2014 Latin America Summit

James G. McGann

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2014 Latin America Summit

**Disciplines**
Latin American Studies

**Comments**
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“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

2º ENCUENTRO LATINOAMERICANO DE THINK TANKS
RIO DE JANEIRO - 2014
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 long-standing 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.
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 up-to-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 non-governmental 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-the-art 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-of-the-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 straightforward 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.
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 long-term.
   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.
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<th>List of Participating Institutions:</th>
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<td>Centro Latinoamericano de Economía Humana (CLAEH)</td>
<td>Centro Brasileiro de Relações Internacionais (CEBRI)</td>
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<td>Fundação Getulio Vargas (FGV)</td>
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<td>Instituto Pvblica</td>
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<td>Asociación de Investigación y Estudios Sociales (ASIES)</td>
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<td>Banco de Desarrollo de América Latina (CAF)</td>
<td>International Association of Schools and Institutes of Administration (IASIA)</td>
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<td>The Think Tanks and Civil Societies Program (TTCSP)</td>
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Program

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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

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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

Uruguay

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Biography

Ex Director del CELAHE - Ex Director General del Departamento Jurídico Intendencia de Montevideo - Ex Presidente de la Junta de Transparencia y Ética Pública Investigador y docente - Presidente del CELAHE

Brazil

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Brazil

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Biography

Banco Sócio-Coaductor director en Public Administration and Policy por la Universidad Polytechnic Institute of New York University (2004). Obtuvo su maestría en Public Administration de la University of Southern California. Se graduó en Administración en la Escuela brasileña de Administración Pública y de Empresas de la Fundación Getúlio Vargas. Esta misma institución ejerció el Largo de Profesor Titular y asumió también la función de Director, cargos desempeñados durante dieciséis años. Es miembro activo de importantes Consejos Directores y Consultores nacionales e internacionales y ha destacado en la licenciatura, investigación y consulta, tanto en Brasil como en el extranjero, en las áreas de Dirección Pública, Análisis Organizacional, Desarrollo Organizacional, Administración de Programas y Proyectos, y Formación y Desarrollo de Administradores.

Chile

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Biography


Actual director del Centro de Pesquisa y Documentación de Historia Contemporánea de Brasil (CPDOC), Celso Castro ha investigado extensamente sobre las fuerzas en la historia y en la sociedad brasileña. En esta línea de investigación, publicó dos libros: "O México de Lula" (2015), que se centró en la figura de Luiz Inácio Lula da Silva, y "El Brasil de Lula" (2015), que aborda la figura de José Maria de Leon, el "jefe" de la alianza parlamentaria que lideró durante la presidencia de Lula da Silva. Castro ha sido reconocido por su contribución a la comprensión de la historia política brasileña, y ha sido citado como uno de los principales expertos en la materia. Su trabajo ha sido reconocido por múltiples organizaciones y gobiernos, incluyendo el gobierno brasileño, que le ha otorgado varios premios, incluyendo el Premio Carlos Gustavo Capanema. Es miembro fundador del Centro de Investigación y Documentación de Historia Contemporánea de Brasil (CPDOC), donde es el actual director y coordinador. Ha publicado varios libros y artículos, y ha dado conferencias en universidades y eventos internacionales. Ha sido invitado a participar en varios programas de televisión y radio, y ha sido citado en la prensa nacional e internacional. Ha recibido varios premios y distinciones por su trabajo en la investigación y la docencia, incluyendo el Premio Carlos Gustavo Capanema. Es miembro fundador del Centro de Investigación y Documentación de Historia Contemporánea de Brasil (CPDOC), donde es el actual director y coordinador. Ha publicado varios libros y artículos, y ha dado conferencias en universidades y eventos internacionales. Ha sido invitado a participar en varios programas de televisión y radio, y ha sido citado en la prensa nacional e internacional. Ha recibido varios premios y distinciones por su trabajo en la investigación y la docencia, incluyendo el Premio Carlos Gustavo Capanema. Es miembro fundador del Centro de Investigación y Documentación de Historia Contemporánea de Brasil (CPDOC), donde es el actual director y coordinador. Ha publicado varios libros y artículos, y ha dado conferencias en universidades y eventos internacionales. Ha sido invitado a participar en varios programas de televisión y radio, y ha sido citado en la prensa nacional e internacional. Ha recibido varios premios y distinciones por su trabajo en la investigación y la docencia, incluyendo el Premio Carlos Gustavo Capanema. Es miembro fundador del Centro de Investigación y Documentación de Historia Contemporánea de Brasil (CPDOC), donde es el actual director y coordinador. Ha publicado varios libros y artículos, y ha dado conferencias en universidades y eventos internacionales. Ha sido invitado a participar en varios programas de televisión y radio, y ha sido citado en la prensa nacional e internacional. Ha recibido varios premios y distinciones por su trabajo en la investigación y la docencia, incluyendo el Premio Carlos Gustavo Capanema. Es miembro fundador del Centro de Investigación y Documentación de Historia Contemporánea de Brasil (CPDOC), donde es el actual director y coordinador. Ha publicado varios libros y artículos, y ha dado conferencias en universidades y eventos internacionales. Ha sido invitado a participar en varios programas de televisión y radio, y ha sido citado en la prensa nacional e internacional. Ha recibido varios premios y distinciones por su trabajo en la investigación y la docencia, incluyendo el Premio Carlos Gustavo Capanema.
La página parece contener información sobre distintas personas con sus respectivas biografías. Sin embargo, no es posible leer el texto de manera natural ya que está en inglés y la resolución es baja. Podría ser útil para un análisis más detallado si la imagen se proporciona en una resolución más alta y en un idioma que se pueda leer correctamente.
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Profesor Mario Leme es el Director Ejecutivo del Centro Latinoamericano de Política Pública de la Dirección Internacional de la Fundación Getulio Vargas. Profesor de cursos de graduación en áreas de Planificación Estratégica, Políticas Públicas, Coordinación de Programas, Estudios Urbanos y la Oficina de Gestión de la Información de la Facultad de Derecho y la Escuela de Administración de Políticas de Empresas (FGV/FGVIEP). Profesor conferencista de la Universidad Católica de América de Asunción, Paraguay, Exponente por experiencia internacional y miembro del Grupo Latinoamericano para la Administración Pública (GALAP / MAGA), Sociedad Mundial del Desarrollo y la Academia Americana de Administración.

### Brasil

**Institución:** Fundación Getulio Vargas (FGV)

**Biografía:**

Mario Leme es un experto en políticas públicas, petroleras y energía y ha trabajado en el sector público y privado en Brasil. Ha trabajado en el Ministerio de Energía de Brasil, donde fue directora de la División de Energía Renovable y Eficiencia Energética. Ha sido director del Grupo de Energía y Medio Ambiente de la Fundación Getulio Vargas (FGVIEP) y ha trabajado en la Organización de las Naciones Unidas para la Educación, la Ciencia y la Cultura (UNESCO) en Brasil. Ha sido miembro del Consejo Consultivo de la Fundación para el Desarrollo de la Energía (FNE). Ha sido profesor invitado en diversas universidades y organizaciones internacionales en Brasil.

### Reino Unido

**Institución:** International Association of Schools and Institutes of Administration (IASIA)

**Biografía:**

Prof. Dr. Michel S. de Vries es actualmente el Presidente de la Universidad Lusófona, en Portugal, donde ha sido profesor e investigador desde 2012. Ha sido profesor en la Universidad de Almere (Países Bajos), donde ha sido nombrado Catedrático Extraordinario. Ha sido presidente de la Asociación de Políticas de Energía y Medio Ambiente de la Organización de las Naciones Unidas (UNEP). Ha sido miembro del Consejo de la Fundación Europea de Energía Renovable (EEP). Ha sido coordinador de varios proyectos de investigación en la Universidad de Almere y la Universidad de Waterloo (Canadá). Ha publicado varios libros y artículos sobre políticas públicas y energéticas en varias revistas internacionales.

### República Dominicana

**Institución:** Fundación Global Democracia y Desarrollo (FUNGLODE)

**Biografía:**

Alfredo, conocido y destacado en el Consejo de Relaciones Internacionales y en la Fundación de Energía Renovable (FUNGLODE), es un experto en políticas públicas y energéticas. Ha sido miembro del Consejo Consultivo de la Fundación para el Desarrollo de la Energía (FNE). Ha sido profesor invitado en diversas universidades y organizaciones internacionales en Brasil.

### Chile

**Institución:** Corporación de Estudios para Latinoamérica (CEPLAN)

**Biografía:**

Ingeniero Comercial de la Universidad Católica de Chile, MBA Boston University, es Subsecretario de Hacienda, de Obras Públicas, en el Ministerio de Desarrollo de Chile, y es Secretario General del Banco del Estado de Chile.
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**Biografía**

Roberto Frenti es el Director Ejecutivo del Centro Brasileño de Relaciones Internacionales (CEBRI). Ha sido miembro de la Comisión de Expertos Internacionales de la Cámara Americana de Comercio de Río de Janeiro, la Asociación Brasileña de Comercio Exterior (ABCE), el Consejo de la Comisión de Desarrollo de las Naciones Unidas para el Programa de Desarrollo (UNDP) y la Fundación Centro de Investigación de Gobierno y Política de Economía. Ha sido miembro del Comité de Estudios de la Fundación Friedrich Ebert, el Comité de Estudios de la Fundación George Voinov, el Comité de Estudios de la Fundación Friedrich Ebert, el Comité de Estudios de la Fundación George Voinov, el Comité de Estudios de la Fundación Friedrich Ebert, el Comité de Estudios de la Fundación George Voinov, el Comité de Estudios de la Fundación Friedrich Ebert, el Comité de Estudios de la Fundación George Voinov, el Comité de Estudios de la Fundación Friedrich Ebert, el Comité de Estudios de la Fundación George Voinov, el Comité de Estudios de la Fundación Friedrich Ebert, el Comité de Estudios de la Fundación George Voinov.

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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.
THE LAUDER INSTITUTE OF MANAGEMENT AND INTERNATIONAL STUDIES

The Lauder Institute of Management and International Studies offers an MA 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.

THE 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. A world-class research institution, Penn boasts a picturesque campus in the middle of a dynamic city. Founded by Benjamin Franklin in 1740 and recognized as America’s first university, Penn remains today a world-renowned center for the creation and dissemination of knowledge. It serves as a model for research colleges and universities throughout the world.