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2014

2014 Latin America Summit

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McGann, James G., "2014 Latin America Summit" (2014). TTCSP Global and Regional Think Tank Summit Reports. 11. http://repository.upenn.edu/ttcsp_summitreports/11

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2014 Latin America Summit

Disciplines

Latin American Studies

Comments

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LATIN AMERICA SUMMIT

Oct. 16-17, 2014

Think Tanks & Civil Societies Program

"Helping to bridge the gap between knowledge and policy"

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

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

Maintaining the largest, most comprehensive database of over 7,000 think tanks...

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2014 LATIN AMERICA SUMMIT REPORT











Introduction

Overview of Latin America

After suffering from intense economic and political turmoil through much of the 1980s and 1990s, the Latin American region has managed to reverse the tide in the last decade. Since the start of the 21st century, the region has experienced dramatic economic, political and social progress. Due in part to the commodity export bonanza, the region has made great strides in economic growth. The economic improvement, in combination with low unemployment and falling income-inequality, led to a 50% increase in the number of middle-class people. Now, 30% of the region's population are considered middle class. Along the same lines, the region has also lifted 80 million people out of poverty.

Notwithstanding the positive developments, the region faces several challenges ahead. First, economic growth has slowed down and is forecasted to continue down this path. The low GDP growth prospect are partly a result of declining commodity prices, China's lowering demand for Latin America's exports, and poor productivity rates. In addition, while the region has witnessed increased enrolment rates in education, the quality remains very poor. Equally worrisome is the wave of crime and violence affecting many Latin American countries, which puts in peril much of the progress of the last decades.

The region now finds itself at a crossroads. The years of high growth are gone, and the only way the region will be able to move forward is by addressing these long-standing and pressing issues. Given the urgency, governments will be forced to take action in order to tackle these longstanding problems. While this landscape represents a unique opportunity for think tanks to shape the path of the region, reaching and influencing policy-makers has been a constant challenge in past years.

It is against background that thirty-five representatives from twenty-six think tanks in eighteen countries gathered for the 2nd Latin American Summit in Rio de Janeiro, Brazil. Participants convened for two days to discuss major institutional challenges. Issues addressed included: the role of think tanks in the economic, political and social development of the region, best practices for resource mobilization, the window of opportunity created by presidential electoral processes, the relationship between transparency and impact, and effective strategies to reach and influence policy-makers.

The conference proceeded under Chatham House rules in order to encourage free and productive discussion. This report is written under those same rules, in order to represent the conference's themes and ideas. Under the broad heading of institutional challenges, the report details the substance of the conference through five major themes: funding, impact relevance, networks and capitalizing on presidential electoral periods. It concludes with a list of the ten most pertinent recommendations for Latin American think tanks.









Regional Variations

Argentina is a home to the largest number of think tanks in Latin America. Argentina's first think tanks, founded after World War II, focused on domestic and international economic issues and were predominantly government and university affiliated. A trend starting in the 90's and continuing into the present day shows that "nonprofit private research centers have largely displaced public universities and achieved leadership sometimes bordering on monopoly in social research". Research areas tackled by Argentine think tanks tend to focus on economic policy, democratization and human rights.

Brazil is the main regional power in Latin America given its population, territory, GDP, and military power. Membership in MERCOSUR and IBSA reinforce Brazil's influence in the region and prominence across the globe. Unlike think tanks in lesser-developed Latin American countries, Brazil's think tanks are diverse in their areas of research, reflecting Brazil's rise as a geopolitical force in both the regional and international arenas. Even though Brazil is the only Latin American country to see an increase in the growth rate of think tanks this past decade, it still has a comparatively small number of think tanks—just eighty-one. The two biggest areas of research are economics and politics, followed by social development and the environment.

Cuba, a communist state, is the largest and most populous island nation in the Caribbean and the first socialist country in the Americas. Cuba's think tanks are mostly controlled by the state and focus exclusively on issues that are sanctioned by the government. The majority of Cuban think tanks focus on the environment, followed by social policy, economics and science and technology.

Chile is one of the most prosperous Latin American states with a high GDP and a stable government; it is the only Latin American country included in OECD. Since 1990, Chile has transitioned smoothly to a democracy, and currently has trade agreements with many countries throughout the world. The vast majority of think tanks consider themselves independent and autonomous, a sharp contrast from countries like Mexico, where many think tanks are affiliated with the government. The main area of research interest among Chile's think tanks is domestic economy, followed by social policy.

Mexico is the most populous Spanish-speaking country in the world, and the fifth largest country in the Western Hemisphere. It followed the region's trend of democratization after 71-year-long one-party rule. In comparison to other Latin American states, however, the growth and development of think tanks in the country has lagged behind. Think tanks in Mexico concentrate on two main areas of research: democracy and domestic economy. Mexico's think tanks use their research to increase political participation.

Venezuela is an oil rich country and is one of the founding members of OPEC. Its dependence on resource wealth has led to growing income inequalities. Venezuela adopted socialist policies, including universal education and healthcare; however, poverty and violent crime remain, leading to political unrest. Think tanks in Venezuela work to influence public policy and political participation. Some of the most prominent think tanks in the country focus on topics such as the









development of private enterprise, free-market principles, and participation of the private sector in the political process.











Main Discussion Topics

Funding

Some significant challenges confronting the operations of think tanks arise from a core need, funding. In the region, obtaining private, long-term and core funding has been quite difficult. Instead, short-term, project-based funding, and often with strings attached, has increasingly become the norm, putting limitations to the mission and work of think tanks. Beyond the scarcity of flexible funding, think tanks must deal with some adverse effects from financial transparency that put in peril the security of the institution.

Funding models and methods

To fund their activities, think tanks have relied on a number of approaches. One of the models discussed placed all responsibility on the researchers. This decentralized model requires researchers to seek out their own funding resources with limited or no help at all from the think tank's institutional staff. Some participants voiced concern over this model, underscoring that it might create tensions between those who are successful at attracting resources and those who are not. Additionally, they argued that this type of approach usually lends itself well to project-based funding, but not so much to long-term or core funding, which is essential for identifying future crisis and influence preventive policies.

Another model proposed focused on leveraging political events and anniversaries to garner visibility among society, policy-makers and potential donors. Participants acknowledged that being aware of and using opportunities in the political context is an approach that should be capitalized on more often.

Seeking the diaspora, leveraging the network of think tanks and highlighting tax breaks when reaching out to potential donors were also mentioned as strategies to generate funding. Beyond these models and strategies, a number of participants called attention to how investing in institutional consolidation can strengthen the capacity of think tanks to attract new sources of funding. Lastly, participants emphasized the importance of communicating to donors the need for core funding, as it allows think tanks to set long-term research agendas and raises their intellectual integrity and credibility.

Keeping Independence of Thought

Keeping independence of thought can be challenging for think tanks. At times, sources of funding have certain expectations about the work of think tanks. Participants acknowledged that donors believe that the funding they provide allows them to shape the research agenda of think tanks. Given the limits donors can place on the work of think tanks, participants stressed the









importance of keeping a healthy distance from them and having different sources of funding so as to increase their flexibility and intellectual integrity.





Opportunities and Risks of Financial Transparency

High levels of transparency possess several advantages, but can also pose problems for think tanks. On the one hand, full disclosure of funding sources increases the credibility and integrity of the material produced by think tanks. These transparency strengths, in turn, affect the ability of think tanks to have an impact in policy and increase the opportunities of collaborating with other groups of society. Additionally, transparency is a useful component to fend off the attacks of groups looking to tarnish the reputation of think tanks. On the other hand, full transparency can jeopardize the security of the institution and researchers and the privacy of donors who prefer to stay anonymous.

Participants put forward a few recommendations to seize the advantages of transparency and mitigate its risks. Proposals included embedding principles and policies that protect the independence of the institution, assessing transparency both qualitatively and quantitatively as a way to capture every aspect of funding, and sharing best practices and experiences with each other.

Impact

Think tanks in the region are aware that a gap currently exists between policy makers and their products and capabilities. Not only are policy-makers difficult to reach, but other actors are competing for a similar influence, as well. The lackluster results in policy influence is a worrisome development for think tanks, as a number of donors put significant emphasis on this type of impact. It has become pertinent, then, to find ways to increase the likelihood of policy impact and measure the multiple ways impact can manifest itself.

Meeting the Needs of Policy Makers









Maintaining a close relationship with policy-makers is crucial to understand their needs and hence produce knowledge that is useful to them. Participants also lay emphasis on carrying out research on trends and issues that policy-makers might find relevant in the short and long-term. Overall, having readily available data on issues of national importance constitutes one of the most effective approaches to improve the likelihood of impact.

Turning Competing Forces into Collaborating Ones

Think tanks are not the only non-governmental actor seeking to influence policy-makers. NGOs, media outlets and international organizations, such as the World Bank or the Inter-American Development Bank, also have resources and incentives to shape policy. While these players constitute a threat to the work of think tanks, participants argued that efforts should be undertaken to turn them into collaborating forces.

Different communication methods for different audiences

Think tanks usually target more than one audience when disseminating their work. They not only aim to influence policy-makers, but they also seek to inform citizens and keep or gain the financial support of donors. As such, to achieve these multiple goals, think tanks need to stay upto-date with how their audiences consume information and adapt how they disseminate their research accordingly. Participants concurred that investing on a strong communications team could greatly facilitate those efforts.

Measuring Impact

Measuring the impact of research and projects is an essential, but challenging task. Donors are usually mainly interested in the immediate impact of research at influencing policy, whereas think tanks also pay attention to its media and institutional impact. Overall, participants agreed on the importance of understanding and communicating the many forms impact can take.

Relevance

Across the region, think tanks have struggled to find a stable position within their respective political context. They not only have to compete for similar influence with other nongovernmental actors, but they usually face insulated political parties, as well. Given these obstacles, participants insisted that think tanks should seek to differentiate themselves by leveraging their strength and innovating as a way to attract the attention of policy-makers.

Leveraging the Strengths

As think tanks compete with other actors in their attempt to influence policy and obtain funding, participants stressed the need to clearly communicate their strengths to stakeholders. Some of the characteristics that provide them with an edge over other players included plurality, state-of-theart research documents, financial and ideological transparency, and independence of thought. These characteristics make think tanks a unique and legitimate source of information.









Traditional vs. Innovative Role

All agreed that think tanks need to preserve their traditional role of facilitating dialogue among stakeholders and carrying out basic and applied research on issues of national relevance. These traditional activities, however, need to be complemented with new and innovative approaches aimed at increasing the impact of their work. Referred as Think Tank 5.0, this new role entails partnering with new actors such as hackers and journalists to leverage big data, capitalizing on electoral periods to influence policy-makers, and targeting smaller cities and local officials as a stepping stone for attaining impact at the national level. Across the board, participants asserted that embracing innovation constitutes a key component to remain relevant in the eyes of policy makers.

Leveraging Networks for Learning

While think tanks can learn valuable lessons from each other's experiences, information-sharing efforts have thus fallen short in the region. Participants concurred that strengthening and creating new networks where the work of think tanks in the region and those of other regions can be accessed represents an opportunity to learn from each other successes and failures. Beyond this learning aspect, participants suggested using networks with the purpose of increasing their funding opportunities.

Capitalizing on presidential electoral periods

While Latin American countries have consolidated the electoral process, the majority of political parties stay away from programmatic politics, avoiding to formulate or put forth their policy platform. Against this context, in recent years, several think tanks in the region have undertaken year-long projects to (1) influence the policy agendas of the candidates competing for the Presidency, (2) redirect the focus of the public debate to issues of national importance, (3) increase visibility of the candidates' political platforms, and (4) encourage a more informed vote. The electoral period represents an opportune occasion for think tanks as the future president is in the process of setting his/her agenda. To achieve these multiple goals, think tanks have employed a number of strategies, including creating policy briefs and organizing televised political debates among the candidates. The presidential project can be divided into 4 stages.

Developing the Policy Briefs

The first step in the process of the project is the development of policy briefs. These are state-ofthe-art documents that include policy proposals aimed at solving issues of national importance. A number of think tanks sought out the collaboration of other actors, particularly academics, think tanks and NGOs. Participants concurred that collaborating with other actors renders the endeavor more legitimate and credible.









Reviewing their experiences, think tanks voiced some recommendations in this front. To increase the effectiveness of the briefs, think tanks should only focus on a limited number of issues that are highly relevant to society and policy makers, avoid prescriptive policy proposals, and use an accessible and straight forward format.

Dialogue between Researchers and Presidential Candidates

In this stage of the project, the authors of the briefs sought out to meet with the technical teams of each presidential candidate. Given how little time candidates and their respective teams usually have, participants underscored the need for short and easily readable policy briefs. In addition, to increase the likelihood of the meetings, participants recommended establishing linkages with the team of the presidential candidates well in advance of the elections.

Dissemination Strategies

Think tanks employed a number of dissemination tools in order to meet the needs and preferences of their diverse audience. For future initiatives, participants agreed that a larger effort should be undertaken to engage other civil society groups—and society in general—when disseminating their materials. These actors usually have access to and the attention of new audiences and provide legitimacy to the goal of the project.

Presidential candidates' debate

As in Latin America the public debate is usually centered on the personality of the presidential candidates and their vague promises, the televised presidential debate among the candidates represents a unique opportunity that pushes them to reveal their policy agenda to society. Notwithstanding the benefits of the televised debate, participants agreed that bringing the candidates together was one of the most challenging parts of the initiative. In many countries, candidates leading the polls opt out of the debate for fear of exposing themselves to the scrutiny of society and hence losing popularity. Given this hurdle, participants suggested the idea of making no-participation costly, though no concrete measure was proposed.

Results: Impact of the Project

Across the board, think tanks voiced high levels of satisfaction with the project. A few think tanks in the region managed to influence the policy agenda of the future president, organize the debate with all candidates and, in one case, transfer staff members to the presidential cabinet. Beyond these particular successes, all think tanks agreed that the initiative enriches the institution, strengthens linkages with political parties, elevates their profile in the eyes of society, donors and politicians, and serves as a highly valuable lesson for future undertakings.









Conclusion

Conclusions:

The second Latin American Summit was a fruitful forum for think tanks to openly discuss major institutional challenges in a continent that is in dire need of reform. A main concern debated at the Summit was funding, a core institutional need to run their operations. For the majority of think tanks, funding has mostly been short-term and project-based, which compromises the credibility and integrity of think tanks. It is therefore cardinal for think tanks to communicate clearly to donors the linkage between core funding and institutional stability and growth. In addition, while full disclosure of the sources of funding raises their legitimacy, a few think tanks revealed that it puts in peril the security of the researchers. Against this, participants suggested finding mechanisms to protect researchers.

Other interrelated key concerns discussed were the impact and relevance of think tanks in the policy realm. Across the region, think tanks confront two major challenges: competition for influence and insulated political parties. Against these obstacles, it has become pertinent for think tanks to leverage their strengths, find new and innovative ways to reach the party in power, and narrow their research to meet and anticipate the needs of policy-makers.

Last but not least, the Summit dedicated significant time to deliberate about the opportunities arising from presidential electoral processes. Many think tanks in the region have taken advantage of presidential elections to influence the policy agenda of the future president, as he/she still does not have a defined and elaborate agenda. While think tanks succeeded in many aspects, much progress can still be made, particularly in influencing future policy.

In closing, participants voiced gratitude and satisfaction for the work of the Summit organizers, Fundação Getúlio Vargas in Brazil, the Think Tanks and Civil Societies Program of the University of Pennsylvania in the United States. The group also expressed appreciation to the Development Bank of Latin America (CAF), which co-sponsored the event. Given the productivity of the meeting, participants expressed a high interest in coming together again next year.

Participants concluded with eleven recommendations focused on strengthening the institutional and influence capabilities of think tanks and making the future summit even better.









Recommendations:

- 1. Increase monitoring and evaluation activities of initiatives to strengthen their impact capabilities.
- 2. Increase information-sharing and linkages among think tanks in the region in order to learn from each other's experiences, best practices successes and mistakes.
- 3. Diversify the sources of funding to improve the intellectual integrity and institutional stability.
- 4. Develop a set of standardized guidelines that ensures the independence and freedom of institutions.
- 5. To render future summits more efficient and productive, participants voiced a number of recommendations.
 - a. Set a common theme for future meetings and come prepared with background papers. Security, youth, social media and technology were the main topics suggested.
 - b. Discuss in-depth the economic, political and social region in the short- and longterm.
 - c. Divide future meetings into two broad areas: one of analysis and another one of strategies.
 - d. Divide into groups in order to maximize time and productivity.
 - e. Invite staff from think tanks located in other regions of the world to not only learn from them, but also to obtain an outsider perspective about the region.
 - f. Set aside a part of the summit to talk to the main "consumers" of think tanks: the media and policy-makers.











List of Participating Institutions:

Centro Latinoamericano de Economía Humana (CLAEH)	Centro Brasileiro de Relações Internacionais (CEBRI)
Fundação Getulio Vargas (FGV)	Laboratório de Políticas Públicas (ETHOS)
Ministério de Educación Superior	Consejo Argentino para las Relaciones Internacionales (CARI)
Comisión Económica para América Latina y el Caribe (CEPAL)	Instituto Pvblica
Asociación de Investigación y Estudios Sociales (ASIES)	Centro de Análisis y Difusión de la Economia Paraguaya (CADEP)
Banco de Desarollo de América Latina (CAF)	International Association of Schools and Institutes of Administration (IASIA)
Consejo Mexicano de Asuntos Internacionales (COMEXI)	Estado de la Nación - Consejo Nacional de Rectores (CONARE)
Instituto de Estudios Peruanos (IEP)	Grupo de Análisis Para El Desarrollo (GRADE)
International Institute for Democracy and Electoral Assistance (International IDEA)	Fundación Global Democracia y Desarrollo (FUNGLODE)
Centro de Implementación de Políticas Públicas para la Equidad (CIPPEC)	Fundación para el Avance para las Reformas y las Oportunidades (Grupo FARO)
Consorcio de Investigación Económica y Social (CIES)	Corporación de Estudios para Latinoamerica (CIEPLAN)
Istituto per gli Studi di Politica Internazionale (ISPI)	Ecologic Institute
Konrad Adenaur Stiftung (KAS)	International Institute of Administrative Science (IIAS)
Instituto de Pesquisa Econômica Aplicada (Ipea)	University of Pennsylvania
The Think Tanks and Civil Societies Program (TTCSP)	









Program

iue 16 Out

08:30 - 09:00

REGISTRO DE LOS PARTICIPANTES

09:00 - 09:15

SESIÓN DE APERTURA

- Bianor Cavalcanti, Director Internacional, FGV, Brasil
- Marlos Lima, Director Ejecutivo, Centro Latinoamericano de Políticas Públicas, FGV, Brasil
- James McGann, Director, Think Tanks and Civil Societies Program (TTCSP), University of Pennsylvania, EE.UU.

09:15 - 12:00

PANEL 1: Desarrollo Político, Social y Económico en América Latina: el Papel de los Think Tanks Moderador: Carlos Mussi, Director de la Oficina de la CEPAL en Brasil, CEPAL, Chile

- Adolfo Pérez Piera, Presidente, CLAEH, Uruguay
- Luiz Augusto de Castro Neves, Presidente del Consejo Curador, CEBRI, Brasil
- José Luis Chicoma, Director General, Fundación Ethos, México

Debate

12:00 - 12:15

INTERVALO

12:15 - 13:00

Keynote Speaker: Geert Bouckaert, Presidente, International Institute of Administrative Sciences (IIAS)

13:00 - 14:30

ALMUERZO EN LA FGV

14:30 - 15:30

El papel de los organismos multilaterales en la generación de conocimiento para el desarrollo

Maria Lucila Berniell, Economista Principal, CAF - Banco de Desarrollo de América Latina

Debate

15:30 - 15:45









INTERVALO

15:45 - 18:00

PANEL 2: Mejores Prácticas en Movilización de Recursos

Moderador: James McGann, Director, TTCSP, University of Pennsylvania, EE.UU.

- Miguel Gutierrez Saxe, Fundador e Investigador, Estado de la Nación, Costa Rica
- Miguel Jaramillo Banaante, Director Ejecutivo, GRADE, Peru
- Claudia Calvin, Directora General, COMEXI, México

Debate

vie 17 Out

09:00 - 11:00

PANEL 3: Estrategias de Incidencia en Procesos Electorales Presidenciales: Experiencias desde Latinoamérica

Moderador: Fernando Straface, Director Ejecutivo, CIPPEC, Argentina

- Iliana Carrasco, Oficial de Relaciones Institucionales y Comunicaciones, CIES, Peru
- Marcelo Mancuello, Consultor e Investigador, CADEP, Paraguay
- Pablo Piñera, Director Ejecutivo, CIEPLAN, Chile

Debate

11:00 - 11:15

INTERVALO

11:15 - 13:15

PANEL 4: De la Investigación al Impacto, de la Transparencia a la Independencia

Moderador: Orazio Bellettini, Director Ejecutivo, Grupo FARO, Ecuador

- Leandro Damasio, Presidente, Instituto Pvblica, Brasil
- Carmen Ortiz, Vicepresidente, ASIES, Guatemala

Debate

13:15 - 14:15

ALMUERZO EN LA FGV

14:15 - 16:00

PANEL 5: Think Tanks y el Desarrollo de América Latina: Estrategias para Impacto Sobre los Policymakers











Moderador: Marlos Lima, FGV, Brasil

• Sergei Suarez Dillon Soares, Presidente, IPEA, Brasil

Debate

16:00 - 16:30

INTERVALO

16:30 - 17:30

Conclusiones, Planes Futuros y Palabras de Cierre

- Bianor Cavalcanti, Director Internacional, FGV, Brasil
- James McGann, Director, TTCSP, University of Pennsylvania, EE.UU









Participants























salteca, politólogo egresado de la Universidad Rafael Landivar, posee estudios de maestría en ciencia política, así como n mediación y resolución de conflictos. Actualmente es investigadora de temas electorales y laborales en el centro académico Asociación de Investigación y Estudos Sociales. ASES-, de la cual además es Vice-Presidente y Coondinadora del Programa de Opinión Público de la Universidad Rafieri Landivor. Se desempefió como representante de país de la organización cualquera. American Friends Service Committe en Halti, consultora en temas de segunidad para la Alianza internacional para la Comolidación de la Poz -interpeace Alliance-en la sede regional para América Lutina. Ex Secretaria de Amálida Estratégico de la Presidencia y Coordinadora del Sistema de Allerta Temprana para Prevención de Conflictos de la Vicepresidencia de la República. En el área académica fue Secretaria Académica de la Facultad de Gencias Políticas y Sociales de la Universidad tafael Landiver, y actualmente es docente universitaria

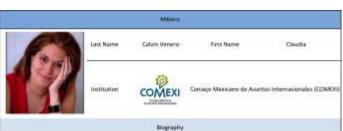


Biography

ctual director del Centro de Posquisa y Documentación de Historia Contemporánea de Brasil (CPBOC), Celso Castro ha vestigado extemamente sobre los militares en la historia y en la sociedad brasileña. En esta linea de investigación, publi arios libros, en particular: "El espiritu militar" (1990, segunda edición revisada, 2004), "Los militares y la República" (1995), "L vención del Ejército Braxieño" (2002), todos publicados por ed. Xarge Zahur; "Antropologia y los maltanen" (2009, co-org. co ero Leiner) y el "Billjército y la Nacion" (2012), estos dos últimos por ed. PGV. Pue uno de los organizadores de una serie de cho libros subre los militares en la historia brasileña post-1964, que incluye la trilogia "Visiones del Golpe" (1994). "Los años de Piomo" (1994) y "El retorno a los cuarteles" (1995), publicado por ed. Relume-Dumará: y "Emesto Gelsel" (1997) y "Los Militares y Política en la Rivevo Republica" (2000). También organizó los libros "Franz Boas - Antropologia Cultural" (Zahar, 2004) y "El evolucionismo cultural". (Zahar. 2005). Además, ha estudiado el turismo a través de la perspectiva de la Historia y las Cercias Sociales y organizado un libro sobre la historia del turismo en Brasil, todaria en prena. El Felise de productividad de la inventigación CNPq, desde 1999, fue miembro del Corosjo Ejecutivo de la Asociación de Estudios Brasileños (BRASA, 2004 2008), e investigador/profesor visitante de las universidades de Florida (1991-2), Onford (2000), Grenoble (2009) y El Colegio de México (Presidente Florestan Fernandes, 2010). Dirige para la editora lorge Zahar la colección "Nueva Biblioteca de Ciencia



icenciado en Ciencias Políticas por la Pontificia Universidad Católica Argentina complementó sus estudios con un Posgrado en Economia Urbana en la Universidad Torcusto Di Tella, una Maestria en Politicas Públicas en la Universidad de San Andrés y como becario Hubert H. Humprey malioù el Special Program for Urban and Regional Studias del MIT, en los Estados Unidos Ocupa diversos cargos en el pader elecutivo y legislativa. En 2005, fue designado como Director Nacional Alterno del Proyecto de Modernización del Estado en la Jefatura de Gabinete de Ministros de la Nación. En 2007, asumió como Diputado de la Ciudad Autónoma de Buenos Aires, También participó como miembro del Otrectorio del CEAMSE Ecología Urbana S.A. En 2011 asumió el cargo de Subsecretario de Evaluación de Proyectos con Financiamiento Estenno de la Jefatura de Gabinete de Ministros de la Nación que ejerció desde 2011 hasta março de 2014. Desde entonces, se desempeña como Director de Desarrollo Irotitucional de CAF, Banco de Desarrollo de Américo Latino. Es autor de varias publicaciones como "Suenos Aires, la ciudad que tenemos, la ciudad que quanemos", "Modarrización del Estado en Argentina: ¿efecto extructural o decisión olítica? El proyecto de Modernicación del Estado como estudio de caso de restricciones en las transformacio otre otros.



rectora General del Consejo Mesicano de Asuntos internacionales desde 2011 y Fundadora de Mujeres Construyendo mujeresconstruyendo.com), primera plotaforma para blogueras en Amèrica Latina y que promueve el empoderamiento de la nujeres a través de las Tecnologias de la información y la Comunicación (TK). Tiene más de 18 años de experiencia en el secto ciblico tamo en el ámbito federal como legislativo. Ha trabajado en diversas dependencias entre las que destacan el Senado de la República, Gobierno del Distrito Federal. la Secretaria de Gobernación y la Presidencia de la República. En esta última atuvo a cargo de la Dirección General de Información Nacional y de la Dirección General de Actividades Informacionales y Jénero. En la enfera privada ha sido comultors para el WWF Mésico, el Proyecto de Manejo Ambiental y Descentralbució PROMADI y ha colaborado en la corresponsalla del Miomi Herald y Los Argeles Times en México. Ha sido catedrática en icana(UA), Universidad de Biersas universidades mexicanas y en el extranjero entre las que destacan la Universidad (betoamericana(UAL), Universida as Américas (UDLA) Campus Ciudad de México, el Instituto Tecnológico Autônome de México, la Universidad Autônoma de Querétaro, el Centro de Estudios del Ejército y la Fuerza Armada por mericionar algunas. Ha sido investigadora vivitante en la miversidad de Georgetown. En izo últimos años ha sido promotoro de temas relacionados con el impecto de entenet y las ecnologias de la información en les relaciones internacionales y en la democracia así como emprendestoro digital, participa en foros nacionales e internacionales relacionados con esta cuestión. Recientemente fue nombrada una de las mujeres más rfluyentes del internet en México. Colabora frecuentemente en medios de comunicación y es bloguera de Animal Político



ector Regional pura América Latina y el Caribe de IOEA Internacional (desde 1997). Tiene un doctorado en Denecho rfernacional y una Maestria en Derechos Humanos (Universidad Complutense), un doctorado en Administración Pública y Gobierno (Instituto Universitario de Insestigación Ortega y Gassett, una Maestría en Estudios Internacionales (Ministerio de Refaciones Enterioris de España), y una Maestria en Administración Pública (Universidad de Harvard). Además, tiene un grado del Programa de Gesción de Alto Nivel (INCAE, Costa Rico), un título de Licensiado en Ciencias Políticas y Retaciones Internacionales (Universidad Católica de Cóndoba) y en Derecho (Universidad de Cóndoba). Ocupo cargos de gerencia sénior y director en más de 25 años y tiene una extensa experiencia en negociaciones políticas y gestión de recursos electorales y



Profesora Adjunta de la Escuela Brasilefia de Administración Pública y de Empresas de la Fundação Getulio Vargos EBAPE/FGV). Anteriormente fue profesoro de ciencias políticos y refaciones internacionales en la Universidad de Princeton e Investigadora asociada del Programa de Princeton en Estudios Latinoamericanos, en el Centro para el Estudio de la política domocrática, y en el Centro Niehaus de Globalización y Gobernanza. También fue profesora asociada en el Programa Conjunto de la política social. Su investigación se centra en termas de economía política internacional y companda, centrándose en las consecuencias políticas de los procesos de la globalización económica en los países emergentes, el neoliberalismo, la ideología política, lo desigualdad y la redistribución. Recientemente completó el libro "Globalización y Democracia: La política de disciplina de mercado en América Latina", para ser publicado por Cambridge University Press en 2014. Actualmente escribe si segundo libro: "Economia Internacional, Retrospección ciega y los limites de la responsabilidad democrática". Su trabajo ha aparecido en Comparative Polítical Studies, el Manual de Osford de la Economia Política de Latinoamárica, y en fibros editados m Uruguay, España y Estados Unidos. Antes de dedicame a la carrera académica, fue comultora en el negocio de Accentu nalista de sell-side en el Banco Pactual y superintendente de recaudación de fondos en la Secretaria de Planificación del Estado. Se graduó en Ingeniería de Producción por la Universidad Federal de Río de Janeiro IUFRII.











espués de gradularie en Acakomio Político l'etermicional en la Universidad Roccoli de Willer, trabajó en la militai universidad Después de graduario en incisconio Politico internacional en la unimensiada decisione de Mallo, trataglo en la misma cumerodade, con especial referencia las investigaciones sobre en la mercado de mataglo y la distribución de la entre en Chila. Decide enve de 2003 ha trataglado en el ESP, el herbuto de fatulica Pelificia al internacionales da Mallo, dusado en responsable de la granificación general de las actividades y eventas, cen especial referenciación la las conferencias internacionales de para la companión de la companión de la catalogica de especial preferencia la las conferencias internacionales comunicativos exter pelático y económico seguescado en catalogica dos con el Misistensi de Acumos Eurencia-, ha aucócinices industriales y las principales empresas distributos peladuras los conferencias anades sobre los pause energiestes y el Meditenticion, así como las inscisios de disloga Educación con titalo, Alemanos y Salos).









ISCA Presidente, Presidente de la Comisión de Gobierno Eficierna e Elear (ICEU), el Dr. Guert Bouchant es producor de la legistrad de Carterio Sociales y se director del Instituto de Gobiernama Pública IXI Lucyen. En coordinator del Centro de Institutad de Carterio Sociales y se director del Instituto de Gobiernama Pública IXI Lucyen. En coordinator del Centro de Institutado Carterio Institutado del Carterio IXI del Carterio del Instituto Instituto



Earnes G. WoSams, Ph.D., ex-director adjuncto del Programa de Malachanes Internacionales (IMF) y Director del Programa de Control de Contr esample Internacional.











Soré Broafrago Geopalvas Na Embajackor de Brasil en Argentina deude 2002 haria 2004. En 1998, formé passedon conn éfection de Estado de la dispatria, del Conscionemo de Paral Inches 1996 naux 1999, fee Subserventino de Nausina de Estado de la dispatria de Sausina de Nausina de Vergasado Estado Estado de La dispatria de Conscionemo de Paral Inches 1998, p. 60 de Serventino de Nausina de Malancia (PLCAI), úticamidad en Conscionemo de Nausina y en Conscionemo de Paral Inches 1998, p. 1899, úticamidad en Conscionemo de Nausina (PLCAI), úticamidad en Vergasamidad en Vergasamidad en Vergasamidad en Vergasamidad en Malancia (PLCAI), úticamidad en Vergasamidad en Vergas



omo uno de los 25 profesionales de menos de 45 años que van a cambiar la economía en Perú.



















Professor Markos Umas es el Destitor (grounds del Centro Latino Americano de Prófesa Públicas de la directoria información la Francisca Empelo Nargas. Professor de cursos de graduación en las areas de Pientalcada Estratégia, Poblicas Páblicas Escensivos Prospectivos, Estudios Pituros y la Tienna de Destinores en Casalciónes de incentialmente. Markos Lima ha participado en munhas proyectos en iniciativos públicas y privadas en el extento y en Beral. Es acomenistas por la Universida de Soo de Jamestey (tiene una maestria en daministración Pública par la Siculati Simoletina de Administración Pública y de Empresas (EBAPE/PÓIL) Prófesor violataria de la Universidad Nacional de Asunción, Paraguay, Es profesor con experiencia paternacional y el miembro del Granço Latinomentalcano pura la Administración Pública (GLAPP / BACAL, Sociedad Mundial del Futuro y éla Academia Americana de Administración.







hand Dr. Michael S. de Viria expanyament de Mendelona de la Accidación intermocional de Expansia e virtinata de Administración (1988). Administración para Michael de Mendelona de la Accidación intermocional de Expansia e virtinata de Administración (1988). Administración (1988). Administración (1988) de Viria de capital de Viria de la ciudad e no Administración Palatino en la Universidad Madesia de Balletia de la Michael S. de Viria de la ciudad e no Administración Palatino en la Universidad Madesia de Registración de la Ciudad de Viria de la Michael S. de Viria de la Michael S. de Viria de la Michael S. de Viria de Viria (Michael S. de Viria) de Michael S. de Viria de Michael S. de Viria (Michael S. de Viria) (Michael S. de Viria) de Michael S. de Viria (Michael S. de Viria) de Michael S. de Viria (Michael S. de Viria) (Michael S. de Viria) de Michael S. de Viria (Michael S. de Viria) de Michael S. de Viria (Michael S. de Viria) (Michael S. de Viria) (Michael S. de Viria) de Michael S. de Viria (Michael S. de Viria) (Michael S. de Viri of, Gr. Michiel S. de Wies ex jutualmente el Residente de la Ausciación Internacional de Escuelas e Institutos de Su última libro ex Capacitacide para el Listeraga (Bruylant, 3013).



Abogado, consultor y Director del Observatorio Político Dominicano (OPD) e investigador de las áreas de Derecho y Relaciones earegano, constanto y entrecido de Costeriorio formationi de commissión de la compansión de las artes de cercido y residente historiacionales en la Fundación Giotod Democracia y Desarrollo (FUNGLODE). Coordinador académico de sarios programas d derecho y relociones internacionales en el instituto Giotal de Albas Estadas en Ciencias Sociales (GLOBAL). Miembro del Consejo Dominicano de Relaciones internacionales (CORT). Profesor de Denecho y Negocios Internacionales en la Universidad APEC y es profesor invitado He sido profesor invitado de la Escuela Diplomática y Consular de la República Dominicana.

















Roberts Fereit es Director Ejecutivo del Cerato Binaliello de Relacionos internacionales (CEBR), Presidó la Comisión de Apartos internacionales de la Calmer Americane de Comercio de Rio de Javetos I. a Asociados Residéns de Comercio de Calmerdo de Rio de Javetos I. a Asociados Residéns de Comercio de Calmerdo de Saño Resido de Resido de Resido de Calmerdo de Calmerdo de Calmerdo Resido de Resido de Resido de Calmerdo de Calmerdo de Calmerdo Resido Resido de Resido de Resido de Resido R







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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 25 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 policymaking process. In 2007, the TTCSP developed and launched the global index of think tanks, which is designed to identify and recognize centers of excellence in all the major areas of public policy research and in every region of the world. 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.









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The Lauder Institute of Management and International Studies offers an MA in international stud ies, and conducts fundamental and policy-oriented research on current economic, political, and b usiness issues. It organizes an annual conference that brings academics, practitioners and policy makers together to examine global challenges such as financial risks, sustainabili, inequality, and the future of the state.

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The University of Pennsylvania (Penn) is an Ivy League school with highly selective admissions and a history of innovation in interdisciplinary education and scholarship. A world-class research institution, Penn boasts a picturesque campus in the middle of a dynamic city. Founded by Benja min Franklin in 1740 and recognized as America's first university, Penn remains today a world-r enowned center for the creation and dissemination of knowledge. It serves as a model for researc h colleges and universities throughout the world.







