



2019

2019 European Think Tank Summit

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McGann, James G., "2019 European Think Tank Summit" (2019). *TTCSP Global and Regional Think Tank Summit Reports*. 32.
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2019 European Think Tank Summit

Disciplines

International and Area Studies | Political Science | Public Affairs, Public Policy and Public Administration

Comments

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2019 European Think Tank Summit

Madrid, Spain | 10-12 April 2019

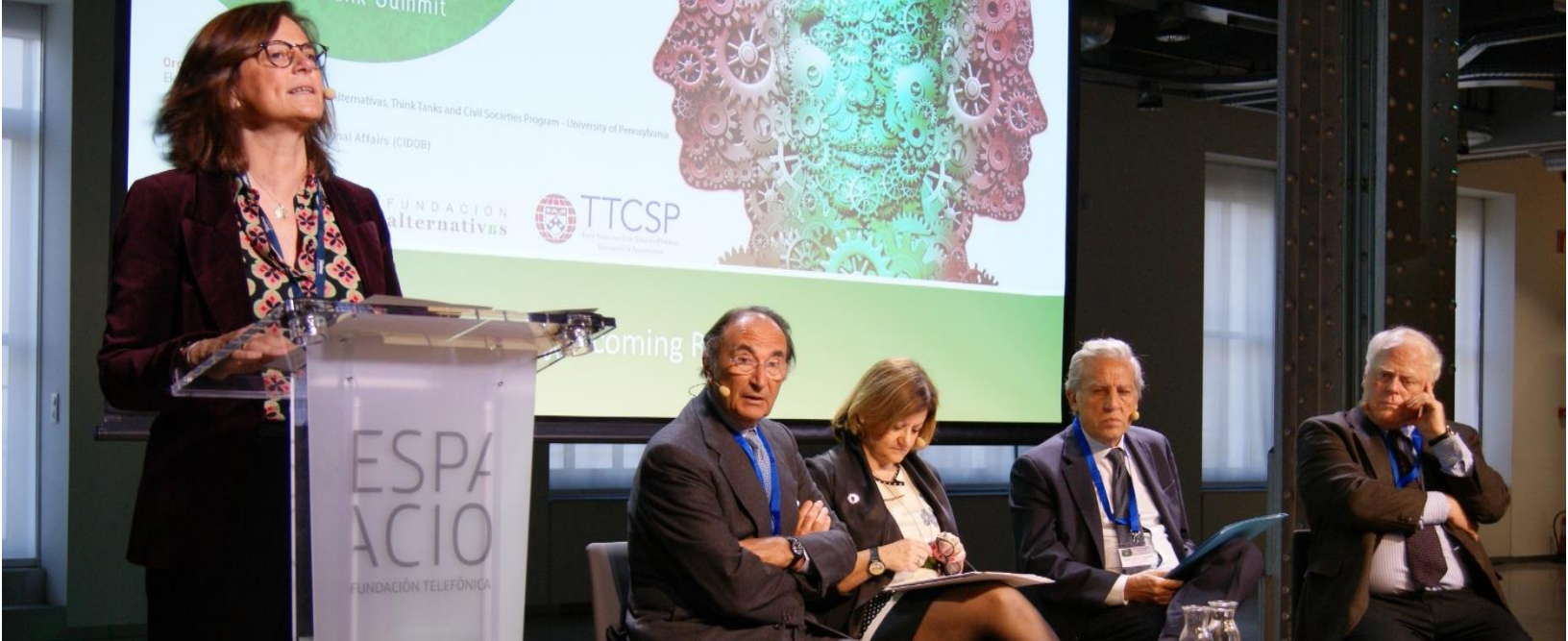


REPORT



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INTRODUCTION

The Think Tanks and Civil Societies Program of the Lauder Institute at the University of Pennsylvania, Elcano Royal Institute and Fundación Alternativas, in collaboration with the Barcelona Centre for International Affairs (CIDOB) hosted the 2019 Europe Think Tank Summit titled: “What is the Role of Think Tanks in the Future of Europe?”

The summit was held April 10-12 at Fundación Telefónica in Madrid, Spain. Some of the top European think tanks gathered to discuss major policy issues and institutional think tank challenges. This year’s program included topics such as: trade conflicts, the accelerating pace of climate change, migration flows, continuous support for populist movements, contemporary security threats, and a discussion of a new European narrative in post-Brexit Europe.

In an age of fighting for transparency and combatting info-wars, this year’s Europe Think Tanks summit highlighted the need for conservation, adaptation, and innovation in order for think tanks to remain relevant. The discussions not only emphasized current strategies for dealing with policy issues, but also best practices for engaging with new audiences, funding security, increasing think tank diversity, and the utilization of new technologies and communication methods. In addition to discussing both policy issues and structural challenges, the 2019 Europe Think Tanks Summit featured the largest number of European executives to date and could not have come at a more pertinent time.

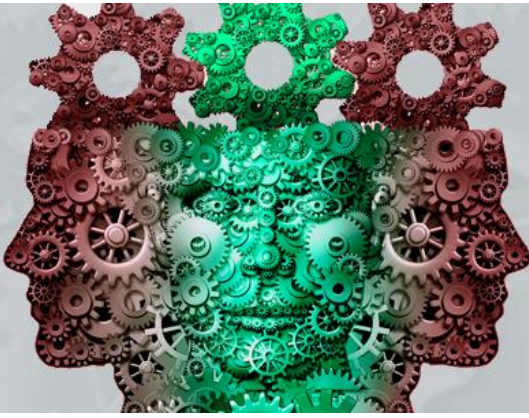
FORMAT

This Summit is conducted in a Roundtable Format with panels that are intended to frame the key issues and provide constructively provocative questions to stimulate the

discussion that follows each Session. The Summit is conducted in accordance with the Chatham House Rules.

2019 European Think Tank Summit

Madrid, Spain
10-12 April 2019



SUMMIT CONCEPT NOTE

Think Tanks: Bridging the Great Divide with Ideas, Policy Innovations and Action

The 2019 Europe Think Tank Summit is taking place at a truly extraordinary historical moment in world history. It is important to take stock of the technological, political, economic and organizational trends and disruptions that are taking place all around us. It is critical that we assess the current political climate and the daunting domestic and foreign policy challenges facing Europe in a world that is fiercely competitive and rife with conflict. The new reality is that most advanced industrialized democracies are crippled by political polarization, the fragmentation of political parties and a public that is lost in a sea of insecurity and understandably full of distrust and discontent. The electorate is searching for leadership and solutions to the problems they face on a daily basis. Although a bleak picture, a tremendous opportunity emerges for think tanks that has the potential to challenge conventional wisdom, develop creative and innovative solutions to complex policy problems and bridge the great divide between policy makers and the public. Think tanks have the potential to serve as an engine for answers, innovation and change. The Summit is designed to demonstrate the promise and potential of think tanks to help prepare our countries for the future and bridge the great divide that exists in our societies today.

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 disinformation 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. In short, think tanks must adapt and innovate by transforming their organization to be smarter, better, faster and more mobile. As such, the Summit will explore 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 Summit will also focus 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 Summit will feature keynote speakers and panels of thought leaders. They will present 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 will also be a series of breakout groups that will explore these issues in greater detail. Finally, a closing keynote, plenary and round table discussion and debates will attempt to draw some meaningful conclusions for future policy work and strategies that will help think tanks respond to the new and challenging operating environment.



THINK TANKS IN EUROPE: ON MAINTAINING STABILITY

Building Public Confidence in Institutions

The summit occurred at a time of increasing public distrust in government institutions, the media, and research conducted by think tanks, as several panelists discussed. A central take-away challenge for think tanks from the discussions had, is how can they deflate populist narratives that erode public trust in national and EU institutions, as exemplified in the UK by pro-Brexit campaign leading up to the referendum.

In the European Union, specifically, public trust in both international and national institutions is lower than in previous years. This stems from fears such as job security or perceptions that politicians no longer have the interests of the people at heart, shown through the recent emergence of social movements, such as the Yellow Vest (“Gilets Jaunes”) in France. At the summit, think tanks discussed the importance of tackling this distrust by identifying common ground between the public and think tanks, addressing the internal

discontent within individual member-states and the discontent within the EU, as evidenced by movements such as Brexit.

In countries such as the Czech Republic, and more broadly in Central Europe, disinformation efforts within the media and from policy makers are not uncommon. This raises an important question in regards to the role of think tanks in debunking false information — should think tanks be actively debunking disinformation or focusing more on research? In Denmark, researchers are focusing on counteracting false stories in the biggest newspapers. At the same time, it is difficult to compete with twitter bots that are able to spread disinformation quickly and effectively. Going forward, think tanks and institutions must find ways to develop personalized discussions with citizens as a pathway to building confidence and influence.

Challenges

- Think tanks and public institutions are facing increasingly skeptical audiences, grappling with competing fake news and dealing with an inundation of disinformation on social media outlets.
- Think tanks must also understand how to address the global populist movement and its effects, as evidenced by the United Kingdom’s vote to leave the European Union.

- The potentially damaging effects of increasing technology, like privacy breaches, cause citizens to fear technological advances and distrust politicians.
- Think tanks must address the shift in their target audience, as currently younger individuals are not looking towards think tanks for information,

data, or possible solutions as much as older audiences.

- There is a lack of tangible evidence that demonstrates the positive impacts of the work that think tanks do. This negatively affects their credibility with the public and makes them seem less trustworthy.

Recommendations

- Think tanks must work to understand what the public wants, their sentiments regarding EU issues, and how to engage the public on these issues. This can be done by creating focus groups, hosting conferences, and more general engagement with the targeted audience.
- Think tanks can act as a bridge between the public and policy makers and can initiate a conversation about the benefits of technological

advancements while relaying citizens' concerns to policy makers

- Think tanks must understand what their role is with regards to the debunking of disinformation and fake news and on which communication platforms they see themselves being more successful. The same strategy that works on Twitter may not on Facebook or through mainstream media.



THINK TANKS IN EUROPE: ON MAINTAINING STABILITY

Think Tank Financing

Questions regarding sources of funding and transparency continue to be relevant issues. Think tanks at the summit emphasized the importance of the source of funding, as a lack of core funding will limit their capabilities. Non-partisan sources seem to be more difficult to find than ever before: if “there’s not much public procurement, then it’s important to look elsewhere for sources of funding.” As one of the panelists expressed, there is a type of “natural selection” occurring as the think tank landscape becomes more divided between those who have core funding and those that are project-based, with project-based think tanks slowly being phased out.

Panelists discussed how the practice of diversifying think tank staff and research agendas relates to funding concerns because potential or current funders are taking a closer look at who is conducting research, who is analyzing it, and the overall diversity of the

staff. To promote diversity, think tanks must restructure budgets to accommodate the needs of staff members such as maternity or paternity leave or childcare.

Diversifying staff and research agendas are not the only ways to attract potential funders. A panelist also brought up the point that think tanks are able to provide unique insight into local affairs and provide data that is gathered by local researchers. For instance, in terms of international funders in the Arab Spring countries and countries recuperating from conflicts, there is a benefit to having people on the ground collecting data and providing a perspective that is not reflected on mainstream media. The ability to give insight into daily occurrences that details the experience and perspective of the people can be essential to forming constructive policy — a unique opportunity for local think tanks.

Challenges

- Think tanks must work to secure long-term core funding to finance much of their work, as relying solely on project-based funding will phase think tanks out as it limits the ability of the think tank to maintain independence and transparency and develop a flexible research agenda.
- Attracting funders does not occur in a vacuum. Think tanks need to be able to demonstrate that they can stay relevant through harnessing new technologies and increasing diversity within their institutions.
- Many think tanks currently rely on youth participation through unpaid internships. This practice is

increasingly frowned upon as many who can afford unpaid internships come from wealthy families who

provide opportunities that create impressive CVs.

Recommendations

- Think tanks must move away from project-based funding, which limits think tanks in the type of research they do and decreases their level of independence, and work to strengthen core funding.
- Think tanks must maintain independence from investors when researching for projects that require funding and must work to ensure transparency of financial sources and support.
- Think tanks should adopt a policy of strategic flexibility with funders and

continue to evolve their relationships to develop more trust.

- A possible strategy for increasing diversity and attracting young scholars is to recruit individuals on the content and quality of writing, not their CVs. This allows qualified individuals to be considered who would otherwise be disregarded because of a less impressive CV, A more diverse staff can help in establishing strong funding relationships.



THINK TANKS IN EUROPE: ON MAINTAINING STABILITY

Think Tank Sustainability: Remaining Relevant and Reaching New Audiences

The way in which think tanks connect with their audiences and reach out to new ones is changing due to technological advancements, the progression of social media, and new methods of communication. It is possible to disseminate information quickly and to many people through Twitter, Facebook, infographics, podcasts, videos, etc., however, think tanks will need to adapt their research to new formats of presentation. The utilization of quicker communication platforms means that think tanks will need to veer away from dense hundred-page reports.

One possible strategy that a panelist discussed was gathering data that is reusable and updatable instead of only being used for a single project. In relation to this, another panelist noted that they had rediscovered papers drafted years ago that were still relevant today. Such strategies make it possible to produce relevant advice and data while minimizing costs and time spent.

Concerning social media and best practices for expanding audiences, several panelists mentioned that developing a LinkedIn profile is crucial. They can engage with busy leaders of

other institutions, as well as share, and re-share larger pieces of content from their reports and research. Social media should be approached as a tool for conversation and not just a way to merely post research and information. In countries such as Serbia, the importance of using online services, such as surveys, was highlighted as a means to target new audiences and get feedback on research.

As important as looking outwards and reaching new audiences is in order to remain relevant, diversity and research agenda strategies and structure within the think tank must be addressed. One panelist mentioned that reaching out to and attracting scholars of different ethnicities, genders, and backgrounds is not free, highlighting the fact that reaching new audiences and increasing diversity are not isolated challenges. With regards to gender diversity specifically, one panelist stated that there has been incredible development over the past two years in Brussels in promoting the participation of women on panels. Male-only panels are increasingly frowned upon and there are echoes of similar initiatives in Washington, D.C. Despite this, there is still much work to be done as there is a severe lack of female think

tank executives. Think tanks must also incorporate ideological diversity into their research agendas and staffing practices. By doing so, they can address a wide range of issues while representing different perspectives

on each of them. Participants at the summit emphasized the direct link between diversity and innovation, pointing out that since think tanks primarily seek to create unique new solutions, promoting diversity is paramount.

Challenges

- Diversity breeds innovation, yet think tanks are lacking in diverse researchers and administrators. Although think tanks agree on the importance of implementing appropriate practices in diversity, in practice this has proven to be a slow process.
- Much of the information on the internet that competes with think tank data is highly partisan or inaccurate. Think tanks should provide credible information in place of this, taking into account that the traditional method of releasing long, hard-copy reports is not as effective as it was.
- Think tanks must be wary of the “policy bubble” where policy makers and think tanks solely communicate between themselves, neglecting to consider public perspectives.
- The General Data Protection Regulation (GDPR) has had far-reaching impacts on institutions of all types, but especially for think tanks. The complexity of it has meant that a lot of data and contact information that think tanks have accumulated is now unusable.

Recommendations

- Think tanks need to develop recruiting strategies that focus on reaching out to women and young scholars, thereby increasing diversity in the staff and making a long-term organizational change that will strengthen think tank sustainability.
- Think tanks must focus on providing accessible facts without partisan bias and utilize their resources to connect with those on the ground in order to paint a holistic picture of policy issues.
- With a focus on younger audiences, different forms of social media that grow audiences and provide a platform for discussion should be incorporated into a think tank’s outreach strategy. Other methods involve podcasts, videos, ads on Facebook and the tool EmailChef – an email marketing platform that simplifies the process of managing mass email lists. It cannot be understated, however, the importance of engaging with people in person by facilitating events or reaching out to universities and high schools



DRAFTING A NEW EUROPEAN AGENDA: POLICY DIRECTIONS

The Future of the EU in a Changing World Order

At the center of the discussion was the question of what the European narrative currently is, how it will change moving forward, or if there even needs to be a new narrative. It was argued that there should not be a new narrative as there have already been many. Instead, there needs to be greater focus on progressing EU integration and a rebranding of past narratives – e.g. the EU as an engine of globalization. In response, other panelists argued that there should be a new narrative. Two central ideas were proposed, one around security and the concept of defense as a cooperative undertaking, not on a nation-by-nation basis. The second was centered around European belonging and identity, not security.

In an overview of Brexit, it was mentioned that it has demonstrated the value of EU membership and identity by providing an example of the difficulties involved in withdrawal and making citizens reflect on their relationship to the EU. It was highlighted that member states are experiencing an increase in appreciation for EU unity, coming together to

forge a path as EU-27. Another panelist discussed the need to recognize that the complexities and pains of Brexit negotiations have been a powerful demonstration of the effectiveness and power of European unity, reinforcing the view that referendums are divisive and unhelpful political tools. This does not mean that people are content with how the EU functions – reform is still necessary, and the process of integration should move forward. On a positive note, one panelist began with the fact that 320 agreements have been passed by the EU-28 in the current policy cycle. However, there is a need for progression of the European project.

Eurosceptic parties in the rest of the bloc are adopting more subtle methods, aiming to change the EU from within, however the European community should not overstate the role of nationalist parties in EU policy making. Additionally, voter turnout is expected to be higher for the upcoming EU elections because citizens have an understanding of how crucial this election will be.

Challenges

- Uncertainties regarding the final outcome of Brexit make long-term

planning in the EU difficult, especially in light of upcoming elections.

- The rise of populism and Euroscepticism across the EU is creating a growing confrontation between member states, causing divisions and strife.
- There is a greater fragmentation of parties within the European Parliament as a result of the surfacing of populist movements, which signals a possible end of the grand coalition in Parliament after elections.

Recommendations

- Think tanks need to think critically and listen to the public about the future of European integration. Does there need to be a new European narrative or does there need to be a rebranding of past ones?
- Think tanks should encourage policymakers to emphasize the need for EU member states and their constituents to push for the Euro project and continue efforts to integrate, rather than allowing for the proliferation of separatism.
- Think tanks are in a unique position to convey the sentiments and concerns of citizens to national and EU policy makers. By doing so, a clearer direction for deeper integration of the EU based on the needs of EU citizens can be pursued.



DRAFTING A NEW EUROPEAN AGENDA: POLICY DIRECTIONS

Transitions and Trends in Climate Change

Think tanks need to focus on broadening the debate around solutions to climate change and consider all relevant aspects. Although climate change is a major focus for think tanks and some policy makers, it is not a significant public concern. Without support from voters or a sense of urgency in politics, legislation and international cooperation to eliminate greenhouse gases is nearly impossible to implement in a timely manner. Sustainable development goals and the 2030 Agenda will be crucial in establishing a strategy for creating a livable world for future generations.

At the heart of the conversation was the need for a transition from soft to hard policy and that progress cannot be made alone. Climate change will affect every country and region and policy makers cannot draft legislation or partake in negotiations without public input. Incorporating the public means increasing awareness of the impacts of climate changes and the costs of inaction. Think tanks are in a position to help facilitate a structured

continent-level debate on transformations of climate policy; one that is anchored in specific national political debates and includes multiple sectors of society. The public must feel included in solutions by integrating the environment into issues that people care about. For example, in Germany there was an initiative to phase-out the use of coal. Policy makers were not able to agree on any proposal brought to the table and unions refused to go along with the process and raised pressure on policy makers. A coal commission was formed that included unions, the energy industry, citizens who were negatively affected by coal, and think tanks. The commission was able to produce a proposal that provided a framework for phasing out coal in Germany by 2038. Solutions that work and are politically feasible are possible, however these will require national legislation that is focused on energy and climate goals and centralizes stability, continuity, and implementation of science-based targets.

Challenges

- There is a high risk of the normalization of climate change issues in the public. For instance, longer summers mean more tourism, which is beneficial for business, so there is less urgency surrounding any immediate solutions.
- Although most agree that action is necessary, it is very difficult to come to a consensus on what actions to take.

The main issue still lies: we are racking up future costs of present inaction.

- There is an underlying distrust of political action and intention on behalf of the public. As exemplified by the Yellow Vest Movement, citizens do not want their lives to be unjustly restricted through legislation and taxes

Recommendations

- Think tanks and civil societies can inform policy makers and the public about scientifically sound solutions to address uncertainty regarding credibility of data and to drive up the commitments of constituents.
- More open, informed discussion and debate, both in the EU itself and in the public, will allow everyone to feel as though they are a part of the solution. Think tanks must focus on integrating

that shift the burden to the middle and working classes. Therefore, how can think tanks relate to the public the direct consequences of climate change when populist leaders are spreading disinformation and pushing back against science-based evidence on climate change?

the environment into the realm of high-concern issues such as health, unemployment, and immigration in order to draw more attention.

- Think tanks can create a positive narrative of the EU's future in the face of climate change. Depicting how economic opportunities will change over time and what the implications of 1.5-degree change in temperature will look like.



DRAFTING A NEW EUROPEAN AGENDA: POLICY DIRECTIONS

Examining Cyclic Migration Movements

Since 2014, migration has been a prominent topic of media coverage and voter concern within the European Union and the continent as a whole. Not only has it created significant division among European populations, but dissatisfaction with its management fueled the growth of far-right and populist parties within the European Union. Think tanks discussed issues of policy failure due to a disproportionate focus on downstream policies, when a focus on successful upstream dynamics of neighborhood relations are more necessary.

There is an incongruity between perceptions and reality of immigration rates, and this discrepancy leads citizens to believe in the existence of a migratory crisis when in actuality the numbers have decreased drastically in comparison to initial crisis levels – from 1 million in 2015 to less than 150,000 in 2018. This manipulation of data to influence public perception creates a desire for a policy of zero-tolerance and closed borders, while the

humanitarian needs for open borders are stronger than ever. The human rights of migrants have been ignored and even slashed in favor of EU “success” in decreasing arrivals. Instead of adopting narratives of “us first,” the EU must accept a responsibility to engage in a global agreement to make the transfer of people from unstable or unsafe conditions easier and recognize these individuals’ rights to enjoy settled life as migrants

Migration patterns are not solely an external issue. For several countries in Europe, including Bulgaria and Romania, the issue is not immigration but emigration and the concern of decreasing populations. One panelist stated that in ten years, 25 percent of the EU population will be at least 65 years old, and this number is expected to grow to 33 percent by 2050. An aging population means a smaller workforce, paired with increasing rates of emigration, some countries will be facing difficult challenges with maintaining a stable workforce.

Challenges

- European policy has focused on development within domestic society due to rapidly aging population and increasing rates of youth impoverishment, which provides the

basis for significant fear regarding migrants and the impacts they will have on the economy and job security.

- Integration of irregular migrants poses several issues, including infrastructural

and socio-cultural capacity. European citizens are uncertain about these effects and are therefore less open to integration measures.

- It has become increasingly difficult to make policy decisions because of the

polarization of migration issues, especially the development of extreme right-wing positions and parties surrounding the topics.

Recommendations

- One of the most salient solutions think tanks can facilitate is the creation of open, plural spaces for discussion, co-responsibility, and solidarity. This will break polarization and reveal that progressive policies are the only way to end stagnant controversies.
- Think tanks can also create narratives about immigration that are based on

facts and tackle uncomfortable issues – two necessities that are often overlooked by counternarratives.

- The current top-down policy approach should be shifted to focus on practices in civil society, working and dialoguing with neighborhoods and the southern border to determine what is feasible to accomplish.



DRAFTING A NEW EUROPEAN AGENDA: POLICY DIRECTIONS

NATO's Future After its 70th Anniversary

This year marked the 70th anniversary of NATO, a significant achievement that has been accompanied by calls for structural changes within NATO and discussion of its future direction. Former Secretary General of NATO and former Foreign Minister of Spain, Javier Solana, spoke to think tanks at the summit about three central issues that NATO is facing today: its operations in Afghanistan given the US' intent to withdraw; the need to increase security spending and what that looks like as a European initiative; and ways to move forward in a post-Trump age. Additionally, Solana addressed the reality of diverging threat perceptions within Europe – some see Russia as a threat and others terrorism; and how to create consensus on security policy.

The big question with regards to Afghanistan is what does NATO do now that the US wants to withdraw? The difficulty lies in the fact that the US is only negotiating with the Taliban, not with the legal government, and is negotiating without the input from other NATO members. This is especially concerning given that Germany has the second highest number of troops in Afghanistan. There needs to be participation of the Afghan government as well as NATO members that are present in the region in future negotiations.

The situation in Afghanistan and the diminishing US presence opens the door for a larger discussion about the issue of European security spending in NATO and the use of European equipment in operations. As it stands now, equipment from different NATO members is not easily interoperable - a helicopter from the Netherlands is different from a German one and the pilots are not trained on all types. There needs to be duplication of European equipment and a unified effort in order to move forward on that front.

The diminishing US presence in NATO operations means that European members will need to increase security spending and that it must be a European initiative. However, increasing EU budgets is not an easy task because budgetary matters must be undertaken by parliament. Budgetary increases specifically for NATO may not get much traction, but one that centralizes European security as the reason might prove successful. Whether or not there is a spending increase, EU members need to think critically about how they are spending money – what sort of equipment is necessary now in order to prepare for future threats (e.g., good satellites, good intelligence, and good transport planes).

Challenges

- Think tanks must understand how to bridge cross-Atlantic divisions. Currently, the international community is seeing a rift between the US and Europe regarding NATO; President Trump is not very sympathetic to the alliance.
- Increasing the budget of the EU, with allocations to NATO, is not an easy task, and must be done with approval from parliaments. Furthermore, spending on outdated and unnecessary

equipment is an inefficient use of funds. There must be consideration of future threats in present day allocation of resources.

- The US is scaling back in its engagement to NATO, and there is a current lack of engagement from US politicians as well. Europe and the rest of the world are facing relatively new problems in the digital age in the form of cyber conflicts and cyberterrorism.

Recommendations

- Think tanks can assist parliaments in creating an initiative to increase defense spending. Framing defense spending as a European initiative may make parliaments more receptive.
- Think tanks can help with efforts to keep the US engaged in European security by identifying areas where the US and NATO can increase cooperation while addressing concerns

that the US has about Europe's dependence on US security.

- The EU needs to think about how it can address two problems at once – internal and external security. Think tanks can help by identifying equipment and strategies that allow the EU to protect internally and act externally. Satellites are an example of such a piece of equipment.



DRAFTING A NEW EUROPEAN AGENDA: POLICY DIRECTIONS

Trade Winds or Wars: Which Way is the Wind Blowing?

International trade and the global economy are experiencing a period of increasing uncertainty. The threat of a trade war between the US and China looms, when only one year ago, as one panelist put it, the possibility of trade wars was seen as a “small cloud in a sunny sky.” The real economy has suffered directly under the rise of uncertainty through delayed investment decisions, increased volatility in the stock and currency markets, and hampered growth. The WTO’s estimate of global growth in 2019 shrank from 3.7% to 2.6%, the smallest number in three years.

The end of the panel emphasized that the decade of continuous trade growth and extensions of value chains is ending. In addition to increasing uncertainty, there has been intensifying discontent with globalization among the middle and working classes. However, this may be due more to crimes of distribution than globalization itself.

Regarding the WTO, the crisis of the Appellate Body is ongoing as the US is steadfast in refusing to appoint new members. Several panelists recognized that the issue of the

Appellate Body is highly concerning and that the EU’s role in moving forward is to keep China and the US at the negotiating table. Outside the WTO, the relationship between the US and China has widespread implications and the threat of trade wars should not be taken lightly.

Throughout the summit, China was regarded as the elephant in the room, but one panelist pointed out that India is the one that the world needs to keep an eye on. Notably, it is a country that, at less than 5% of global GDP, contributes 15% to global growth and does not believe that global trade is beneficial. Asian actors are progressively influencing the systems of the West, and the West is not sure how to respond.

Additionally, EU’s trade relationship with Latin America was addressed and one panelist made the point that the EU must depend less on trade with the US, Russia, and China and diversify its markets by strengthening ties with Latin America. One possibility is by finalizing an agreement with MERCOSUR.

Challenges

- There is an ever-increasing level of uncertainty in the stability and strength

of international trade and the global economy. The WTO’s estimate of

global growth in 2019 shrank from 3.7% to 2.6%, the smallest number in three years.

- Policy makers are experiencing strong backlash from the middle class to globalization and the crimes of distribution.
- The crisis of the Appellate Body of the WTO and the ensuing implications for the dispute resolution mechanism are deeply concerning. Trade is becoming harder to manage through regulatory means and the WTO is crucial in maintaining stability.

Recommendations

- Think tanks have a unique opportunity to reduce uncertainty in international trade and the global economy. They can provide insight to policy makers into what is occurring and what is projected to occur — for example, what will be the impacts of a decrease in global growth and how are EU economies best able to deal with them?
- Think tanks need to engage with segments of the population that feel left-behind and harmed by
- Think tanks need to begin examining the relationship between the EU and India. How can the Atlantic Order begin to understand its relationship with India and the rest of Asia and incorporate their systems into the global economy and global trade channels?
- Think tanks should address Latin American policies and incorporate them into their research and in future trade agreements.

- India is growing quickly and becoming a powerful economic actor that does not believe in global trade nor in the benefits of multilateralism. It is the real elephant in the room that the EU and the rest of the West have not taken notice of.
- The US and China remain at odds over trade agreements and the threat of a trade war is looming. A dispute between two of the world's largest economies would have far-reaching consequences.

globalization and communicate their sentiments to policy makers. Consider the bigger picture, how do the systems and technological advances of globalization affect these populations, not just trade?

- Think tanks need to incorporate the current and future role of China in relation to the EU and how its growth and influence will impact the EU markets and working class.
- A highly diverse think tank is an effective think tank. This includes a diverse research agenda and areas of focus. Diversity can be achieved when working with colleagues that have experience with different countries to be able to construct a larger and more cohesive picture and by doing so, it is possible to provide a channel of alternative views to other think tank researchers.



7TH ANNUAL EUROPEAN THINK TANK SUMMIT PROGRAM

MADRID, SPAIN | APRIL 10-12, 2019

WHAT IS THE ROLE OF THINK TANKS IN THE FUTURE OF EUROPE?

Hosted by: Elcano Royal Institute, Fundación Alternativas, Think Tanks and Civil Societies Program - University of Pennsylvania

In collaboration with: Barcelona Centre for International Affairs (CIDOB)

10 APRIL

Venue: Palacio de Viana, Calle Duque de Rivas, 1 (Madrid)

18:45 – 19:00

Registration

19:00 – 19:15

Welcoming Remarks:

Charles Powell, Director, Elcano Royal Institute (Spain)

Diego López Garrido, Executive Vice President, Fundación Alternativas (Spain)

Pol Morillas, Director, Barcelona Centre for International Affairs, CIDOB (Spain)

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

Opening Session **European Think Tank’s President’s Panel: “Europe at a Crossroads: Think Tanks A Catalyst for Change, Consensus and Cohesion”**

These are truly extraordinary times for Europe, NATO and EU. The post WWII economic, political and security order are being challenged and redefined by national, regional and tectonic shifts in domestic and international politics. While we cannot predict the outcome we now have a clearer sense of the issues that will shape the future. The European Elections take place in a few weeks, NATO marks its 70th Anniversary and the Brexit impasse continues to send shock waves

throughout Europe and the world. A panel of think tank presidents from across Europe will explore the current political disruptions and the issues, institutions, people and politics that will shape Europe's future. The senior executives will also discuss how their institutions are responding to the fundamental shifts in alliances, politics and public policy.

Chair: **James G. McGann**, Senior Lecturer, International Studies, Lauder Institute and Director, Think Tanks and Civil Societies Program, University of Pennsylvania

Panelists:

Joaquin Almunia, Chairperson, Center for European Policy Studies (Belgium)
Tarmo Jüristo, Chairman of the Board, Praxis Centre for Policy Studies (Estonia)
Oksana Kuziakiv, Executive Director, Institute for Economic Research and Policy Consulting (Ukraine)
Monika Sie Dhian Ho, General Director, Clingendael Institute (Netherlands)
Måns Nilsson, Executive Director, Stockholm Environment Institute (Sweden)
Roland Schmidt, Secretary General, Friedrich Ebert Foundation (Germany)
Robert Vass, President, GLOBSEC (Slovakia)

21:00 – 22:30

Summit Dinner

'Turbulent times at home, turbulent times abroad. The EU and its existential dilemmas'

Hosted by **Josep Borrell**, Spanish Minister of Foreign Affairs, European Union and Cooperation.

11 APRIL

Venue: Hotel Catalonia, Gran Vía, 9 (Madrid)

8:00 – 9:00

Breakfast Round Table Discussion: **Quality, Independence, Integrity in the Age of Transparency and Info-Wars**

Think tanks play a critical role in analysing, 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. In the face of these challenges some scholars have been forced to engage in self-censorship to protect themselves and their families. To remain relevant and impactful, think tanks and policy institutes must simultaneously pursue rigor, innovation, accessibility, and accountability more than ever before. The panel will explore these complex issues and discuss some possible approaches to address them.

Round Table Chair:

Monika Sie Dhian Ho, General Director, Clingendael Institute (Netherlands)

Venue: Fundación Telefónica, Calle de Fuencarral, 3 – 2nd floor (Madrid)

8:30 – 9:15

Registration

9:30 – 10:15

Welcoming remarks:

Emilio Lamo de Espinosa, Chairman, Elcano Royal Institute (Spain)
Diego López Garrido, Executive Vice President, Fundación Alternativas (Spain)
James G. McGann, Director, Think Tank and Civil Societies Program, The
Lauder Institute, University of Pennsylvania (United States)
Carmen Morenés, Director General, Fundación Telefónica (Spain)

Keynote speech: Cristina Gallach, High Commissioner for the 2030 Agenda,
Presidency of the Government

10:15 – 11:30

Plenary (First Session): Europe, AI and the Technological Revolution

The 4th Industrial Revolution is a game-changer. While it is similar to the industrial transformations of the past, it will be fundamentally different. Artificial Intelligence (AI) will create massive, creative and destructive disruptions that will reverberate in the years to come. Therefore, it is essential that we understand AI and prepare both for the opportunities and the challenges it poses. The new reality is that AI accelerates the speed of change, increasing the velocity of information and policy flows in business, politics, and society. AI can enable humans to work smarter, faster and better than ever before, but it can also create major disruptions and dislocations in society. The Panel will explore the impact on the economy, society and governance in Europe.

Chair: **Róbert Vass**, President, GLOBSEC (Slovakia)

Panelists:

Marjorie Buchser, Head of Innovation Partnerships and Digital Society Initiative,
Chatham House (United Kingdom)

Paul Copping, Vice President Corporate Development at Sightline Innovation
Inc (Canada)

Bruno Estrada, Fundación Alternativas (Spain)

Kristian Fischer, Director, Danish Institute for International Studies (Denmark)

11:30 – 11:45

Coffee Break

11:45 – 13:00

Breakout Policy and Organizational Challenges Sessions

Breakout A: Trade Winds or Trade Wars: Which Way is the Wind Blowing?

The lingering effects of the 2008 economic crisis and the blowback from the uneven and unfulfilled promise of globalization has helped give rise to populism, nativism and protectionist sentiments in many countries. The costs of free trade -- closed factories, unemployed workers and the effect it has local economies and communities -- are easy to see. Less obvious are the benefits in lower prices, higher quality goods, more choices and a better standard of living. The uneven distribution of these benefits of the liberal economic order and free trade are raising questions about the fairness and viability of the free and fair trade around the world. The prospects of a trade war between the US and China, Europe and the US has served to intensify these debates. With this backdrop in mind, the panel will explore the current trade environment; the impact of trade disputes will impact growth and the global economy.

Chair: **Federico Steinberg**, Senior Analyst, Elcano Royal Institute (Spain)

Panelists:

Elvire Fabry, Senior Research Fellow, Jacques Delors Institute (France)

Inês Gonçalves Raposo, Affiliate Fellow, Bruegel (Belgium)
Sándor Gyula Nagy, Deputy Director for Research, Institute for Foreign Affairs and Trade (Hungary)
Dong Wang, Secretary General, Pangoal Institute and Deputy Executive Director, School of International Studies, Institute for China-US People to People Exchange Peking University and the Pangoal Institute (China)
Duncan Wood, Director, Mexico Institute, Wilson Center (United States)

Breakout B: Trends and Transitions in Climate Change: Alternative Policies, Paradigms and Public Engagements

Climate change poses some of the most pressing and intractable problems confronting policymakers and the public today. As the effects of climate change grow, the cost increase and the policy choices narrow a critical examination of alternative policies, paradigms and public engagement strategies is required. There is an urgent need for innovative policies and strategies that can mobilize support from a range of political constituencies and provide creative integrated strategies that address climate adaptation, mitigation, and sustainable development. A panel of senior thought leaders and executives from the leading think tanks working on this issue will discuss and propose new and innovative ways to address this clear and present danger.

Chair: **Robert Watt**, Director of Communications, Stockholm Environment Institute (Sweden)

Panelists:

Lara Lázaro Touza, Senior Analyst, Elcano Royal Institute (Spain)
Álvaro Rodríguez, Fundación Alternativas (Spain)
Camilla Bausch, Scientific and Executive Director, Ecologic Institute (Germany)
Sébastien Treyer, Executive Director, IDDRI (France)

13:00 – 13:15

Group photo

13:15 – 14:30

Luncheon Panel: Diversity, Innovation, and Impact: The Future of Think Tanks and Policy Advice Featuring the Next Generation of think tank scholars and executives

Both business and anthropological literature have shown strong correlations between organizational innovation and diversity. The Panel will feature young scholars and think tank executives who will discuss the importance of diversity in their organizations and emphasize the important connection between diversity and innovation. The panelists have been asked to address the following questions: why did you choose to work at a think tank?; what obstacles did you encounter in the hiring process and advancing your career at a think tank?; what perspectives on policy and organization innovation do you bring to your think tank and the issues facing your country; and 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 ethnic and racial groups, women, young scholars and executives?

Chair: **Pol Morillas**, Director General and Senior Research Fellow, Barcelona Centre for International Affairs (CIDOB) (Spain)

Panelists:

Lisa O’Daly, Human Resources Director, Chatham House (United Kingdom)

Anas El Gomati, Founder, General Director, Research Director, Sadeq Institute (Libya)

Kristina Kausch, Senior Resident Fellow, The German Marshall Fund of the United States (United States/Spain)

Charles de Marcilly, Adviser, European Political Strategy Centre, European Commission (European Union)

Matti Pesu, Research Fellow, Finnish Institute of International Affairs (Finland)

14:30 – 15:45

Plenary (Second Session): What Is the New European Narrative? Post-Brexit and European Elections

In May 2019 elections for European Parliament will take place. This will be an important milestone that will mark enduring legacy of the European Experiment. This is overshadowed by the rising tide of public discontent. This is however, not a time to rest on our laurels or wallow in nihilism, nationalism and nativism but to create a new and bold future course for Europe. To be successful Europe will have to grapple with the current challenges facing the EU, including the continuing Brexit crisis, the need to institute fundamental reforms while finding ways to deepen European integration and make it more open and response to the 500 million citizens it serves. Some may view this a daunting task but it is precisely the moment when leaders and bold ideas are born. A panel thought leaders from across Europe will explore the challenges and provide some of the core elements of a new narrative for Europe.

Chair: **Cecilie Felicia Stokholm Banke**, Research Coordinator, Senior Researcher, Foreign Policy, Danish Institute for International Studies (Denmark)

Panelists:

Jakov Devčić, Team Head, Foreign, Security and European Policy, Konrad Adenauer Foundation (Germany)

Charles de Marcilly, Adviser, European Political Strategy Centre, European Commission (European Union)

Thomas Raines, Head, Europe Programme, Chatham House (United Kingdom)

Paul Schmidt, Secretary General, Austrian Society for European Politics (Austria)

15:45 – 16:15

Coffee Break

16:15 – 17:30

Plenary (Third Session): The Risks and Rewards of New World Reorder

Consciously or inadvertently, the new world order is taking place. Alliances are shifting, conflict and mass migration of people is continuing, and sustained economic and development is remaining elusive. The 2019 European Think Tank Summit is taking place at a truly extraordinary historical moment world politics. The post WWII economic, political and security orders are being challenged and redefined by national and regional tectonic shifts in domestic and international politics. The panel will discuss these changes and suggest ways that think tanks can help policy makers and the public respond to both the challenges and opportunities they present.

Chair: **Thomas Gomart**, Director, French Institute for International Relations, IFRI (France)

Panelists:

Valerii Garbuzov, Director, Institute for US and Canadian Studies (Russia)

Tereza Barbora Kupkova, Project Coordinator, Prague Security Studies Institute (Czech Republic)

Kristina Kausch, Senior Resident Fellow, German Marshall Fund of the United States (GMF) (United States and Spain)

Karel Lannoo, Chief Executive, Center for European Policy Studies (CEPS), (Belgium)

Paolo Magri, Vice President, Italian Institute for International Political Studies (Italy)

Fabrizio Tassinari, Executive Director of the School of Transnational Governance, European University Institute (Italy)

18:30 – 19:30

Venue: Town Hall, Plaza de la Villa (Madrid)

Light supper offered by Manuela Carmena, Mayor of Madrid.

12 APRIL

Venue: Fundación Telefónica Calle de Fuencarral 3 – 2nd floor (Madrid)

9:00 — 9:15

Registration

9:30 – 10:30

Breakout Policy and Organizational Challenges sessions

Breakout C: Migration and Global Refugee Crisis Waves, Walls or Workable Solutions

The irregular migration continues to be a potent political challenge that does not lend itself to easy solutions and is likely to grow if the predicted economic slowdown is realized. The refugee crisis is creating deep divisions in the EU over how best to deal with resettling those fleeing war, famine, political instability and economic hardship in face of rising nationalism and populism. The wave of irregular immigration has slowed but the challenge remains. The Break Out Session will explore how think tanks are helping to both understand and develop workable and humane solutions to this global issue.

Chair: **Charles Powell**, Director, Elcano Royal Institute (Spain)

Panelists:

Benedict Göbel, Coordinator of Integration Policy, Konrad Adenauer Foundation (Germany)

Blanca Garcés-Mascareñas, Senior Research Fellow and Research Coordinator, Barcelona Centre for International Affairs (CIDOB) (Spain)

Mehdi Benomar, Lead International Relations Specialist, Policy Center for the New South FNA OCP Policy Center (Morocco)

Viera Žúborová, Executive Director, Bratislava Policy Institute, Bratislava (Slovakia)

Breakout D: Harnessing Technology To Enhance Research and Engage Policymakers and the Public

The popularization of new media has created a massive untapped pool of resources for knowledge to be shared with new and a wider audience. However, the unchecked nature of new media also results in a lack of quality control and oversaturation of content for readers to filter through. In

addition, GDPR regime in Europe can be a challenge to taking best advantage of these new opportunities. In an age of shorter attention spans and the paradox of choice, think tanks must navigate these waters to retain their appeal to changing demographics. This session aims to identify best practices for optimizing the use of new media, social networking and other platforms for marketing and public engagement, as well as examining which platforms we are all suing to the greatest impact. More specifically, how can think tanks creatively harness these new tools beyond standard marketing purposes while being discerning about the quality, effectiveness of various platforms, and how they align with think tank's mission to inform policymakers and the public about key policy issues.

Chair: **Matt Dann**, Secretary General, Bruegel (Belgium)

Panelists:

Nienke Beuwer, Director of External Relations, McKinsey Global Institute (Netherlands)

Milos Djindjic, Programme Manager and Senior Researcher, European Policy Center (Serbia)

Martin Michelot, Deputy Director, EUROPEUM Institute for European Policy (Czech Republic)

Bjarke Møller, Executive Director, Think Europa (Denmark)

10:30 – 10:45

Coffee break

10:45 – 12:00

Plenary (Fourth Session): Providing Solutions Not Sound Bites in an Age of Economic Insecurity and Inequity

In the aftermath of the economic crisis of 2008 the growing shrinking middle class and growing inequity has come into focus and given rise to the populist movements in the US and Europe. The new reality is that most advanced industrialized democracies are crippled by political polarization, the fragmentation of political parties and a public that is lost in a sea of insecurity and understandably full of distrust and discontent. Think tanks are uniquely positioned to help provide sound analysis and advice on how to address the economic insecurity that many people face today. The Panel will discuss the problem and how policymakers might address it with sound policies, not sound bites.

Chair: **Rym Ayadi**, President, Euro-Mediterranean Economists Association (Spain)

Panelists:

Tarmo Juristo, Head of Management Board, PRAXIS (Estonia)

Grzegorz Poniatoski, Director of Fiscal Policy Studies, CASE (Poland)

Nicolas Bauquet, Research Director, Institut Montaigne (France)

Jesús Ruiz-Huerta, Laboratory Director, Fundación Alternativas (Spain)

12:00 – 13:15

Plenary (Fifth Session): NATO at 70th and the Future of Security Alliances

In April, the North Atlantic Treaty Organization will mark its 70th anniversary. It is the world's oldest and most successful military alliance of democratic nations in the world. Despite its success, NATO faces serious and complex challenges to its purpose, unity, and even its existence.

A Panel of scholars and policymakers will discuss the NATO, the challenges it faces and what it means for the future of security alliances.

Chair: **Lucie Béraud-Sudreau**, Research Fellow for Defence Economics, International Institute for Strategic Studies (United Kingdom)

Keynote speaker: Javier Solana, Former Secretary General of NATO

13:15 – 14:00

The Role of Think Tanks in Shaping Europe's Future

A closing panel of participants will provide analysis and commentary on the major conclusions, strategies and actions generated by the summit

Charles Powell, Director, Elcano Royal Institute (Spain)

Carlos Carnero, Managing Director, Fundación Alternativas (Spain)

Pol Morillas, Director, Barcelona Centre for International Affairs (CIDOB) (Spain)

James G. McGann, Director, Think Tanks and Civil Societies Program, The Lauder Institute, University of Pennsylvania

14:00 – 15:30

Luncheon and Farewell

16:30 – 18:30

Optional City Tour



PARTICIPATING INSTITUTIONS

Austrian Society for European Politics (ÖGfE)
(Austria)

Barcelona Centre for International Affairs
(CIDOB) (Spain)

Bratislava Policy Institute (BPI) (Slovakia)

Bruegel (Belgium)

Center for European Policy Studies (CEPS)
(Belgium)

Center for Social and Economic Research (CASE)
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Chatham House (United Kingdom)

Clingendael Institute (Netherlands)

Danish Institute for International Studies (DIIS)
(Denmark)

Ecologic Institute (Germany)

Elcano Royal Institute (Real Instituto Elcano)

European Policy Centre (CEP) (Serbia)

European Policy Information Center
(EPICENTER) (Belgium)

European Policy Strategy Centre, European
Commission (EPSC) (Belgium)

European University Institute, School of
Transnational Governance (STG) (Italy)

Euro-Mediterranean Economists Association
(EMEA) (Spain)

EUROPEUM Institute for European Policy
(Czech Republic)

European Institute of the
Mediterranean/EuroMeSCo (IEMed) (Spain)

Finnish Institute of International Affairs (FIIA)
(Finland)

Foreign Policy Initiative BH (Bosnia and
Herzegovina)

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Fundación Alternativas (Spain)

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German Council on Foreign Relations (DGAP)
(Germany)

German Marshall Fund of the United States (GMF) (Spain)

GLOBSEC (Slovakia)

Institute for Sustainable Development and International Relations (IDDRI) (France)

Institute for Economic Research and Policy Consulting (IER) (Ukraine)

Institute for European Environmental Policy (IEEP) (Belgium)

Institute for Foreign Affairs and Trade (IFAT) (Hungary)

Institute for the US and Canadian Studies (ISKRAN) (Russia)

Institut Montaigne (France)

International Institute for Strategic Studies (IISS) (United Kingdom)

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

Jacques Delors Institute (France)

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

Konrad-Adenauer-Foundation (KAS) (Germany)

Korea Institute for International Economic Policy (KEIP) (South Korea)

Legal Analysis and Research Public Association (Azerbaijan)

Lisbon Council (Belgium)

LSE IDEAS (United Kingdom)

London School of Economics Hispanic Observatory (United Kingdom)

McKinsey Global Institute (MGI) (Netherlands)

Michael and Kitty Dukakis Center for Public and Humanitarian Service (Greece)

Millennium Project - Gipuzkoa (Spain)

Millennium Project - Spain (Spain)

Navarra Center for International Development (NCID) (Spain)

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Open Knowledge Foundation Deutschland e.V. (OKF) (Netherlands)

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Prague Security Studies Institute (PSSI) (Czech Republic)

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Razumkov Centre (Ukraine)

Romanian Academic Society (SAR) (Romania)

Sadeq Institute (Libya)

Stockholm Environment Institute (SEI) (Sweden)

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

Think Tank EUROPA (Denmark)

Think Tank Movilidad (Spain)

WiseEuropa (Poland)

Woodrow Wilson International Center for Scholars, Mexico Institute (WWICS) (USA)

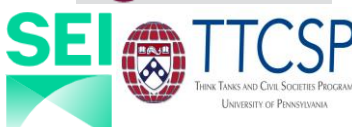
World Leadership Alliance Club de Madrid (WLA) (Spain)



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Barcelona Centre for International Affairs (CIDOB) (Spain) **(Summit Partner)**

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Fundación Alternativas



Elcano Royal Institute



Think Tanks and Civil Societies Program at the University of Pennsylvania, the Lauder Institute

Summit Partners



Barcelona Centre for International Affairs (CIDOB)



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Governance Innovation

Special thanks to... A 2019 Europe Think Tank Summit Report will be produced at the conclusion of the Summit and will be circulated to all the participants, the 8000 TTCSP global network of think tanks and posted on the Scholarly Commons site at the University of Pennsylvania free of charge. We want to thank the Center for International Governance Innovation whose support, in part, makes the drafting, editing, production and distribution of the Europe Summit Report possible.

With the Support of:

The Europe team at the Think Tanks and Civil Societies Program (TTCSP), and for this report especially:

Mariana L. García (Project Lead)

Rachel Abrams

Rebecca Avigad

Daniel Jarrad

Gabriela Ramirez

Victoria Schrag



UPCOMING TTCSP SUMMITS AND FORA

2019 Schedule

September 23-25 2019 Latin America Think Tank Summit, Bogota, Colombia

October 29-30, 2019 MENA Think Tank Summit, Abu Dhabi, United Arab Emirates

November 10-12, 2019 Asia Think Tank Summit, Bangkok, Thailand,

December 5, 2019 Euro-Med Think Tank Forum, Rome, Italy

December 12-13, 2019 Global Think Tank Summit, Rio de Janeiro, Brazil

2020 Tentative Schedule

January 30, 2020 Think Tank and Civil Societies: Catalyst for Ideas, Innovation and Action
2020 Why Think Tanks Matter in Washington, DC and 150 cities around the world.

February 2020 AI Think Tank Forum, Palo Alto, California (or other venue TBD).

February 2020 Africa Think Tank Summit, Cape Town, South Africa

March 2020 North America Think Tank Summit, Washington, DC

April 2020 Europe Think Tank Summit, Marseilles, France

Global Food and Water Security Summit (Date and location TBD)

Bahrain Think Tank Regional/Global Summit (Date TBD)

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>