany)



2018-2019 Think Tank Summit Schedule

November 7-9, 2018 Global Think Tank Summit, Brussels Belgium

TTCSP Partner: Bruegel

November 21-23, 2018 Asia Think Tank Summit, Bali, Indonesia

TTCSP Partner: Economic Research Institute for ASEAN and East Asia (EIRA)

December 13 & 14, 2018 India Think Tank Forum, Mumbai, India

TTCSP Partners: Observer Research Foundation

January 31, 2019 2018 Global Go To Think Tank Launch and Why Think Tanks

and Facts Matter Events, Washington, DC and New York—join over 200 think tanks worldwide for this year’s theme; “Why Facts and Think Tanks Matter”

February 2019 Africa Think Tank Summit

Proposed Location: South Africa

March 4-6 2019 MENA Public Policy and Organizational Innovations Forum

TTCSP Partners: TBD

March 26-28, 2019 North America Think Tank Summit, Washington, DC

TTCSP Partners: Urban Institute, Peterson Institute for International Economics

April 10-12, 2019 Europe Think Tank Summit, Madrid, Spain

TTCSP Partners: Elcano Royal Institute, Fundación Alternativas

May 20-21, 2019 China Think Tank Innovation Forum

TTCSP Partner: Center for China and Globalization, China

*Summits and Fora dates are subject to change but are confirmed unless otherwise

Think Tanks & Civil Societies Program

The Lauder Institute

The University of Pennsylvania

“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 database of over
8,000 think tanks...

All requests, questions, and comments should be directed to

James G. McGann, Ph.D.

Senior Lecturer, International Studies

Director

Think Tanks and Civil Societies Program

The Lauder Institute

University of Pennsylvania



About TTCSP

Think Tanks and Civil Societies Program

The Think Tanks and Civil Societies Program (TTCSP) of the Lauder Institute at the University of Pennsylvania conducts research on the role policy institutes play in governments and civil societies around the world. Often referred to as the “think tanks’ think tank,” TTCSP examines the evolving role and character of public policy research organizations. Over the last 30 years, the TTCSP has developed and led a series of global initiatives that have helped bridge the gap between knowledge and policy in critical policy areas such as international peace and security, globalization and governance, international economics, environmental issues, information and society, poverty alleviation, and healthcare and global health. These international collaborative efforts are designed to establish regional and international networks of policy institutes and communities that improve policy making while strengthening democratic institutions and civil societies around the world.

The TTCSP works with leading scholars and practitioners from think tanks and universities in a variety of collaborative efforts and programs and produces the annual Global Go To Think Tank Index that ranks the world’s leading think tanks in a variety of categories. This is achieved with the help of a panel of over 1,900 peer institutions and

experts from the print and electronic media, academia, public and private donor institutions, and governments around the world. We have strong relationships with leading think tanks around the world, and our annual Think Tank Index is used by academics, journalists, donors and the public to locate and connect with the leading centers of public policy research around the world. Our goal is to increase the profile and performance of think tanks and raise the public awareness of the important role think tanks play in governments and civil societies around the globe.

Since its inception in 1989, the TTCSP has focused on collecting data and conducting research on think tank trends and the role think tanks play as civil society actors in the policy-making process. To date TTCSP has provided technical assistance and capacity building programs in 81 countries. We are now working to create regional and global networks of think tanks in an effort to facilitate collaboration and the production of a modest yet achievable set of global public goods. Our goal is to create lasting institutional and state-level partnerships by engaging and mobilizing think tanks that have demonstrated their ability to produce high quality policy research and shape popular and elite opinion and actions for public good.

The Lauder Institute of Management and International Studies

The Lauder Institute of Management and International Studies offers an M.A. in international studies and conducts fundamental and policy-oriented research on current economic, political, and business issues. It organizes an annual

conference that brings academics, practitioners, and policy makers together to examine global challenges such as financial risks, sustainability, inequality, and the future of the state.

University of Pennsylvania

The University of Pennsylvania (Penn) is an Ivy League school with highly selective admissions and a history of innovation in interdisciplinary education and scholarship. Its peer institutions are Harvard, Stanford, Columbia, Brown, Dartmouth, and the University of Chicago in the US and Oxford and Cambridge in the UK. A world-class research institution, Penn boasts a picturesque campus in the middle of Philadelphia, a dynamic city that is conveniently located between Washington, D.C. and New York, New York. Benjamin Franklin founded the University of

Pennsylvania in 1740 to push the frontiers of knowledge and benefit society by integrating study in the liberal arts and sciences with opportunities for research and practical, pre-professional training at both the undergraduate and graduate levels. Penn is committed to meeting the full-demonstrated need of all undergraduates with grant-based financial aid, making this intellectually compelling integration of liberal and professional education accessible to talented students of all backgrounds and empowering them to make an impact on the world.

TTCSP Recent and Forthcoming Publications:

Think Tanks: The New Knowledge and Policy Brokers in Asia (Brookings Press and Asian Development Bank Institute, 2019) <https://www.brookings.edu/book/think-tanks/>

Trends and Transitions in Security Expertise from Deterrence to Climate Change and Back Again (Routledge, 2017) <https://www.routledge.com/Global-Trends-and-Transitions-in-Security-Expertise-From-Nuclear-Deterrence/McGann/p/book/9781138304000>

Think Tanks, Foreign Policy and the Emerging Power Policy Networks (MacMillan, 2017) <https://www.palgrave.com/us/book/9783319603117>

Think Tanks and Emerging Power Policy Networks (MacMillan, 2017) <https://www.palgrave.com/us/book/9783319719542>

The Fifth Estate: Think Tanks Public Policy and Governance (Brookings, 2016) <https://www.brookings.edu/wp-content/uploads/2016/06/chapter-one-the-fifth-estate.pdf>

Think Tanks and SDGs: Catalysts for Analysis, Innovation and Implementation (TTCSP 2015) <http://www.lulu.com/shop/james-mcgann/think-tanks-and-sdgs-catalysts-for-analysis-innovation-and-implementation/paperback/product-22563604.html>

How Think Tanks Shape Development Policies (University of Pennsylvania Press, 2014) <http://www.upenn.edu/pennpress/book/15244.html>

Security Expertise Practice, Power, Responsibility (Chapter 6) (2014 Routledge) <https://www.routledge.com/Security-Expertise-Practice-Power-Responsibility/Berling-Bueger/p/book/9781138819115>

Think Tanks and Global Policy Networks, Chapter in an edited volume (Routledge, 2013) <https://www.routledge.com/International-Organization-and-Global-Governance/Weiss-Wilkinson/p/book/9781138236585>

Global Think Tanks, Policy Networks and Governance (Routledge, 2010) <https://www.routledge.com/Global-Think-Tanks-Policy-Networks-and-Governance/McGann-Sabatini/p/book/9780415779791>