



## EUROPEAN THINK TANKS AND THE EU

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## Foreword

The information in each profile included in the Index of this publication has been approved by the respective think tank. The authors wish therefore to thank all the think tanks that have participated in our survey for their cooperation.

Due to the limits of space, the selection of European think tanks annexed to the Introduction that follows does not pretend to be exhaustive. Rather, it aims to be representative of the main players in the market of EU policy-related ideas. In an effort to illustrate in broad terms what a European think tank is, this study chose think tanks based in the EU member states and the Brussels 'beltway' according to their visibility, notoriety, reputation and output both in Brussels and at national level, as well as their engagement in more than just one policy field.

In the Introduction of the publication we make it a point to acknowledge the distinctive role that think tanks linked to political parties, university institutes as well as offshoots of US-based think tanks play in Europe. We have not however included these categories in the Index. Those that are close to political parties are obviously more defined by their broader political family. University institutes tend to have a penchant for purely academic research, are not financially or institutionally independent from the *alma mater* that hosts them, and are too numerous to include here. US think tanks, for their part, though consequential on the Brussels scene, cannot be considered European players in their own right: rather they are seen as antennae of their 'home' institution or foundation regardless of their legal status in Europe.

The authors are grateful to the trainees who have worked in the Outreach Team of BEPA during the period 2010-2012 for their assistance in collecting the information included in the tables: Aylin Luşi, Anna Pandoulas, Renaud Thillaye and Carole Richard.



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## INTRODUCTION

Commission President Barroso has made it a point to regularly engage with think tanks (TTs), most notably in the preparation of his annual State of the Union speech in the European Parliament, but also by mandating the Bureau of European Policy Advisers (BEPA) to act as their main interlocutor. BEPA has therefore aimed to broaden the understanding of this key constituency among Commission services and contribute to exploring the potential for further synergies between them and European think tanks.

This introduction is intended to illustrate the context and clarify the terms of the survey that BEPA has carried out, as well as to serve as a user's guide for the annexed index of European TTs. More generally, this study seeks to shed light on a phenomenon that has become ever more important in the EU policy debate, namely the role of TTs as opinion-*shapers*, both upstream (*vis-à-vis* decision-makers) and downstream (*vis-à-vis* public opinion).

Such interface role is perhaps a European peculiarity, as in the United States the role of TTs is much more geared to directly influencing policy-making at federal level. In the EU they also play an important 'educational' and informative role, especially (but not exclusively) at national level. In particular, those TTs primarily focused on European affairs and EU policies – to which this publication is devoted – have historically been also traditional (if at times critical) supporters of the integration process. In Brussels, as in most EU capitals, it is indeed difficult to find the same breadth of different and even radically opposed positions as in Washington: TTs have tended to be rather 'mainstream' in this respect. Yet all this may be changing now, along with the nature, profile and *modus operandi* of many TTs.

What this publication intends to show is also the great variety of foci, formats and foundations that

exist across Europe in this domain – a variety that makes it virtually impossible to state in definitive terms what a TT is (and what not). One is indeed tempted to resort to the well-known legal opinion released in 1964 by US Justice Potter Stewart when, to describe his threshold test for pornography, he famously argued: "I know it when I see it".

The 35-odd European TTs annexed to this introduction were chosen on the basis of their notoriety, visibility and output, both in Brussels and at national level, as well as their engagement in more than just one policy field. The selection does not pretend to be exhaustive.<sup>1</sup> Rather, representative of the main players in the game/market of EU policy-related ideas. For the sake of comparison, the index provides a snapshot of the chosen TTs for the year 2010, including their mission statements, specialisation, main sources of funding and core stakeholders/audience. It also tries to highlight both commonalities and differences among European TTs and to show the extent to which the EU matters for them – both as a subject of analysis and as a stakeholder/funder.

### What we talk about when we talk about think tanks

The term "think tank" dates back to the 1940s in the United States, when American government elites – borrowing from the military jargon for secure rooms where plans could be discussed – encouraged the establishment of dedicated places ('tanks') to think strategically about the post-war world. The first such place was notably the RAND Corporation, then very close to the Department of War/Defence.<sup>2</sup>

Yet it can be argued that – apart from the various centres devoted to advocating social 'progress' created at the beginning of the 20<sup>th</sup> century in both the US and Europe (the London School of

<sup>1</sup> In 2004, Steven Boucher counted as many as 149 think tanks "active on European themes" in the EU, of which only 36 were "euro-specific", i.e. focused on European issues. See S. Boucher (ed.), *Europe and its Think Tanks: A Promise to Be Fulfilled*, Notre Europe, Paris, Studies and Research, no. 35, October 2004. In 2008, James McGann who runs a "Think Tanks and Civil Societies" programme at the University of Pennsylvania, counted 1208 of them for "Western Europe" and 514 for "Eastern Europe" (though not exclusively devoted to European themes); in 2011, his new grouping "European Union" included a total of 1485. It must be said, however, that McGann's ongoing *Global Go-To Think Tanks Report* (from which these figures are taken) is based on a slightly superficial compilation of data and names combined with a peer and expert survey by some 1500 experts, 6000 journalists and donors from around the world. It is, in other words, not very rigorous (it includes i.a. party political institutes, university establishments, and NGOs), quite discretionary, and also liable to conflicts of interest and even commercial exploitation, especially insofar as it engages in 'ranking' so many different realities. On the other hand, McGann's book on the US think tank world (*Think Tanks and Policy Advice in the US: Academics, Advisors and Advocates*, New York, Routledge, 2007) is definitely useful.

<sup>2</sup> See J.A. Smith, *The Idea Brokers: Think Tanks and the Rise of the Policy Elite*, New York, Free Press, 1991. In the 1920s and 1930s, US industrial and financial tycoons (Rockefeller, Brookings, Ford) had already started devoting part of their huge personal fortunes to the creation of large endowments devoted to philanthropic causes and/or funding socially useful scientific research.



Economics was one)<sup>3</sup> – it was the Great War that first prompted the creation of independent centres of research to focus on topics of public interest, notably the prevention of future armed conflicts: such were the Royal Institute of International Affairs (Chatham House) in London, the Council on Foreign Relations in New York, and the Institut des Hautes Etudes Internationales (later HEI), established in Geneva in 1927 as an offshoot of the League of Nations.<sup>4</sup>

Later on, terms like “brain trust” or “brain boxes” became quite typical of the Roosevelt era and its vision of public policy. They came back into fashion again during the Kennedy-Johnson years, when the Harvard-trained “eggheads” in the administration were often labelled in the press as “brain bank” or “think factory” – while the term “tank” started hinting also at a public exposure comparable to that of an aquarium or a zoo cage for rare species.<sup>5</sup>

Various translated into European languages (*boîte à/laboratoire d'idées, Denkfabrik, pensatoio*), “think tank” is now commonly used in its original version everywhere as a sort of catch-all definition. Yet TTs vary enormously in nature, scope and size, both in Europe and worldwide. If one just takes the city of Washington DC – and in particular the square mile around Dupont Circle – the sheer number and diversity of centres that carry and/or claim that label is startling.<sup>6</sup> A similar tendency is increasingly visible in Brussels and elsewhere. At the same time, a stringent and agreed definition of what constitutes a ‘true’ TT is still lacking.

In an index published by *Foreign Policy* magazine in 2009, James McGann distinguished global TTs, more or less arbitrarily, among “policymakers”,

“partisans”, “phantoms”, “scholars” and “activists”. Then, no less arbitrarily, he added his own ranking of the top 15 US and 10 non-US think tanks. The first list included such diverse establishments as the Brookings Institution and the Heritage Foundation, the Woodrow Wilson International Center for Scholars and the American Enterprise Institute, the Council on Foreign Relations and Human Rights Watch. The second one ranged from Chatham House to Transparency International, from SIPRI to the Adam Smith Institute.<sup>7</sup>

For his part, in the only serious study undertaken so far on *European* think tanks, Steven Boucher identified nine *criteria* to define a TT. To qualify as such, accordingly, one has to:

1. be somewhat permanent;
2. specialise in the production of public policy solutions;
3. have in-house staff dedicated to research;
4. produce ideas, analysis and advice;
5. communicate its findings to policy-makers and public opinion;
6. not be responsible for government operations;
7. maintain research freedom and independence from specific interests;
8. not grant degrees or have training as its primary activity;
9. seek, explicitly or implicitly, to act in the public interest.<sup>8</sup>

When trying to categorise European TTs proper into a simplified spectrum, however, Boucher somewhat contradicted at least some of those criteria.

<sup>3</sup> R. Dahrendorf, *LSE: A History of the London School of Economics and Political Science 1895-1995*, Oxford-London, Oxford UP, 1995. While the LSE was an initiative of the Fabian Society and the fledgling labour movement, the Ecole Libre des Sciences Politiques in Paris (1872-1945) and the Hochschule fuer Politik in Berlin (1920-1933) were private creations of liberal elites trying to reshape a national ‘spirit’ and consensus after two harsh and painful military defeats (1871 and 1918) by combining training for public service and near-academic policy research. They turned out to be the forerunners, respectively, of Sciences Po in France and the German post-war tradition of party foundations. See G. Vincent, *Sciences Po: histoire d'une réussite*, Paris, Orban, 1987; A. Missiroli, *Die Deutsche Hochschule für Politik*, St. Augustin, Comdok Verlag, 1988.

<sup>4</sup> The Institut für Auswärtige Politik (1923-1933) founded in Hamburg by Albrecht Mendelssohn-Bartholdy, was another (if short-lived) product of the decision taken at the Versailles peace conference to establish such centres, following in the footsteps of Andrew Carnegie and his Endowment for International Peace in Washington (1910).

<sup>5</sup> Smith ... quot. (fn. 2), xiv, 241. On the “eggheads”, their vision of the Great Society and their tragic role in the Vietnam war, see D. Halberstam, *The Best and the Brightest*, New York, Random House, 1972. See also, more recently, J. Mann, *The Rise of the Vulcans: The History of Bush's War Cabinet*, New York, Viking Books, 2004; and, by the same author, *The Obamians: The Struggle Inside the White House to Redefine American Power*, New York, Viking Books, 2012.

<sup>6</sup> For a critical survey of the US landscape see A. Rich, *Think Tanks, Public Policy and the Politics of Expertise*, Cambridge-New York, Cambridge UP, 2004; D.E. Abelson, *A Capitol Idea: Think Tanks and US Foreign Policy*, Montreal, McGill-Queen's UP, 2006; and S. Boucher and M. Royo, *Les think tanks: cerveaux de la guerre des idées*, Paris, Editions du Félin, 2006, rev. 3<sup>rd</sup> edition 2012.

<sup>7</sup> J. McGann, “The Think Tank Index”, *Foreign Policy*, February 2009, 82-84.

<sup>8</sup> Boucher (ed.) ... quot. (fn. 1), 2-4.





Specifically, he highlighted four main *types* of TTs:

- I. academic think tanks (or universities without students);
- II. advocacy think tanks (which McGann prefers to call “engagement” TTs);
- III. contract research organisations;
- IV. political party think tanks.

It is quite clear that types I and III may struggle to meet criteria 2 and 5, while II and especially IV may be seen somewhat more conditioned by 6 and 7. Even the 35-odd TTs considered here may not all meet the nine criteria listed above, while type IV has been preliminarily not included in this survey (along with university centres and institutes). Still, check lists like these help identify the main features of each and every establishment under consideration.

The point is that, especially in Europe, the genesis of what are now commonly called “think tanks” is very heterogeneous across countries and political cultures. Their original traits have often evolved over time and most (if not all) have turned into more or less ‘hybrid’ constructs that tend to combine elements of the different above-mentioned types.

To start with, there is no such thing as a common or comparable legal status for them across the EU, as situations differ from country to country (*associations sans but lucratif* in Belgium, foundations, companies, state agencies, grant-making bodies).

Secondly, European TTs serve quite different purposes: some have a quasi-academic profile and public status; others are non-profit organisations or foundations with a more or less pronounced *penchant* for advocacy; some cover a very large thematic ground (generalists) while others are rather specialised (thematically or geographically); some have a predominantly European outlook while others (especially at national level) cover EU-related issues only as part of their overall mission and scope. On top of that, it is certainly not unusual for some TTs to play different roles at different times and in different contexts.

Finally, with regard to their funding, TTs were at first largely dependent on public money, in particular those national think tanks devoted to foreign and international affairs. Today, however, they cannot rely much upon generous private donations (certainly not as much as in the US) and often need to draw on multiple sources: membership fees, sales of publications, sponsorships and donations, (dwindling)

state subsidies, grants and project-related money, including from the EU.

Their evolution over time and their geographical location and reach also matter.

### National scenes

What we currently have come to know as European TTs started developing in some key EU countries in the 1970s as centres specialised on international affairs. As such, they normally reflected the different national traditions, attitudes and cultures of the countries they knew best.<sup>9</sup>

Until the 1990s, in fact, ‘Europe’ was still mainly seen as a matter of either ideology (some TTs were offshoots of the federalist movement) or foreign policy. IFRI, Chatham House, IAI, ISPI, IRRI (later Egmont), Clingendael, ELIAMEP, UI, FIIA, DIIS, in part also DGAP, dealt with EC/EU affairs in that framework – sometimes with a combination of those two approaches – and were often funded by their respective MoFAs.

These think tanks mostly flanked (and were intertwined with) national establishments, and occasionally staged bi- or pluri-national fora to debate strategic or European issues of common interest. Public discussions on economic and social matters were often carried out by other actors and at a predominantly, if not purely, national level.

Today, with an expanding number of new players entering the fray and under the pressure of mounting competition for limited funds, TTs tend to specialise. More thematic/sectoral ones have indeed popped up in some countries, while the more established national TTs maintain some sort of ‘EU research programme’, alongside others, and raise funds to that effect (as state/public and MoFA support have declined everywhere) both at national and European level.

They have also become an inevitable passerelle between policy-makers and public opinion. The media have increasingly opened their debates and editorial pages to think tankers and adopted a practice of contacting them for comments on current affairs.

Indeed, most national TTs serve multiple purposes: they inform about the EU, often with a national angle and focus, and they stimulate the policy debate by organising public events and publishing articles and papers. Alongside these quasi-educational functions, some TTs also participate in transnational consortia to animate the discussion, circulate ideas, and also carry out academic-level research on policy issues.

<sup>9</sup> For an analytical overview, see D. Stone and A. Denham (eds.), *Think Tank Traditions: Policy Research and the Politics of Ideas*, Manchester-New York, Manchester UP, 2004. For a cursory survey of all 27 member states see Boucher ... quot. (fn. 1), 46-77.



As a result, *websites* have become an indispensable tool for intervening in and keeping pace with the wider EU policy debate and for collecting views and analyses from different corners of the Union. In fact, it has become increasingly difficult to monitor all that is being published/uploaded on the web (and BEPA's "Think Tank Twitter", included in its *Monthly Brief*, is meant precisely to help do that). In some cases – notably those of established national TTs – the use of the web has come to the detriment of long-standing and prestigious printed periodicals such as *International Affairs*, *Politique Etrangère*, *Internationale Politik*, *Integration* or *The International Spectator*.

On the other hand, the growing use of and access to IT tools and online media have somewhat lowered the threshold for entering the public policy debate and allowed in players (e.g. grant-making institutions and foundations) that, in principle, should play a different role on the marketplace of ideas. This, too, has contributed to blurring the once clearer dividing lines between "think tanks" proper and other establishments.

### Transnational networks

As already mentioned, some of these national think tanks – e.g. IAI, IEP, Clingendael, along with the London-based Federal Trust – were initially also markedly influenced by European federalists. In 1974 they joined forces and established TEPSA (Trans-European Policy Studies Association) as an international association under Belgian law, the first ever TT network at pan-European level, with an office in Brussels, based on a strict one-centre-per-member-state rule [www.tepsa.eu].

EuroMeSCo (Euro-Mediterranean Study Commission), set up in 1996 in the wake of the Barcelona Conference, has long been the main network of research centres on politics and security in the Mediterranean [www.euromesco.net].

In the late 1990s, EPIN (European Policy Institutes Network) was set up on the initiative of CEPS with the twin purpose of integrating/socialising new centres especially from the EU-10, where the TT landscape was still relatively weak, fragmented and fluid, and bidding collectively for funds from the EU's Framework Programme [www.epin.org].

In 2000, CEPS also promoted the creation of the European Network of Economic Policy Research Institutes (ENEPRI) that brings together 23 leading research-oriented centres from a majority of EU member states with the goal of circulating relevant work, coordinating plans, carrying out joint projects and raising public awareness [www.enepri.org].

Furthermore, since 2007, Notre Europe has coordinated an annual cooperative effort among TTs from different countries, including Brussels-based ones, labelled TGAE (Think Global – Act European). It has so far produced three multi-authored reports collecting papers from various European TTs addressed to each forthcoming 'trio' of EU presidencies, and three editions (2008, 2011 and 2011) of its European Forum of Think Tanks.

Last but not least, since January 2010 all Brussels-based TTs have organised an annual Think Tank Dialogue (TTD) devoted to assessing the "State of the Union" in which they submit their analytical papers and policy recommendations to EU top leaders. Participation in the TTD is open also to all those national think tanks that wish to contribute.

### The Brussels scene

The more traditional and better established TTs in Brussels (CEPS, EPC, Friends of Europe) were all founded in the 'golden age' of European integration, namely between the mid-1980s and the late 1990s. At their origin were European officials (including former Commission senior figures), businessmen (especially from the six founding member states) and journalists (notably former British correspondents covering the EC). They are all 'generalist' TTs, exclusively focused on EU affairs, and with a broad pro-integration bias – although arguably CEPS is more research-oriented, Friends of Europe (FoE) almost exclusively focused on fostering debate<sup>10</sup>, and EPC somewhere in-between.

Over the past decade, following also the EU's expansion (both functional and geographic), new players have joined the Brussels scene. To start with, many American TTs and/or organisations have set foot in town: the German Marshall Fund, the International Crisis Group, the East-West Institute, and the Carnegie Endowment for International Peace.<sup>11</sup>

<sup>10</sup> Closely connected (also physically) with FoE is the Security & Defence Agenda (SDA), founded in 2002 as a forum for debating security issues relevant to both the EU and NATO. It is more a platform than a think tank proper, while FoE likes also to be seen as such.

<sup>11</sup> To these one could add RAND Europe, first based in Leiden and then in Cambridge, and the network of national Aspen Institutes across the EU. The GMF has also offices and 'antennae' in various EU capitals, from Berlin to Warsaw, from Paris to Bucharest, from Bratislava to Stockholm and Turin – let alone Belgrade and Ankara. Conversely, the London-based International Institute for Strategic Studies (IISS) has a predominantly transatlantic and increasingly global focus (with offices in Washington, Singapore and Bahrain) and rarely deals with EU affairs proper.



The Lisbon Council and BRUEGEL have also been set up lately, both with a strong focus on economic issues – the former leaning more towards policy advocacy of the growth agenda, and the latter more towards policy analysis and research. The European Centre for International Political Economy (ECIPE), created in 2006, deals exclusively with trade policy, is more global than European in outlook, and is an outspoken advocate of free trade.

For their part, some national TTs have also opened ‘antennae’ in Brussels: the Gütersloh-based Bertelsmann Foundation, the Berlin-based SWP, the London-based CER, the Paris-based IFRI and Robert Schuman Foundation, the Madrid-based FRIDE and, in conjunction with Poland’s Presidency of the Council, the Warsaw-based Centre for Eastern Studies (OSW) and Institute of Public Affairs (ISP). The most recent arrival in town is the London-based “Open Europe” think tank, which may also be seen as a harbinger of a less consensual debate on (and less mainstream approach to) European integration.

Conversely, while the Belgian Egmont (formerly IRR) is a somewhat ‘double-hatted’ institute (national and Brussels-centred), the Paris-based Notre Europe is normally considered also part of the Brussels TT *milieu* for its exclusive focus on EU matters.

In the meantime, the ‘family’ of organisations supported by George Soros has continued to grow: his US-based OSI (primarily a grant-making institution) has opened an office in Brussels. Moreover, Prague-based EUROPEUM, the European Stability Initiative (that deals primarily with EU candidate countries) and especially the European Council on Foreign Relations (London-based but present in other EU capitals) – all significantly, at least at the outset, reliant on OSI seed money – have gained weight and raised their profile in the wider policy debate.<sup>12</sup>

Last but not least, the ‘euro-parties’ in the European Parliament have launched their own TTs, starting with Centre for European Studies (CES) and the Foundation for European Progressive Studies (FEPS) – to which, of course, one should add the offices of the German party foundations, some of

which (the Konrad-Adenauer- and the Friedrich-Ebert-Stiftung) are old timers in town.

It is legitimate, in other words, to talk of a fledgling pan-European TT environment and debate. Think tanks are increasingly interested in feeding into the EU agenda and feeding back the EU agenda into national policies, while also being present across the continent, especially (but not exclusively) in Brussels. The recent booming and blooming of the Brussels TT scene, in particular, is certainly due to the increasing importance of the EU capital as a hub for policy-shaping in a growing number of areas – and this study does not take into consideration the numerous consultancies that often act as close relatives of TTs and/or compete in the same ‘market’.<sup>13</sup>

Insofar as think tanks intend to raise awareness, animate and influence debates, support causes and propose solutions on issues that fall within the remit of EU institutions, Brussels is indeed the place to be. But it is also essential for fundraising and networking purposes. The concentration of diplomats, officials (and officers, including from NATO), parliamentarians, business representatives and lobbyists – not to mention the media and their multiplier effect – is unique for the European continent. This situation compares only to Washington, adding a sort of ‘beltway’ feeling and flavour to many debates and initiatives taking place in Brussels.<sup>14</sup>

All these factors further contribute to the multi-functional profile that TTs have to develop in order to thrive and have an impact, both locally and globally. As Hugo Brady (CER, Brussels) brilliantly put it, the quintessential think tanker in town must be able to “think like an academic, act like a diplomat, and write like a journalist”.

## What about the EU?

The Commission supports the work of European TTs in a variety of ways, as the profiles in the index also demonstrate. First and foremost, funding is available through its Framework Programme, based on the quality of their research, networking ability, and as of the latest FP-7, emphasis on the policy relevance of the output. Secondly, via the (more recent) “Europe for Citizens” programme, open also

<sup>12</sup> The Open Society Institute group has also formed its own networks, most notably the Policy Association for an Open Society (PASOS) that supports the development and strengthens the outreach capacity of its 56 members with the goal of ensuring that the lessons of transition are understood, shared and applied – especially in the areas of democracy and human rights, good governance and open economy, sustainable development and international cooperation [www.pasos.org].

<sup>13</sup> “The Centre” has long been the most important one in this respect by calling itself a “think-do tank” and publishing the widely read periodical *e-Sharp*.

<sup>14</sup> For a punctual comparison see C. Mahoney, *Brussels versus the Beltway: Advocacy in the United States and the European Union*, Washington, Georgetown UP, 2008.





to various NGOs and associations; and thirdly, through specific short-term contracts awarded by individual Directorates-General, not unlike what other EU institutions also do.

This has little to do, in principle, with the willingness and ability of each and every EU institutions to build, maintain and develop an in-house capacity for policy analysis and review, strategic planning and foresight. Partially ‘outsourcing’ that, however, may be considered a perfectly rational and functional choice as well as a broader outreach and public diplomacy endeavour. Yet it certainly shows that there is no one-size-fits-all approach to (and appreciation of) these crucial European *opinion-shapers*.

The multiplication and diversification of TTs across Europe, in fact, has made it also increasingly difficult to identify and classify – let alone relate to – them. This has gone hand-in-hand with calls for more transparency in how EU institutions engage with external stakeholders. At some point in time, the debate centred mostly on whether TTs should sign up to the lobby register launched by the European Commission in June 2008.<sup>15</sup>

The joint “Transparency Register” stems from an old idea ingrained in the EU treaties, which stipulate that, in order to promote good governance and ensure civil society participation, the EU institutions, bodies, offices and agencies should conduct their work as openly as possible, and that decisions be taken as openly and directly as possible with the citizens. In this context, the new register aims to provide a ‘one-stop-shop’ system that is simple and user-friendly both for those wanting to register and for those willing to check and verify the information.

The “Transparency Register” is also not an entirely new initiative. It grew out of Commission VP Siim Kallas’ European Transparency Initiative (ETI) in 2005, which led to the establishment of a “Register of Interest Representatives” in 2008. However, not only was its name negatively perceived, it was also associated exclusively with lobbying activities, which prevented a number of TTs from registering. In parallel, the European Parliament had its own register – dating from 1996 – which suffered from widespread criticism from democracy campaigners

for the allegedly questionable accuracy of the information contained within it.

Taking into account these limitations, a review process was launched in December 2008. Following extended negotiations in a high-level inter-institutional working group and European Parliament approval in May 2011, the new joint EP/EC “Transparency Register” was launched on 23 June 2011, replacing the two previous ones. The scope of this register covers all activities “carried out with the objective of directly or indirectly influencing the formulation or implementation of policy and the decision-making processes of the EU institutions, irrespective of the channel or medium of communication used – for example outsourcing, media, contracts with professional intermediaries, think tanks, platforms, forums, campaigns and grassroots initiatives”.<sup>16</sup> And, in line with requests from TTs themselves, a separate category has been created for “think tanks”, setting them clearly apart from “public affairs professionals” and direct corporate interest representation.<sup>17</sup>

The new register thus aims to provide information on all those seeking to gain influence over European policy. By registering, organisations or individuals agree to make public not only basic information about themselves but also details on their activities in the EU institutions, the number of people involved as well as relevant financial figures. Registrants also agree to abide by a code of conduct including a commitment to provide accurate and up-to-date information (and rules to this effect have been significantly tightened, with new staff assigned to monitor foul play). As a result, organisations listed in the “Transparency Register” could benefit from better access to policy-makers: while registration is not mandatory, it is necessary to obtain an access card to the European Parliament’s premises.

The new register and the new rules have been well received by most stakeholders, including the TT community. On its first anniversary, on 23 June 2012, 5,150 interest groups were listed. Nonetheless, some concerns remain. A report released by the pro-transparency group Alter-EU suggests that the voluntary register is failing to give a complete picture of lobbying in Brussels since a number of lobby

<sup>15</sup> See “The Changing Face of European Think Tanks”, *EurActiv*, 26 February 2009, updated 9 April 2010.

<sup>16</sup> “IV. Scope of the Register” of the “Agreement between the European Parliament and the European Commission on the establishment of a transparency register for organisations and self-employed individuals engaged in EU policy-making and policy implementation”, *OJ L191*, 30. [available at [www.eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2011:191:0029:0038:EN:PDF](http://www.eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2011:191:0029:0038:EN:PDF)]

<sup>17</sup> The “Transparency Register” can be consulted at [www.europa.eu/transparency-register/index\\_en.htm](http://www.europa.eu/transparency-register/index_en.htm) While the participation of the Council in the joint “Transparency Register” is still under consideration for the future, it has accepted to nominate an observer from its General Secretariat to take part in the weekly meetings of the register’s secretariat.

groups – including i.a. law firms – have not joined the “Transparency Register”.<sup>18</sup> Even some TTs are missing from the list. Still, the two-year review process planned for 23 June 2013 is expected to provide the opportunity for addressing pending matters.

## Conclusions

Taken as a whole, European TTs are becoming, especially through their networks and websites, the closest thing to a fledgling common European “public sphere”<sup>19</sup> – rather than an “epistemic community”<sup>20</sup> *stricto sensu* – albeit within the realm of a selected (yet quintessentially open) sample of engaged and educated citizens. Indeed, they shape both expectations and perceptions regarding EU policies, with increasing access to old and new media at national, continental and international level. Yet, they also start representing a significant basin for the recruitment of *policy*-shapers proper – a phenomenon that is becoming ever more apparent in some countries as well as within the EU institutions themselves.

Europe is still far from the American “revolving doors” tradition, or rather practice, whereby think tankers and academics easily move in and out of government jobs as administrations come and go, and each time they move up (at least) one notch. European public administrations and political career patterns are still quite different – not only from the US but also from one another – and rarely show anything remotely comparable to the American “spoils system”.

But if something has changed in this respect in virtually all EU countries over the past few years, it is precisely the growing presence and impact of dedicated policy advisers coming from outside the traditional party and state structures – a trend that may reflect, in part, the ever greater importance of communication in policy formulation, but in part also the increasing difficulty of those traditional structures to produce policy innovation. Think tankers of the multi-functional, triple-hatted type described above fit very well the professional profile required to fill these gaps.

The wider European TT landscape, therefore, is now a force to be reckoned with, and one that is evolving very rapidly. The arrival of new players on the EU bloc has affected the policy debate and added new voices that serve also as feelers in (and relays to) EU and world capitals. At national level, processes of consolidation and adaptation go hand in hand with new initiatives, often prompted by the need to make other voices heard and to connect with the broader continental policy debate.

More generally, TTs are diversifying their operations and/or searching for thematic niches, in part reflecting also the growing variety and complexity of EU policies. As a result, it is increasingly difficult to remain a ‘generalist’ think tank, or just a think tank in traditional terms. The funding structure of individual TTs is also changing quickly, and the ongoing financial and economic crisis is taking its toll on both the public and the private donors’ side.

In terms of size, staff, or budget, Europe does not have the equivalents of Brookings, CSIS, Carnegie or RAND. Neither does it have, however, the equivalents of the smaller and highly *partisan* TTs that populate the Washington ‘beltway’, although it does have *militant* ones that focus almost exclusively on one or the other EU policy and pursue a specific agenda.

The actual influence of continental think tanks remains difficult to measure, especially in general and absolute terms, as well as to translate into any kind of ranking. Nonetheless, although they are not becoming any bigger, European TTs are certainly becoming more numerous, more widespread and more influential.

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<sup>18</sup> See *Dodgy Data: Time to Fix the EU’s Transparency Register*, Brussels, Alliance for Lobby Transparency and Ethics Regulation (ALTER-EU), June 2012 [available at [www.alter-eu.org](http://www.alter-eu.org)].

<sup>19</sup> H. Ullrich, *European Union Think Tanks: Generating Ideas, Analysis, and Debate*, in Stone, Denham ... quot. (fn. 9), 51-68. For the notion of “epistemic community”, see P. Haas, “Introduction”, *International Organization*, 46, no. 1, 187-224.

<sup>20</sup> On TTs and the “public sphere”, see L. Barani, A Policy-based European Public Sphere: The Underpinnings of the Europe of Experts, in L. Morganti and L. Bekemans (eds.), *The European Public Sphere – From Critical Thinking to Responsible Action*, Brussels, Peter Lang, forthcoming 2012. Also see, C. Bee and E. Bozini, *Mapping the European Public Sphere*, London, Ashgate, 2010.



# EUROPEAN THINK TANK INDEX

## Brussels-based Think Tanks:

Centre for European Policy Studies (CEPS)  
Lisbon Council  
European Policy Centre (EPC)  
Bruegel  
Friends of Europe  
Egmont – Royal Institute for International Relations

## Think Tanks based in the EU member states:<sup>21</sup>

Centre for Liberal Strategies (CLS), Sofia  
EUROPEUM Institute for European Policy, Prague  
Danish Institute of International Studies (DIIS), Copenhagen  
Estonian Foreign Policy Institute (EVI), Tallinn  
Finnish Institute of International Affairs (FIIA), Helsinki  
Fondation Robert Schuman, Paris  
Notre Europe, Paris  
Institut Français des Relations Internationales (IFRI), Paris  
European Stability Initiative (ESI), Berlin  
Institut für Europäische Politik (IEP), Berlin  
Bertelsmann Stiftung, Gütersloh  
Stiftung Wissenschaft und Politik (SWP), Berlin  
Deutsche Gesellschaft für Auswärtige Politik (DGAP), Berlin  
Hellenic Foundation for European and Foreign Policy (ELIAMEP), Athens  
Institute for International and European Affairs (IIEA), Dublin  
Istituto Affari Internazionali (IAI), Rome  
Istituto per gli Studi di Politica Internazionale (ISPI), Milan  
Netherlands Institute of International Relations – Clingendael, The Hague  
Institute of Public Affairs, Warsaw  
Polish Institute of International Affairs (PISM), Warsaw  
demosEUROPA, Warsaw  
Instituto de Estudos Estratégicos e Internacionais (IEEI), Lisbon  
Slovak Foreign Policy Association, Bratislava  
Barcelona Centre for International Affairs (CIDOB), Barcelona  
Fundación para las Relaciones Internacionales y el Diálogo Exterior (FRIDE), Madrid  
Fundación Real Instituto Elcano, Madrid  
Swedish Institute of International Affairs (UI), Stockholm  
Swedish Institute for European Studies (SIEPS), Stockholm  
Centre for European Reform (CER), London  
Chatham House, London  
European Council on Foreign Relations (ECFR), London

<sup>21</sup> Listed in alphabetical order of the countries where the headquarters/seat of the organisation is located.



	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>CENTRE FOR EUROPEAN POLICY STUDIES (CEPS)</b></p> <p><b>Brussels</b></p> <p><b>Legal Status</b> Association Internationale Sans But Lucratif (Under Belgian Law)</p> <p><b>Key Features</b> Founded in 1983; strong in-house research capacity and extensive network of partner institutes</p> <p><b>Transparency register</b> Yes</p> <p><b>Membership of European Consortiums</b> TGAE EPIN ENEPRI (initiator)</p>	<p>Motto: “Thinking Ahead for Europe”</p> <p>“To conduct state-of-the-art policy research leading to innovative solutions to the challenges facing Europe”</p> <p>“To achieve high standards of academic excellence and maintain unqualified independence”</p> <p>“To provide a forum for discussion among all stakeholders in the European policy process”</p> <p>“To build collaborative networks of researchers, policy-makers and business representatives across the whole of Europe”</p> <p>“To disseminate our findings and views through a regular flow of publications and public events”</p>	<p><b>Research:</b></p> <ul style="list-style-type: none"> <li>- Agriculture &amp; Rural Policy</li> <li>- Economic Policy</li> <li>- Energy &amp; Climate Change</li> <li>- EU Neighborhood, Foreign &amp; Security Policy</li> <li>- Financial Markets &amp; Institutions</li> <li>- Justice &amp; Home Affairs</li> <li>- Politics &amp; Institutions</li> <li>- Regulatory Policy</li> <li>- Social Welfare Policy</li> <li>- Trade Developments &amp; Policy</li> </ul> <p><b>Publications:</b></p> <ul style="list-style-type: none"> <li>- Commentaries</li> <li>- Policy briefs</li> <li>- Working documents</li> <li>- Task force reports</li> <li>- Paperbacks</li> <li>- Monthly newsletter</li> <li>- Special reports</li> <li>- Monthly newsletter</li> <li>- Statistical packages</li> </ul> <p><b>Events:</b></p> <ul style="list-style-type: none"> <li>- Seminars</li> <li>- Workshops</li> <li>- Lunchtime Meeting series</li> <li>- Conferences</li> <li>- Task forces to assess EU policies and formulate recommendations</li> </ul>	<p>EU internal and external policies</p> <p>Macroeconomic policy (EMU) and Financial Markets</p> <p>Institutional issues</p>	<p><b>Total revenue: above €6 million</b></p> <p><b>Research-related income and grants: +50%</b></p> <p><b>Memberships: +/- 20%</b></p> <p><b>Project partnerships: +/- 20%</b></p> <p><b>Grants from the EU: 2%</b></p>	<p><b>Europe for citizens: €139,634</b></p> <p><b>FP7:</b> CEPS is part of several EU research networks:</p> <ul style="list-style-type: none"> <li>- ANCIEN</li> <li>- Factor Markets</li> <li>- MEDPRO</li> <li>- NEUJOBS</li> <li>- RELIGARE</li> <li>- INNODRIVE</li> <li>- SERVICEGAP</li> <li>- INDICSER</li> <li>- BLUE-ETS</li> <li>- FUME</li> <li>- MICROCON</li> <li>- INCLUD-ED</li> <li>- ENACT</li> <li>- INEX</li> <li>- EXACT</li> </ul> <p><b>European Parliament, European Economic and Social Committee, Committee of Regions, Fundamental Rights Agency</b></p>	<p><b>Institutional members:</b> EU Officials (<i>de jure</i>), Permanent Representations, Diplomatic Missions of third countries, academics and trade associations</p> <p><b>Corporate members:</b> representatives of the following industries: financial services, energy, telecommunications, public affairs, automotive, legal services and consumer goods</p>



	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>THE LISBON COUNCIL FOR ECONOMIC COMPETITIVENESS AND SOCIAL RENEWAL</b></p> <p><b>Brussels</b></p> <p><b>Legal Status</b> Association Internationale Sans But Lucratif (Under Belgian Law)</p> <p><b>Key Features</b> Founded in 2003 in Belgium; “a think tank for the 21<sup>st</sup> century”</p> <p><b>Transparency register</b> Yes</p> <p><b>Membership of European Consortiums</b> No</p>	<p>Committed to “defining and articulating mature, holistic and evidence-based strategies for managing current and future challenges”</p> <p>Serves as an “incubator for novel ideas that offer new approaches to key challenges”</p>	<p><b>Publications</b></p> <ul style="list-style-type: none"> <li>- Policy briefs (25-70 pages)</li> <li>- Euro Plus Monitor Competitiveness Ranking (about 70 pages)</li> <li>- Interactive e-briefs (10-30 pages)</li> <li>- Annual Report</li> <li>- Newsletter (twice a year)</li> </ul> <p><b>Events</b></p> <ul style="list-style-type: none"> <li>- Annual <i>Founding Fathers Lectures</i></li> <li>- Series of lectures within thematic “Initiatives”, such as Digital Agenda, Europe 2020, Innovation, Competitiveness, Skills and Human Capital, Entrepreneurship and Government Transformation</li> </ul> <p><b>Centres of Excellence</b></p> <ul style="list-style-type: none"> <li>- Single Market Entrepreneurs (SME) Centre</li> <li>- European Centre for Government Transformation</li> <li>- StartUp Europe (from 2013)</li> <li>- Gan Zhao Li Centre for Innovation and Sino-European Studies (from 2013)</li> </ul>	<p>Innovation</p> <p>Growth</p> <p>Economic Governance</p> <p>Competitiveness</p> <p>Europe 2020</p> <p>Digital Europe</p> <p>Eco-innovation</p> <p>Social inclusion, education, human capital and skills</p> <p>Entrepreneurship</p>	<p><b>Total revenue: more than €800,000</b></p> <p><b>Corporate funding: +50%</b></p>	<p><b>Europe for citizens: €200,000</b></p> <p><b>FP7: - PROGRESS: €130,000</b></p>	<p>Economists and thinkers</p> <p>Public figures/officials</p> <p>Entrepreneurs and Innovators</p> <p>NGO leaders</p> <p>Business strategists</p> <p>Opinion makers and journalists</p>





	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>EUROPEAN POLICY CENTRE (EPC)</b></p> <p><b>Brussels</b></p> <p><b>Legal Status</b> Association Internationale Sans But Lucratif (under Belgian law)</p> <p><b>Key Features</b> Founded in 1996</p> <p><b>Transparency register</b> Yes</p> <p><b>Membership of European Consortiums</b> TGAE</p>	<p>“committed to make European integration work”</p> <p>“providing its members and the wider public with rapid, high-quality information and analysis” on European and global policy-making</p> <p>“aims to promote a balanced dialogue between the different constituencies of its membership”</p>	<p><b>Research: four flagship programmes:</b></p> <ol style="list-style-type: none"> <li>1) European Politics and Institutions</li> <li>2) European Migration and Diversity</li> <li>3) Europe’s Political Economy</li> <li>4) Europe in the world</li> </ol> <p><b>Publications:</b></p> <ul style="list-style-type: none"> <li>- Working papers (60-200 pages, ISSN)</li> <li>- Issue papers</li> <li>- Shorter policy briefs (4 pages)</li> <li>- Commentaries (2 pages)</li> <li>- Newsletter</li> <li>- Annual report</li> <li>- Journal <i>Challenge Europe</i></li> </ul> <p><b>Events:</b></p> <ul style="list-style-type: none"> <li>- Policy dialogues</li> <li>- Briefings</li> <li>- Seminars</li> <li>- Conferences</li> </ul>	<p>EU politics</p> <p>EU macroeconomics</p> <p>EU external action</p> <p>EU relations with the Western Balkans</p> <p>EU relations with the European neighbourhood</p> <p>EU migration policy</p>	<p><b>Total revenue: +/- €2,500,000</b></p> <p><b>Untied funding: 73%</b></p> <p><b>Funding tied to specific activities: 27%</b></p> <p><b>2 strategic partners</b> (Compania di San Paolo and King Baudouin Foundation): 33%</p> <p><b>Membership fees: 30%</b></p> <p><b>Contributions</b> of at least €5,000 from private and public organisations: +/- €500,000</p> <p><b>Project-based funding</b> (Calouste Gulbenkian Foundation, in support of the "Europe in the World" Programme): €100,000</p>	<p><b>Europe for Citizens:</b> €121,891</p> <p><b>DG Employment</b> (Well-being 2030 project): €100,000</p>	<p>Members: +/- 400</p> <p>Corporate members: 74</p> <p>Professional and business associations: 78</p> <p>Diplomatic, governmental and intergovernmental organisations: 125</p> <p>Foundations: 26</p> <p>NGOs: 46</p> <p>Regional Bodies and Authorities: 40</p> <p>Religious Organisations: 6</p>



	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>BRUEGEL</b></p> <p><b>Brussels</b></p> <p><b>Legal Status</b> AISBL (Belgian law)</p> <p><b>Key Features</b> Established in 2005, Franco-German initiative</p> <p><b>Transparency register</b> Yes</p> <p><b>Member of European Consortiums</b> No</p>	<p>“contribute to European and global economic policy-making through open, fact-based and policy-relevant research, analysis and debate”</p>	<p><b>Research:</b></p> <ol style="list-style-type: none"> <li>1) European Macroeconomics</li> <li>2) Finance and Financial Regulation</li> <li>3) Global Economics and Governance</li> <li>4) Competition, Innovation and Sustainable Growth</li> </ol> <p><b>Publications:</b></p> <ul style="list-style-type: none"> <li>- Blueprints</li> <li>- Books</li> <li>- Essays and lectures</li> <li>- External publications</li> <li>- Opinion pieces and columns</li> <li>- Policy briefs and contributions</li> <li>- Videos</li> <li>- Blogs</li> <li>- Working papers</li> </ul> <p><b>G20 Monitor:</b> forum of discussion specifically dedicated to the G20</p> <p><b>Events:</b></p> <ul style="list-style-type: none"> <li>- Breakfast lunches and dinner talks</li> <li>- Debates</li> <li>- Seminars</li> <li>- Conferences</li> <li>- External meetings and Bruegel annual meeting</li> <li>- Asia Europe Economic Forum</li> </ul>	<p>Economic policy</p> <p>Financial regulation</p> <p>Global economic governance</p>	<p><b>Total revenue:</b> +/- €4 million</p> <p><b>Subscriptions – State Members:</b> above 50%</p> <p><b>Subscriptions – Corporate Members:</b> +/- 20%</p> <p><b>Project-based funding:</b> mainly EU FP7 project</p> <p><b>Other:</b> subscriptions from institutional members</p>	<p><b>FP7: EFIGE:</b> €1,069,897</p> <p><b>DG RELEX:</b> - TRAREL: €13,146 - EURO@10: €29,111</p> <p><b>European Climate Foundation:</b> €27,480</p> <p><b>EP ECON Committee:</b> €20,200</p>	<p><b>Cooperate Members:</b> major EU and US companies</p> <p><b>State Members:</b> +/- 18 EU member states</p> <p><b>Institutional Members:</b> EIB, EBRD, Banque de France, Denmarksnationalbank, Central Bank of Poland, Caisse des Dépôts</p>



	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>FRIENDS OF EUROPE</b></p> <p><b>Brussels</b></p> <p><b>Legal Status</b> Association Sans But Lucratif (Under Belgian Law)</p> <p><b>Key Features</b> Established in 1999</p> <p><b>Transparency register</b> Yes</p> <p><b>Membership of European Consortiums</b> Think Tank Europe, a network of think tanks, universities led by <i>Europe's World</i> (founding member)</p>	<p>To stimulate thinking on the future of the EU and the challenges facing its citizens, confront ideas and to encourage wider interest in Europe's future</p>	<p>Organisation of various forums and public debates on EU-related themes</p> <p>Publication of reports and policy briefings</p> <p>Co-founder of Europe's World, a widely read and distributed policy journal</p>	<p>Global Europe</p> <p>International Development</p> <p>Asia</p> <p>Greening Europe</p> <p>The future of Europe</p> <p>Communicating Europe</p> <p>Competitive Europe</p> <p>Life quality Europe</p>	<p><b>Total revenue: +/- €2.17 million</b></p> <p><b>Corporate funding</b> (companies and trade associations): +/- 51%</p> <p><b>Private non-corporate</b> (foundations, other think tanks, NGOs, etc.): +/- 20%</p> <p><b>European and international institutions</b> (EU, OECD, IMF, World Bank, etc.): 18.5%</p> <p><b>Diplomatic missions, national, regional and local authorities:</b> 10.5%</p>	<p><b>Europe for citizens:</b> €191,635</p> <p><b>FP7:</b> Understanding China Programme</p>	<p>“a neutral platform to people from all backgrounds and opinion”</p> <p>EU and non-EU governments</p> <p>EU institutions</p> <p>International bodies</p> <p>NGOs</p> <p>Major European and global companies</p> <p>Trade associations</p> <p>Think tanks and research institutes</p> <p>Leading media</p>



	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>EGMONT – ROYAL INSTITUTE FOR INTERNATIONAL RELATIONS</b></p> <p><b>Brussels</b></p> <p><b>Legal Status</b> Fondation d'utilité publique (Belgian law)</p> <p><b>Key features</b> Founded in 1947, independent academic institution</p> <p><b>Transparency register</b> No, and not envisaged</p> <p><b>Membership of European Consortiums</b> EuroMeSCo EPIN TGAE</p>	<p>It provides analysis and suggests international policy options on issues relevant to Belgium and to the EU, which are meant to be as operational as possible</p> <p>It has also to contribute to the awareness of the Belgian public opinion on these issues</p>	<p><b>Research:</b> <b>3 programmes:</b> 1) Africa 2) European Affairs 3) Europe in the World</p> <p><b>Training:</b> - Train Belgian civil servants on multilateral operations - Diplomatic training on EU and International security issues - Provide Belgian high school information</p> <p><b>Publications:</b> - Egmont Papers - <i>Studia Diplomatica</i> (quarterly, also known as the Brussels <i>Journal of International Relations</i>) - Africa Policy Briefs - Security Policy Briefs - EU affairs policy briefs - Commentaries, press releases and books</p> <p><b>Events:</b> - Conferences - Book presentations - Roundtables - Seminars - Training (workshops, debates, group work-presentations, simulation exercises)</p>	<p>- International security issues in sub-Saharan and in central Africa</p> <p>- EU integration process &amp; EU horizontal issues</p> <p>- International security, EU strategic Partnerships &amp; neighbourhood policies, CFSP &amp; CSDP</p>	<p><b>Total revenue:</b> <b>+/- €1,839,000</b></p> <p>Main subsidy from the <b>Belgian federal MoFA:</b> €1,143,000</p> <p><b>Brussels and Flanders</b> regions for employment purposes: €145,000</p> <p><b>Project-based funding:</b> €430,000</p> <p><b>Donations:</b> €31,000</p> <p>Incomes from <b>publications and membership fees:</b> €46,000</p> <p><b>Miscellaneous</b> (arrears from 2009): €44,000</p>	<p><b>FP7:</b> - SANDERA (until 2010) - MULTIPART (until 2010)</p>	<p><b>Key stakeholders:</b> Belgian Federal Ministry of Foreign Affairs</p> <p><b>Targeted audience:</b> Belgian foreign policy community and citizens</p> <p>EU and EU member state think tanks</p> <p>Academic experts and experts from the European Commission or from other national or international institutions</p>



	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>CENTRE FOR LIBERAL STRATEGIES (CLS)</b></p> <p><b>Sofia</b></p> <p><b>Legal Status</b> Non-profit organisation acting in public benefit</p> <p><b>Key Features</b> Created in 1994</p> <p><b>Transparency register</b> No, but envisaged</p> <p><b>Membership of European Consortiums</b> EPIN</p>	<p>“pursues academic depth while at the same time reacting to the current problems of the political, economic and social life in Bulgaria and taking into account the context of today’s global world”</p>	<p><b>Research projects:</b> Involvement in research projects coordinated by other institutes or think tanks</p> <p><b>Publications:</b> - <i>Foreign Policy Bulgaria</i> (bimonthly journal) - Books - Papers</p> <p><b>Events:</b> - Conferences: roundtables on current issues - Lectures by external speakers - Economic history seminar - Memorial lectures</p>	<p>Democratisation of post-communist countries</p> <p>Economic transition to market economy</p> <p>EU-Russian relations</p>	<p><b>Total revenue: +/- €600,000</b></p> <p><b>Bulgarian institutions</b></p> <p><b>Foreign embassies in Bulgaria</b> (UK, Austria)</p> <p><b>Foundations and grant-making institutes:</b> e.g. Open Society Institute/ Soros Foundation (OSI), Robert Bosch Foundation, Balkan Trust for Democracy, German Marshall Fund of US, CEE Trust</p>	<p><b>FP7:</b> - MEDIADEM (2010-2012, 14 partner institutions, focus on national media regulation): €2,065,000</p>	<p><b>Bulgarian policy-makers</b></p> <p><b>Brussels:</b> working with CEPS and Open Society Institute/ Soros Foundation (OSI); wish to reinforce outreach and presence</p>



	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>EUROPEUM INSTITUTE FOR EUROPEAN POLICY</b></p> <p><b>Prague</b></p> <p><b>Legal Status</b> Civic, non-profit organisation</p> <p><b>Key features</b> Leading independent think tank in the Czech Republic</p> <p><b>Transparency register</b> No</p> <p><b>Membership of European Consortiums</b> EPIN</p>	<p>“to contribute to a long-lasting development of democracy, security, stability, freedom and solidarity across Europe”</p> <p>“EUROPEUM formulates opinions and offers alternatives to internal reforms in the CR with a view of ensuring her full-fledged membership and respected position in the European Union”</p>	<p><b>Research:</b> <b>6 programmes:</b> 1) EU Politics &amp; Institutions 2) EU Policies &amp; Budget 3) Global Europe 4) EU Enlargement &amp; ENP 5) Democratisation &amp; Transformation Co-operation 6) Freedom, Security &amp; Justice</p> <p><b>Publications:</b> - <i>Integrace</i> magazine - Books/compilation of articles on areas of specialisation - Policy briefs and policy papers - Research papers - Newsletter</p> <p><b>Projects:</b> in cooperation with other research institutes and think tanks (duration: 3 months to 1 year)</p> <p><b>Events:</b> - Conferences - Roundtables - Seminars on EU for wider public - Trainings - European Summer School Future EU Leaders’ Academy</p>	<p>Evolution of EU policies</p> <p>General political and institutional issues</p> <p>Citizenship &amp; democracy within the EU</p> <p>EU external action</p> <p>Enlargement</p> <p>EU economic policy</p> <p>Regional and structural policy</p> <p>Democracy assistance, transformation cooperation</p>	<p><b>Total revenue: €255,800</b></p> <p><b>MoFA:</b> €64,000</p> <p><b>European Commission:</b> €67,000</p> <p><b>Project-based funding:</b> - CEE Trust (2010): €35,000  - Open Society Fund (2010): €16,000  - National Endowment for Democracy: €1,800  - Heinrich Boell Stiftung: €12,900</p> <p><b>Self-generated income:</b> € 59,100</p>	<p><b>European Commission: €67,000</b></p> <p>[Europe for Citizens (2011): €75,000  EC Representation Prague (2011): €10,000]</p>	<p>Within Czech Republic, the EU and European Neighborhood:</p> <p>Policy-makers</p> <p>Journalists</p> <p>Academics and experts</p> <p>NGOs</p> <p>Public administration</p> <p>(Training) University and secondary school students, officials in the Czech administration</p> <p>(Public seminars): general public</p> <p>Member of the Policy Association for an Open Society (PASOS)</p>



	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>DANISH INSTITUTE FOR INTERNATIONAL STUDIES (DIIS)</b></p> <p><b>Copenhagen</b></p> <p><b>Legal Status</b> Self-governing governmental research institute, non-profit</p> <p><b>Key Features</b> Established by an act of Danish Parliament in 2002</p> <p><b>Transparency register</b> No, and not envisaged</p> <p><b>Membership of European Consortiums</b> TEPSA EuroMeSCo EPIN</p>	<p>“research, analysis and information activities in Denmark in the area of international affairs, and comprising foreign affairs, security and development policy, conflict, Holocaust, genocide and politically motivated mass atrocities”</p>	<p><b>Research:</b> <b>8 programmes:</b></p> <ol style="list-style-type: none"> <li>1) Defence and security</li> <li>2) Foreign policy and EU studies</li> <li>3) Global economy regulation and development</li> <li>4) Holocaust and genocide</li> <li>5) Migration</li> <li>6) Natural resources and poverty</li> <li>7) Politics and development</li> <li>8) The Middle East</li> </ol> <p><b>Publications:</b></p> <ul style="list-style-type: none"> <li>- Briefs</li> <li>- Working papers (25+ pages)</li> <li>- Reports</li> <li>- Books and book chapters</li> </ul> <p><b>Events:</b></p> <ul style="list-style-type: none"> <li>- Seminars</li> <li>- Film screenings</li> </ul>	<p>EU foreign policy</p> <p>Sub-Sahara Africa</p> <p>Middle East</p> <p>Mass atrocities</p> <p>Agriculture and development</p> <p>Migration between EU and Africa</p> <p>Security and conflict</p>	<p><b>Total revenue: €9.9 million</b></p> <p><b>Core grant: Danish State</b> €5.2 million = 53%</p> <p><b>Allocated grants</b> for specified research activities: €1.5 million</p> <p><b>Income-generating research</b> activities: €2.2 million</p> <p><b>Consultancies:</b> €0.1 million</p> <p><b>Other grant-financed activities:</b> €1 million</p>	<p><b>Total EU funding: €0.4 million</b></p> <p><b>FP7:</b></p> <ul style="list-style-type: none"> <li>- PALMS (Palm Harvest Impacts on Tropical Forests)</li> <li>- SEAT (Sustaining Ethical Agriculture Trade): €0.1 million</li> </ul> <p><b>ACP EDULINK:</b> research network in Sub-Saharia Africa: €0.3 million</p>	<p>Researchers</p> <p>Postgraduate students</p> <p>Decision makers</p> <p>NGOs</p> <p>Journalists</p> <p>General public</p>



	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>ESTONIAN FOREIGN POLICY INSTITUTE (EVI)</b></p> <p><b>Tallinn</b></p> <p><b>Legal Status</b> Independent, non-profit, partly publicly supported foundation</p> <p><b>Key Features</b> Founded in 2000</p> <p><b>Transparency register</b> No</p> <p><b>Membership of European Consortiums</b> TEPSA</p>	<p>“Promote a deeper understanding of international affairs and of Estonia’s role in a changing world by providing a forum for informed discussion, analysis and debate”</p>	<p><b>Publications:</b> 2 publications a year (a yearbook is published every year)</p> <p><b>Events:</b> - Public lectures - Seminars - Conferences ( plus 3-4 big conferences per year with TEPSA)</p> <p><b>Commentaries to the media</b></p>	<p>Regional security</p> <p>European Union integration and enlargement</p> <p>Developments in Russia</p>	<p><b>Total revenue: €150,000</b></p> <p><b>Strategic partners:</b> Estonian MoFA: 90%</p> <p><b>Project-based funding:</b> 10%</p>	<p><b>No EU funding</b></p>	<p>Politicians, diplomats and government officials</p> <p>Academics and students</p> <p>Media</p>





	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>FINNISH INSTITUTE OF INTERNATIONAL AFFAIRS (FIIA)</b></p> <p><b>Helsinki</b></p> <p><b>Legal Status</b> “Independent public research body”</p> <p><b>Key Features</b> Established by the Parliament of Finland in its centennial plenum in June 2006</p> <p><b>Transparency register</b> No, but envisaged</p> <p><b>Membership of European Consortiums</b> TEPSA EuroMeSCo EPIN</p>	<p>“to produce high quality, topical information on international relations and the EU”</p> <p>“to combine academic and policy-relevant research [...] in areas that are particularly relevant to Finland, the EU and international organisations”</p>	<p><b>Research:</b> <b>3 programmes:</b> 1) EU (internal/ external) 2) EU’s Eastern Neighbourhood and Russia 3) Global Security</p> <p><b>Publications:</b> - Reports - FIIA comments/ columns - Briefing papers - Working papers - <i>Finnish Journal of Foreign Affairs</i> - News</p> <p><b>Events:</b> - Conferences - Seminars - Debates</p>	<p>EU policies</p> <p>Baltic region</p> <p>Defence and security</p> <p>Peace mediation</p> <p>EU-Russia</p>	<p><b>Total revenue: €3.6 million</b></p> <p><b>Parliament:</b> 88%</p> <p><b>Outside project funding</b> (Academy of Finland, BONUS, EEIG, Finnish MoFA): 10%</p> <p><b>Journal subscriptions and advertisements:</b> 1.5%</p>	<p><b>Total EU funding: €15,373</b></p> <p><b>EXACT</b> Programme</p> <p><b>Marie Curie</b> Initial Training Network</p>	<p>Academic community</p> <p>Decision-makers</p> <p>Key players and actors in foreign and security policy decision-making: parliamentary committees, NGOs, etc.</p> <p>Wider public</p>



	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>FONDATION ROBERT SCHUMAN</b></p> <p><b>Paris &amp; Brussels</b></p> <p><b>Legal Status</b> Fondation reconnue d'utilité publique</p> <p><b>Key Features</b> Founded in 1991 in Paris</p> <p><b>Transparency register</b> Yes</p> <p><b>Membership of European Consortiums</b> No</p>	<p>“maintaining the spirit and inspiration of one of the ‘Founder Fathers’ of Europe and [...] promoting European values and ideals both within the Union’s frontiers as well as beyond”</p> <p>Research Center on European policies</p>	<p><b>Publications:</b></p> <ul style="list-style-type: none"> <li>- Annual Schuman Report on Europe</li> <li>- <i>State of the Union</i></li> <li>- Books</li> <li>- Weekly newsletter (200,000 subscribers, 5 languages)</li> <li>- Weekly Policy papers</li> <li>- European issues</li> <li>- Strategic paper <i>European Elections Monitor</i></li> <li>- Notes</li> <li>- Collection of <i>European Interview</i></li> </ul> <p><b>Events:</b></p> <ul style="list-style-type: none"> <li>- Conferences</li> <li>- Workshops</li> <li>- Debates</li> <li>- Training</li> </ul> <p><b>Pro-EU advocacy:</b> supports the creation of European information centres, partnership with the main French publishing houses</p>	<p>EU internal policies and institutional debate</p> <p>EU economics</p> <p>Human rights and migration</p> <p>Foreign policy, EU relations with neighbours</p>	<p><b>Total revenue: €2.1 million</b></p> <p><b>French government and Parliament:</b> +/- 60%</p> <p><b>Private donations:</b> corporate, individual</p>	<p><b>Total EU funding: €269,393</b></p> <p><b>Europe for Citizens:</b> €134,114</p> <p><b>DG JUST</b> (Criminal Justice Programme): €135,279</p>	<p>Decision makers (politics, economy, media, etc.)</p> <p>Academics and students</p> <p>Wider public</p>



	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>NOTRE EUROPE</b></p> <p><b>Paris</b></p> <p><b>Legal Status</b> Association Loi 1901 (non-profit)</p> <p><b>Key Features</b> Founded in 1996 by Jacques Delors; Antonio Vitorino President since 2011</p> <p><b>Transparency register</b> No, not decided yet</p> <p><b>Membership of European Consortiums</b> EPIN TGAE (initiator) European Forum of Think Tanks (initiator)</p>	<p>“Produce analysis and policy proposals that strive for an ever closer union of the peoples of Europe”</p> <p>“Bring these analyses and proposals to the attention of decision makers and opinion leaders”</p> <p>“Promote the active engagement of citizens and civil society in the process of community construction and the creation of a European public space”</p>	<p><b>Research: 3 axis:</b></p> <ol style="list-style-type: none"> <li>1) European Union and citizens</li> <li>2) Competition, Cooperation, Solidarity</li> <li>3) European external actions</li> </ol> <p><b>Publications:</b></p> <ul style="list-style-type: none"> <li>- Studies and reports</li> <li>- Policy papers</li> <li>- Tribunes</li> <li>- Synthesis</li> </ul> <p><b>Events:</b></p> <ul style="list-style-type: none"> <li>- Public debates</li> <li>- Seminars</li> <li>- Conferences</li> <li>- Workshops</li> </ul> <p><b>Public advocacy:</b> “the President, the Board and the team take positions on issues judged to be vital to the future of the EU”</p>	<p>EU institutions, European democracy and elections, European parties and Parliaments, European identities, Mobility</p> <p>Internal policies: Economic and monetary union, Cohesion, CAP, Energy, European Budget, internal market</p> <p>Think global – Act European</p> <p>EU and its neighbours</p> <p>Regional integrations</p>	<p><b>Total Revenue: €1,412,000</b></p> <p><b>European Commission:</b> +/- 40%</p> <p><b>French government:</b> +/- 20%</p> <p><b>Partnerships (Compagnia di San Paolo, MACIF):</b> +/- 20%</p> <p><b>Subscriptions:</b> less than 10%</p>	<p><b>Europe for citizens:</b> €631,912</p>	<p>European and national decision-makers</p> <p>Think tanks</p> <p>European economic and social actors</p> <p>Civil society, European citizens</p> <p>Academics</p>



	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>INSTITUT FRANÇAIS DES RELATIONS INTERNATIONALES (IFRI)</b></p> <p><b>Paris &amp; Brussels</b></p> <p><b>Legal Status</b> Association reconnue d'utilité publique</p> <p><b>Key Features</b> Founded in 1979, politically independent</p> <p><b>Transparency register</b> No, but envisaged</p> <p><b>Membership of European Consortiums</b> EPIN</p>	<p>"... to produce policy-oriented research on pressing international issues and the emergence of major global trends, and spark discussion between policymakers, researchers, and other leaders on both a domestic and international level"</p>	<p><b>Research: 15 regional and cross-cutting programmes:</b></p> <ol style="list-style-type: none"> <li>1) Asia</li> <li>2) Migration and Citizenship</li> <li>3) Economy</li> <li>4) Energy</li> <li>5) Franco-German Relations</li> <li>6) Health</li> <li>7) Middle East &amp; North Africa</li> <li>8) Russia/NIS</li> <li>9) Security &amp; Defence</li> <li>10) European Questions</li> <li>11) Central and South-East Europe</li> <li>12) Space</li> <li>13) Sub-Saharan Africa</li> <li>14) Turkey</li> <li>15) United States</li> <li>16) Global Governance</li> </ol> <p><b>Publications:</b></p> <ul style="list-style-type: none"> <li>- <i>Ramses</i> (Rapport annuel mondial sur le système économique et les stratégies)</li> <li>- <i>Politique étrangère</i> (quarterly journal)</li> <li>- Books</li> <li>- e-news</li> <li>- Notes</li> </ul> <p><b>Events:</b> debates, dinners and luncheons, conferences, seminars</p> <p><b>Special event:</b> World Policy Conference (since 2008, yearly)</p>	<p>International relations</p> <p>French and EU external action</p> <p>Security and Defence</p> <p>Franco-German relations</p> <p>Transatlantic relations</p>	<p><b>Total revenue: above €6.5 million</b></p> <p><b>Private sources:</b> 70%</p> <p><b>French government:</b> 25%</p> <p><b>Remaining amount from various sources</b></p>	<p><b>No EU funding</b></p> <p><b>[Europe for Citizens (2011): €100,000]</b></p>	<p><b>Partners:</b> Corporations (French and foreign corporations)</p> <p>Embassies (worldwide) and member organisations</p> <p>Think tanks partners (worldwide)</p> <p><b>Audience:</b> Politicians</p> <p>Civil society</p> <p>Academia</p> <p>General public</p>



	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>EUROPEAN STABILITY INITIATIVE (ESI)</b></p> <p><b>Berlin &amp; Istanbul, Brussels</b></p> <p>(Present in 10 countries)</p> <p><b>Legal status</b> Non-profit association (Germany)</p> <p><b>Key features</b> Founded in 1999 in Sarajevo by a group of policy analysts with extensive experience in the Western Balkans</p> <p><b>Transparency register</b> No, but envisaged</p> <p><b>Membership of European Consortiums</b> No</p>	<p>Provide policy-makers with strategic analysis and policy recommendations in relation to promoting stability and prosperity in South Eastern Europe, Turkey and the Caucasus</p>	<p><b>Publications:</b></p> <ul style="list-style-type: none"> <li>- Policy reports</li> <li>- Website (portals on enlargement, EU border and visa policy, and Turkey)</li> <li>- Documentary films (e.g. Return to Europe, 2008)</li> <li>- ESI Manuals on EU Enlargement</li> </ul> <p><b>Events:</b></p> <ul style="list-style-type: none"> <li>- Roundtables</li> <li>- Lectures</li> </ul> <p><b>Capacity building seminars</b> for young analysts in the Western Balkans and the Caucasus</p>	<p>Stabilisation, institution-building, “member state building” and economic development in the Western Balkans</p> <p>EU visa-liberalisation policy towards the Western Balkans, Turkey and EaP countries</p> <p>EU enlargement: Turkey, Western Balkans</p>	<p><b>Total revenue: +/- €1 million</b></p> <p><b>Core donor:</b> OSI – Open Society Institute/Soros Foundation</p> <p><b>Project-based donors:</b></p> <ul style="list-style-type: none"> <li>- Governments: mainly Sweden, UK, Norway, Switzerland</li> <li>- Foundations: mainly Austrian, German and American</li> </ul>	<p><b>DG Enlargement (2010-2011)</b> for the project “EU and Turkey’s silent revolution”: €50,000</p> <p>[amount for the whole project, in 3 installations (2010, 2011 and 2012): €135,000]</p>	<p>International and national institutions</p> <p>Brussels (EU institutions)</p> <p>Permanent representations</p>



	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>INSTITUT FÜR EUROPÄISCHE POLITIK E.V. (IEP)</b></p> <p><b>Berlin</b></p> <p><b>Legal Status</b> Registered Association (Free NGO)</p> <p><b>Key Features</b> Founded in 1959, “one of the first foreign and European policy research centres” in Germany</p> <p><b>Transparency register</b> Yes</p> <p><b>Membership of European Consortiums</b> TEPSA</p>	<p>“to apply scholarly investigation to issues of European politics and integration, propose ways forward and promote the practical implementation of its research findings”</p>	<p><b>Research:</b> <b>5 programmes:</b></p> <ol style="list-style-type: none"> <li>1) Debate on the future of the EU</li> <li>2) Germany &amp; Europe</li> <li>3) Neighbourhood &amp; Enlargement</li> <li>4) European Foreign &amp; Security Policy</li> <li>5) Energy &amp; Climate Policy</li> </ol> <p><b>Publications:</b></p> <ul style="list-style-type: none"> <li>- <i>Annual Yearbook of European Integration</i></li> <li>- Quarterly journal <i>Integration</i></li> <li>- Web projects</li> <li>- Policy papers</li> </ul> <p><b>Events:</b></p> <ul style="list-style-type: none"> <li>- Public events</li> <li>- Conferences</li> <li>- Study groups</li> <li>- Summer schools</li> <li>- Seminars on EU politics and policy</li> </ul>	<p>EU integration</p> <p>German EU policy</p> <p>CFSP</p> <p>Eastern Neighbourhood</p> <p>Climate change</p>	<p><b>Total revenue: €1.1 million</b></p> <p>Government sources</p> <p>Foundations</p> <p>Donations and co-operation with universities and companies</p>	<p><b>Europe for Citizens: €85,574</b></p>	<p>Policy-makers</p> <p>Civil society organisations (Europäische Bewegung Deutschland)</p> <p>Cooperatives (Europa-Union Deutschland)</p> <p>Citizens</p>



	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>BERTELSMANN STIFTUNG</b></p> <p><b>Gütersloh &amp; Brussels, Washington DC, Barcelona</b></p> <p><b>Legal Status</b> Private operating foundation</p> <p><b>Key Features</b> Founded in 1977</p> <p><b>Transparency register</b> Yes</p> <p><b>Membership of European Consortiums</b> Brussels Think Tank Dialogue (initiator)</p>	<p>“The foundation aims to identify social problems and challenges at an early stage and develop exemplary solutions to address them”</p> <p>“conviction that competition and civic engagement are essential for social progress”</p>	<p><b>Research: 6 areas:</b></p> <ol style="list-style-type: none"> <li>1) Politics</li> <li>2) Society</li> <li>3) Economy</li> <li>4) Education</li> <li>5) Health</li> <li>6) Culture</li> </ol> <p><b>Publications:</b></p> <ul style="list-style-type: none"> <li>- Reports</li> <li>- Analyses</li> <li>- Books</li> </ul> <p><b>Events:</b></p> <ul style="list-style-type: none"> <li>- Conferences (e.g. annual “Brussels Think Tank Dialogue”, Global Economic Symposium in collaboration with the Kiel Institute for the World Economy, Kronberg Talks)</li> <li>- Biannual Reinhard Mohn Prize awards</li> <li>- Expert roundtables</li> </ul>	<p>Global and European governance</p> <p>Participatory democracy</p> <p>EU and international politics</p> <p>Demographic and social trends</p> <p>Education and lifelong learning</p> <p>Intercultural dialogue, values and society</p>	<p><b>Total revenue: +/- €60 million</b></p> <p><b>Holdings in Bertelsmann AG:</b> €51.4 million</p> <p><b>Cooperative partnerships (with other NGOs):</b> +/- €10 million</p>	<p><b>No EU funding</b></p> <p>[In 2011: approved tender in the Commission call EAC 2/2010 (Framework Service Contract to provide expertise and support for European Cooperation in Education and Training)]</p>	<p>Political, business and social leaders, esp. “representatives of other countries and cultures”</p> <p>Academic institutions</p> <p>Wider public</p>



	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>STIFTUNG WISSENSCHAFT UND POLITIK (SWP)</b></p> <p><b>Berlin &amp; Brussels</b></p> <p><b>Legal Status</b> Foundation</p> <p><b>Key Features</b> Set up in 1962 by private initiative near Munich; HQ now in Berlin</p> <p><b>Transparency register</b> No, and not envisaged</p> <p><b>Membership of European Consortiums</b> EPIN TGAE Brussels Think Tank Dialogue</p>	<p>“a think tank mandated to provide research-based policy-oriented analysis to the Bundestag, federal government and other institutions on the full range of international and European affairs”</p>	<p><b>Research: 8 areas:</b></p> <ol style="list-style-type: none"> <li>1) EU Integration</li> <li>2) EU External Summary</li> <li>3) International Security</li> <li>4) The Americas</li> <li>5) Russian Federation/CIS</li> <li>6) Middle East and Africa</li> <li>7) Asia</li> <li>8) Global issues</li> </ol> <p><b>Publications:</b></p> <ul style="list-style-type: none"> <li>- Papers</li> <li>- Studies</li> <li>- Comments</li> <li>- Journal reviews</li> <li>- Books</li> <li>- Newsletters</li> </ul>	<p>International relations</p> <p>EU and German external action</p> <p>Defence and security</p> <p>Global governance</p> <p>Regional conflicts and political developments (Middle East, Africa, Asia, Latin America)</p>	<p><b>Total revenue: +/- €13 million</b></p> <p><b>German government and Bundestag: 90%</b></p> <p><b>Public and private organisations</b> (most of them German foundations): 10%</p> <p><b>Occasionally:</b> European Commission, European Parliament, Nordic Council of Ministers</p>	<p><b>FP7:</b> - SANDERA (ended in May 2011): <b>+/- €30,000</b></p>	<p>German Chancellery and Federal ministries, German Parliament</p> <p>German policy-makers in Brussels: Permanent Representation, MEPs, NATO delegation</p>





	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>DEUTSCHE GESELLSCHAFT FÜR AUSWÄRTIGE POLITIK E. V. (DGAP)</b></p> <p><b>Berlin</b></p> <p><b>Legal Status</b> Non-profit membership organisation (“gemeinnütziger Verein”)</p> <p><b>Key Features</b> An independent, non-partisan, and non-profit membership organisation, think tank, and publisher created in 1945</p> <p><b>Transparency register</b> No, and not envisaged</p> <p><b>Membership of European Consortiums</b> EuroMeSCo EPIN</p>	<p>“promoting public debate on foreign policy in Germany [...] by bringing together high-ranking decision-makers from politics and business, scholars, and the interested public”</p> <p>“practice-oriented research at the interface of politics, economics, science and medias”</p>	<p><b>Research:</b></p> <ul style="list-style-type: none"> <li>- USA and Transatlantic Relations</li> <li>- Security Policy</li> <li>- Global Economy</li> <li>- Near- and Middle-East</li> <li>- Energy Policy</li> <li>- EU/Europe</li> <li>- Franco-German Relations</li> <li>- Russia and Eurasia</li> <li>- China and South-East Asia</li> </ul> <p><b>Publications:</b></p> <ul style="list-style-type: none"> <li>- Papers</li> <li>- Journals (<i>International Politik/German, IP Journal/English, Online</i>)</li> <li>- Online knowledge portal (“ausenpolitik.net”)</li> </ul> <p><b>Events:</b></p> <ul style="list-style-type: none"> <li>- Conferences</li> <li>- Conversations</li> <li>- Study groups</li> <li>- Advice to foreign policy officials and members of parliament</li> <li>- Training</li> <li>- Summer schools</li> <li>- “Junge DGAP”</li> </ul> <p><b>Library:</b> Public library specialising in European, foreign and security policy</p>	<p>German and EU foreign policy</p> <p>Mediterranean and Middle East</p> <p>Russia</p> <p>Transatlantic relations</p> <p>Global governance</p>	<p><b>Total revenue: €8.3 million</b></p> <p><b>Sponsors:</b> Auswärtiges Amt, German Marshall Fund of the United States, Robert Bosch Stiftung, Deutsche Bank, EADS, etc.*: + €25,000</p> <p><b>Private donations</b> through the “Foundation for Foreign Relations” created in 2010</p> <p><b>Membership fees</b></p> <p>*For a full list see annual report 2010</p>	<p><b>No EU funding</b> in 2010, but in the process of applying</p> <p>Occasional partner of EU projects</p>	<p><b>Institutional, corporate and individual members:</b> 2,500</p> <p><b>Policy-makers</b> in Germany, Brussels, and other EU capitals</p> <p><b>Business community</b> in Germany</p> <p><b>Think Tanks</b> in the EU and the USA</p>



	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>HELLENIC FOUNDATION FOR EUROPEAN AND FOREIGN POLICY (ELIAMEP)</b></p> <p><b>Athens</b></p> <p><b>Legal Status</b> Public Benefit Foundation governed by private law</p> <p><b>Key Features</b> Founded in 1988 in Athens</p> <p><b>Transparency register</b> No, and not envisaged</p> <p><b>Membership of European Consortiums</b> EuroMeSCo EPIN TGAE</p>	<p>“to provide a forum for public debate on issues of European integration and international relations and to conduct scientific research that contributes to a better informed and documented knowledge”</p>	<p><b>Research: 4 areas:</b></p> <ol style="list-style-type: none"> <li>1) European Integration</li> <li>2) Migration</li> <li>3) Security and Regional Developments</li> <li>4) Transatlantic Relations</li> </ol> <p><b>Publications:</b></p> <ul style="list-style-type: none"> <li>- Books</li> <li>- Policy papers</li> <li>- ELIAMEP thesis</li> <li>- Working papers</li> <li>- <i>Journal of Southeast European and Black Sea Studies</i></li> <li>- Briefing notes</li> </ul> <p><b>Events:</b></p> <ul style="list-style-type: none"> <li>- Workshops</li> <li>- Debates</li> <li>- Discussions</li> <li>- Conferences</li> <li>- Project meetings</li> <li>- Research and European seminars (annual high level meetings)</li> </ul> <p><b>Training and briefings:</b> Greek military officers and diplomats, foreign journalists, diplomats, policy analysts and delegations from military academies</p>	<p>EU policies</p> <p>Enlargement and European Neighbourhood Policy</p> <p>Migration, integration and multiculturalism</p> <p>Greek foreign and security policy</p> <p>EU-Turkey relations</p> <p>Southeastern Europe</p> <p>Mediterranean/Middle East</p> <p>Energy</p>	<p><b>Total revenue: +/- €1 million</b></p> <p><b>Grants and sponsorships: 50%</b></p> <p><b>Donations: 40%</b></p> <p><b>Other:</b> conference participation fees</p>	<p><b>Total EU funding: €339,333</b></p> <p><b>FP6:</b> A European approach to multicultural citizenship (ended 2009): €14,343</p> <p><b>FP7:</b></p> <ul style="list-style-type: none"> <li>- Successful Security Policy Transfer: €70,359</li> <li>- European Media Policies Revisited: €89,665</li> <li>- Pluralism and Religious Freedom in Orthodox Countries in Europe : €38,199</li> </ul> <p><b>European Direct Information Centre -</b></p> <ul style="list-style-type: none"> <li>- Specific Agreement 2011: €15,050</li> </ul> <p><b>DG EAC, Lifelong Learning Programme:</b></p> <ul style="list-style-type: none"> <li>Economic Governance in the Eurozone and the EU: €45,000</li> </ul> <p><b>DG Employment, DG Justice:</b></p> <ul style="list-style-type: none"> <li>Fundamental Rights Situation of Irregular Immigrants in the EU: €67,160</li> </ul>	<p><b>Institutional Partners:</b> Companies</p> <p>Embassies</p> <p><b>Board:</b> Prominent personalities from academia, politics, media, business and the military</p> <p><b>Audience:</b> Academic &amp; research community</p> <p>Policy-makers on all levels</p> <p>Diplomats</p> <p>Civil servants</p> <p>Journalists</p> <p>Civil society</p>



	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>INSTITUTE OF INTERNATIONAL AND EUROPEAN AFFAIRS (IIEA)</b></p> <p><b>Dublin</b></p> <p><b>Legal Status</b> Charity</p> <p><b>Key Features</b> Founded in 1991 in Dublin</p> <p><b>Transparency register</b> No, and not envisaged</p> <p><b>Membership of European Consortiums</b> TEPSA</p>	<p>“provides members with in-depth analysis of EU and international developments and their implications for Ireland and Europe”</p> <p>“a forum for dialogue”</p>	<p><b>Research: 4 flagship projects:</b></p> <ol style="list-style-type: none"> <li>1) Climate Change &amp; Energy</li> <li>2) Digital Future</li> <li>3) International Financial Architecture</li> <li>4) Future of Europe</li> </ol> <p><b>Publications:</b></p> <ul style="list-style-type: none"> <li>- Annual reports</li> <li>- Reports</li> <li>- Briefing notes</li> <li>- Books and pamphlets (within work programmes)</li> </ul> <p><b>Events:</b></p> <ul style="list-style-type: none"> <li>- Policy dialogues</li> <li>- Keynote addresses</li> <li>- Briefings</li> <li>- Seminars</li> <li>- Conferences</li> </ul>		<p><b>Total revenue: €972,760</b></p> <p><b>Primarily through membership subscriptions:</b> Irish companies, multinationals based in Ireland, government departments, state institutions, individual subscriptions</p> <p><b>Additional:</b> sponsorships, conferences and research projects</p>	<p><b>No EU funding</b> (although IIEA has received an operating grant from the European Commission in 2009 and 2011)</p>	<p><b>Stakeholders:</b> All members</p> <p><b>Key audience:</b> Irish Government and Parliament</p> <p>Industry and financial services</p> <p>NGOs</p> <p>Diplomatic corporations</p> <p>Academia</p> <p>Media</p>



	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>ISTITUTO AFFARI INTERNAZIONALI (IAI)</b></p> <p><b>Rome</b></p> <p><b>Legal Status</b> Non-profit organisation</p> <p><b>Key Features</b> Founded in 1965 on the initiative of Altiero Spinelli, its first director</p> <p><b>Transparency register</b> No, but envisaged</p> <p><b>Membership of European Consortiums</b> TEPSA EuroMeSCo EPIN</p>	<p>“to promote an understanding of the problems of international politics [...] with the aim of increasing the opportunities of all countries to move in the direction of supranational organisation, democratic freedom and social justice” (<i>LAI bylaw, art.1</i>)</p>	<p><b>Research: 7 areas:</b></p> <ol style="list-style-type: none"> <li>1) EU Institutions and Policies</li> <li>2) EU and Neighbourhood</li> <li>3) Security and Defence</li> <li>4) International Political Economics</li> <li>5) Mediterranean and Middle East</li> <li>6) Transatlantic Relations</li> <li>7) Italian Foreign Policy</li> </ol> <p><b>Publications:</b></p> <ul style="list-style-type: none"> <li>- Yearbook</li> <li>- Journal (<i>The International Spectator</i>)</li> <li>- Book series both in English and Italian</li> <li>- In house working papers</li> <li>- Reports for the Parliament</li> <li>- Other monographs</li> </ul> <p><b>Events:</b></p> <ul style="list-style-type: none"> <li>- Lectures</li> <li>- Conferences</li> <li>- Research project meetings</li> <li>- Workshops</li> <li>- Symposiums</li> </ul>	<p>EU external action</p> <p>Mediterranean space</p> <p>Transatlantic relations</p>	<p><b>Total revenue: €2,669,227</b></p> <p><b>Research Commissions:</b> €734,394</p> <p><b>International foundations and institutions</b> (mainly the EU): €662,805</p> <p><b>Private corporations:</b> €671,973</p> <p><b>Italian institutions</b> (MoFA, agencies, etc.): +/- €200,160</p> <p><b>Membership:</b> €338,848</p> <p><b>Other income</b> (conference participation, etc.): +/- €41,083</p>	<p><b>Total EU funding: €568,595</b></p> <p><b>FP7:</b></p> <ul style="list-style-type: none"> <li>- CBRNemap: €17,357</li> <li>- Crescendo: €14,449</li> <li>- C-Space: €90,169</li> <li>- EU4seas: €48,983</li> <li>- Exact: €28,081</li> <li>- G-Mosaic: €43,240</li> <li>- Medpro: €51,469</li> <li>- Mercury: €47,938</li> <li>- Newa: €12,877</li> <li>- Sandera: €15,464</li> <li>- Securemetro: €42,413</li> </ul> <p><b>FP6:</b></p> <ul style="list-style-type: none"> <li>- Limes: €9,294</li> <li>- Mages: €2,927</li> <li>- Microcon: €14,894</li> </ul> <p><b>EU Gulf cooperation Council:</b></p> <ul style="list-style-type: none"> <li>- EU GCC: €2,347</li> </ul> <p><b>Lifelong Learning Programme:</b></p> <ul style="list-style-type: none"> <li>- Lisbon: €233</li> </ul> <p><b>Service Contracts:</b></p> <ul style="list-style-type: none"> <li>- África: €9,800</li> <li>- Eurocon: €30,245</li> <li>- EU-US: €86,451</li> </ul>	<p>Academia</p> <p>Civil society</p> <p>European and Italian institutions</p> <p>Media and general public</p>



	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>ISTITUTO PER GLI STUDI DI POLITICA INTERNAZIONALE (ISPI)</b></p> <p><b>Milan</b></p> <p><b>Legal Status</b> Non-profit-making private law association, under the supervision of the MoFA, and as far as its management is concerned, under the control of the State Auditor's Department</p> <p><b>Key Features</b> Founded in 1934, it was created not only as a centre for research but also as a training centre and a forum for discussion and debate at a high level</p> <p><b>Transparency register</b> No, but envisaged</p> <p><b>Membership of European Consortiums</b> EuroMeSCo</p>	<p>“a sound pragmatic approach, based on monitoring the various geo-political areas and interpreting the major trends in progress on the global scene, so as to provide political and economic operators with reliable information and guidance”</p>	<p><b>Research programmes:</b></p> <ul style="list-style-type: none"> <li>- Africa</li> <li>- Caucasus &amp; Central Asia</li> <li>- European Union</li> <li>- Mediterranean &amp; Middle East</li> <li>- Russia &amp; EU Eastern Neighbours</li> <li>- Security &amp; Strategic Studies</li> </ul> <p><b>Research projects:</b></p> <ul style="list-style-type: none"> <li>- South Asia (India, Pakistan, Afghanistan and Iran)</li> <li>- Latin America (Argentina and Brasil)</li> <li>- China &amp; East Asia</li> <li>- Human Rights</li> <li>- Disarmament</li> <li>- Energy security</li> <li>- Economic governance</li> </ul> <p><b>Publications:</b> policy briefs, working papers, newsletter, scenario reports for Parliament and MoFA yearbook on Italian Foreign Policy, review <i>Quaderni di Relazioni Internazionali</i></p> <p><b>Events:</b> conferences, forums of bilateral dialogue, roundtables, instant events on topical issues, closed-door meetings for specific target groups, research seminars, career orientation days</p> <p><b>Training programmes:</b> masters in Diplomacy, Development and Emergencies, short courses (Winter and Summer School), diplomas and advanced diplomas, training modules for Italian and foreign diplomats</p>	<p>International relations</p> <p>International economics</p> <p>European economic governance</p> <p>Italian foreign policy</p>	<p><b>Total revenue:</b> € 2,978,661</p> <p><b>Training activities, research and conferences:</b> +/- 50%</p> <p><b>Membership fees:</b> 20-25%</p> <p><b>Income for services:</b> 15%</p> <p><b>Government contributions:</b> +/- 3%</p> <p><b>Other:</b> +/- 10%</p>	<p><b>Service contract</b> for the provision of training and support services for <b>ECHO:</b> €42,700</p> <p><b>Representation of the European Commission in Milan</b> (roundtable “Cittadini nell’Europa del futuro”): €10,000</p> <p><b>Representation of the European Commission in Milan</b> (conference “Crescita e competitività”): €10,000</p>	<p>National and international institutions</p> <p>NGOs</p> <p>Business community</p> <p>Students</p> <p>Academics and experts</p> <p>Journalists</p> <p>General public</p>



	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>CLINGENDAEL – NETHERLANDS INSTITUTE OF INTERNATIONAL RELATIONS</b></p> <p><b>The Hague</b></p> <p><b>Legal Status</b> Non-profit foundation</p> <p><b>Key Features</b> Founded in 1993</p> <p><b>Transparency Register</b> No</p> <p><b>Membership of European Consortiums</b> TEPSA EuroMeSCo EPIN</p>	<p>“a think tank as well as a diplomatic academy in order to identify and analyse emerging political and social developments for the benefit of government and the general public”</p>	<p><b>Research:</b> <b>4 programmes:</b> 1) Diplomatic Studies* 2) European Studies 3) Security and Conflict 4) International Energy</p> <p><b>Publications:</b> - Papers - Articles - Books and chapters - Commentaries - Newsletters - Since January 2012 operated the website (euforum.nl)</p> <p><b>Events:</b> - Conferences - Seminars - Roundtable discussions - Courses and lectures</p> <p><b>Training:</b> courses in European relations and other subjects for (Dutch) civil servants and diplomats from ENP Eastern Neighborhood, Central Asia, Southern Africa, Middle East and North Africa (MENA), Sudan, Southern Africa, Great Lakes, India &amp; Pakistan, South East Asia</p> <p>* Since January 2012, renamed Geopolitics (transnational governance, new powers, diplomacy)</p>	<p>Diplomacy</p> <p>European economic governance</p> <p>EU external action</p> <p>Global governance</p> <p>ESDP</p> <p>Conflict</p> <p>Negotiation</p>	<p><b>Total revenue: €9,800,000</b></p> <p><b>Institute’s activities</b> (courses, seminars, research projects, workshops, etc.): +/- 70%</p> <p><b>Subsidies</b> from the Dutch MoFA and MoD: +/-20%</p>	<p><b>Project-based funding:</b></p> <p>- <b>DG Education,</b> Lifelong Learning Programme: Jean Monnet Centre of Excellence in 2010</p> <p>- Partner of “<b>Initiative for Peace-building</b>” project</p>	<p>Dutch institutions</p> <p>NGOs</p> <p>Business community</p> <p>International organisations</p> <p>Diplomatic services</p>



	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>INSTITUTE OF PUBLIC AFFAIRS (ISP)</b></p> <p><b>Warsaw</b></p> <p><b>Legal Status</b> Non-profit, non-governmental organisation</p> <p><b>Key Features</b> Founded in 1995 in Warsaw</p> <p><b>Transparency register</b> No, but envisaged</p> <p><b>Membership of European Consortiums</b> EuroMeSCo (founding member) EPIN</p>	<p>“To elevate the quality of Polish and European public debate, to make it merit-oriented and focused on problem-solving and knowledge-building”</p> <p>“To engage individual citizens and groups of citizens in public debate and other forms of active participation in public life”</p> <p>“To enhance the quality of public policy in Poland through initiating legal and institutional change”</p>	<p><b>Research:</b> <b>5 programmes:</b></p> <ol style="list-style-type: none"> <li>1) European Programme</li> <li>2) Social Policy</li> <li>3) Civil Society</li> <li>4) Migration</li> <li>5) Law and Democratic Institutions</li> </ol> <p><b>Publications:</b></p> <ul style="list-style-type: none"> <li>- Books</li> <li>- Reports</li> <li>- Communiqués</li> <li>- Policy papers</li> </ul> <p><b>Events:</b></p> <ul style="list-style-type: none"> <li>- Seminars</li> <li>- Conferences</li> <li>- Roundtables</li> </ul>	<p>Polish institutions and public debate</p> <p>European integration</p> <p>Polish European and Foreign policy, Social policy, migration and integration policy</p> <p>Law and justice</p> <p>Polish and European civil society</p> <p>Central and Eastern Europe</p>	<p><b>Total revenue: +/- €2 million</b></p> <p><b>Various public and private sources: 90%</b></p> <p><b>Services, operating and financial incomes: 10%</b></p>	<p><b>Total EU funding: €429,014</b></p> <p><b>Europe for Citizens: €77,119</b></p> <p><b>EC programmes</b> (European Social Fund, European Refugee Fund, European Fund for integration of third-country nationals): €339,879</p> <p><b>European Parliament: €12,015</b></p>	<p><b>Key audience</b> in Poland, EU, Eastern Partnership countries, Russia:</p> <ul style="list-style-type: none"> <li>Experts</li> <li>Politicians</li> <li>Journalists</li> <li>Civil servants</li> <li>NGOs</li> <li>Academia and students</li> </ul> <p><b>Project partners:</b></p> <ul style="list-style-type: none"> <li>Other think tanks in Poland and Europe</li> <li>Embassies in Poland</li> <li>German political foundations</li> <li>Polish network and NGOs</li> <li>Polish media</li> <li>European Institutions</li> <li>Polish Institutes in Germany and Ukraine</li> <li>Member of the Policy Association for an Open Society (PASOS)</li> <li>Member of Network of Democracy Research Institutes</li> </ul>





	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>POLISH INSTITUTE OF INTERNATIONAL AFFAIRS (PISM)</b></p> <p><b>Warsaw</b></p> <p><b>Legal Status</b> State legal body governed by public law</p> <p><b>Key Features</b> Founded in 1996</p> <p><b>Transparency register</b> No, and not envisaged</p> <p><b>Membership of European Consortiums</b> No</p>	<p>“A leading and independent think tank that conducts original, policy-focused research”</p> <p>“provides advice to all branches of government and contributes to wider debates on international relations in Europe and beyond”</p>	<p><b>Research:</b> <b>5 programmes:</b></p> <ol style="list-style-type: none"> <li>1) International Security</li> <li>2) Energy, Climate, Law</li> <li>3) Global Issues</li> <li>4) Bilateral Relations in Europe</li> <li>5) European Union</li> </ol> <p><b>Publications:</b></p> <ul style="list-style-type: none"> <li>- Reports</li> <li>- Strategic files</li> <li>- Policy papers</li> <li>- Bulletin</li> <li>- Research papers</li> <li>- Expert reports</li> <li>- Books</li> <li>- Journals (<i>Polish Diplomatic Review, International Affairs, The Polish Quarterly of International Affairs</i> and the <i>Yearbook of Polish Foreign Policy</i>)</li> </ul> <p><b>Events:</b></p> <ul style="list-style-type: none"> <li>- Conferences</li> <li>- Discussions</li> <li>- Seminars</li> </ul> <p><b>Diplomatic academy</b></p>	<p>EU integration</p> <p>Global governance</p> <p>International political economy</p> <p>Non-proliferation and disarmament</p> <p>European Neighbourhood Policy</p>	<p><b>Total revenue: €2,525,767</b></p> <p><b>Primarily publicly funded</b></p>	<p><b>Total EU funding</b> (conference “Eastern Partnership: Strategy for 2011 and beyond”, ENPI): <b>€37,813</b></p>	<p>National and European Institutions</p> <p>Academia</p> <p>NGOs and think tanks</p>





	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>DEMOSEUROPA – CENTRE FOR EUROPEAN STRATEGY</b></p> <p><b>Warsaw</b></p> <p><b>Legal Status</b> Private, non-profit foundation operating under the Polish law</p> <p><b>Key features</b> Incorporated in July 2006</p> <p><b>Transparency register</b> Yes</p> <p><b>Membership of European Consortiums</b> EPIN</p>	<p>“a platform for public debate and exchange of ideas on European integration, the European Union’s position at the global stage, broadly defined international relations and globalisation”</p> <p>“The Centre’s activities are founded on the belief that the active role of Poland in Europe is a prerequisite to the best interests of the State and its citizens”</p>	<p><b>Research:</b> <b>3 programmes:</b> 1) ReNewed Europe (future policy) 2) Economy and society of tomorrow 3) The EU and the new global contract</p> <p><b>Publications:</b> - Commentaries &amp; policy papers - Reports - Articles - Videos</p> <p><b>Events:</b> - Lectures - Conferences - Seminars</p>	<p>EU integration</p> <p>EU economics</p> <p>EU foreign policy</p> <p>Innovation and Entrepreneurship</p> <p>Energy and Climate</p> <p>EU Enlargement and Neighbourhood</p> <p>EU-China relations</p> <p>Emerging Powers</p>	<p><b>Total Revenue: €870,679</b></p> <p><b>Business activity:</b> +/- 50%</p> <p><b>Statutory activity:</b> +/- 50% [includes grants from British Embassy (+15%), MoFA (5-10%), Batory Foundation]</p>	<p><b>Total EU funding</b> (the “New Atlantic Capitalism” programme): <b>€78,600</b></p>	<p>Polymakers in Poland and at EU level</p> <p>Decision-makers in Poland and at EU level</p> <p>Business</p> <p>Media</p> <p>Academia</p> <p>Independent experts and think tanks</p> <p>Wider public in Poland and in Europe</p>



	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>INSTITUTO DE ESTUDOS ESTRATÉGICOS E INTERNACIONAIS (IEEI)</b></p> <p><b>Lisbon</b></p> <p><b>Legal Status</b> Independent and non-profit organisation</p> <p><b>Key Features</b> Founded in 1980</p> <p><b>Transparency register</b> No</p> <p><b>Membership of European Consortiums</b> TEPSA EuroMeSCo (initiator)</p>	<p>“promotion of research and debate on international issues in its various dimensions – political, military, economic, social, cultural and information”</p>	<p><b>Publications:</b></p> <ul style="list-style-type: none"> <li>- Bimonthly journal</li> <li>- Biannual magazine</li> <li>- Articles</li> <li>- Analyses</li> </ul> <p><b>Events:</b></p> <ul style="list-style-type: none"> <li>- International conferences</li> <li>- Seminars</li> </ul>	<p><b>Regions:</b></p> <ul style="list-style-type: none"> <li>- Europe</li> <li>- Mediterranean</li> <li>- Middle East</li> <li>- Africa</li> <li>- Latin America</li> <li>- Asia</li> </ul> <p><b>Research themes:</b></p> <ul style="list-style-type: none"> <li>- Regional integration and cooperation</li> <li>- International and interregional cooperation</li> <li>- Foreign policy</li> <li>- Security and defence (at Portuguese and European levels)</li> <li>- Transition to democracy, security and stability</li> </ul>	<p><b>Total revenue: €347,825</b></p> <p><b>Funding tied to specific activities: 100%</b></p> <p><b>Project-based funding: €347,825</b></p>	<p>European Commission, through Centro de Informação Europeia Jacques Delors, Portuguese MoFA – Project: “A Europa dos Resultados” (2009-2010): <b>€12,500</b></p>	<p>Experts</p> <p>Decision-makers, military, diplomats and politicians</p> <p>Journalists and the media</p> <p>Academia and students</p> <p>Business community</p>



	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>SLOVAK FOREIGN POLICY ASSOCIATION (SFPA)</b></p> <p><b>Bratislava</b></p> <p><b>Legal Status</b> Civic association performing publicly beneficial duties</p> <p><b>Key Features</b> Founded in 1993; the Research Centre SFPA (RC SFPA) replaced the former (MoFA-dependant) Slovak Institute for International Studies in 1995, as an integral part of the SFPA and an independent non-profit organisation since January 2004 constituting the first independent, NGO, think tank in the Slovak Republic</p> <p><b>Transparency register</b> No</p> <p><b>Membership of European Consortium</b> EPIN</p>	<p>“Its overall goal is to enable open space for free exchange of opinions and ideas on the scope of foreign policy”</p> <p>an “open discussion forum on international affairs and the Slovak foreign policy”</p> <p>“to actively support integration of the Slovak Republic into the community of democratic countries and their political and security structures”</p>	<p><b>Research:</b> <b>5 programmes:</b> 1) European Studies 2) International Security 3) Central and Southeastern Europe 4) Eastern Europe 5) Economic Policy and Development Aid</p> <p><b>Publications:</b> - Bimonthly journal (in Slovakian) - <i>International Issues &amp; Slovak Foreign Policy Affairs</i> and the journal <i>Foreign Policy</i> - Occasional papers focusing on international issues - <i>Yearbook of Foreign Policy of the Slovak Republic</i> - Monographs and anthologies - Topical analyses or comments - Occasional monographs - Anthologies</p> <p><b>Events:</b> - Discussion meetings focusing on policy issues - Conferences (“National Convention on the EU” launched in 2004) - Informal open discussions (“Jour Fixe”) - Lectures (“Modern Foreign Policy programme”) - Secondary school debating clubs in several Slovak towns</p>	<p>Foreign policy</p> <p>Slovak &amp; EU relations</p> <p>EU integration</p> <p>EU neighbourhood</p>	<p><b>Total revenue: €150,437 (SFPA)</b></p> <p><b>Biggest contributors:</b> Main donors from the field of energy industry – supporting an annual conference on the EU energy &amp; security policy in Slovakia (15%); the mobile operator Orange (4%)</p> <p><b>Project-based funding</b> (projects of the Official Development Aid of the Slovak Republic): +/- 65%</p> <p><b>Membership fees:</b> 2%</p> <p><b>Donors:</b> foundations (e.g. GMF, International Visegrad Fund, Konrad Adenauer Foundation, Friedrich Ebert Foundation) and non-governmental organisations, embassies (e.g. Belgium, Finland, Slovenia, Poland), domestic institutions, banks and corporate members (e.g. HP, BP, Orange, Siemens)</p> <p><b>Strategic partners:</b> 161 cooperating institutions (e.g. Carpathian Foundation)</p>	<p><b>The Representation of the EC in Slovakia</b> (supports conferences): 6%</p>	<p>Members (most of them are university students): 660</p> <p>Business companies (energy industry)</p> <p>Cooperation with most diplomatic missions in Slovakia, the MoFA, the Slovakian Office of the Government, the Ministry of Economy</p> <p>Slovakian legislative bodies</p> <p>Universities in Slovakia and Central Europe</p> <p>Slovakia’s embassies, embassies of foreign countries in Slovakia</p> <p>European think tanks, European and overseas civil organisations</p>



	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>BARCELONA CENTRE FOR INTERNATIONAL AFFAIRS (CIDOB)</b></p> <p><b>Barcelona</b></p> <p><b>Legal Status</b> Private foundation; “an independent, non-partisan centre”</p> <p><b>Key Features</b> Founded in 1973, one of the oldest and most influential think tanks in Spain</p> <p><b>Transparency register</b> No, and not envisaged</p> <p><b>Membership of European Consortium</b> EuroMeSCo EPIN</p>	<p>“promotes good global governance based on democratic practices at the local, national and supranational level in order to ensure people’s basic needs for freedom and a life without fear”</p> <p>“to offer political players information and ideas that help to shape policies that promote a safer, freer and more just world for all”</p>	<p><b>Research:</b> <b>6 programmes:</b> 1) European Foreign Policy and Relations with its Immediate Neighbours 2) Security Sector Reform 3) Intercultural Dynamics 4) Migration Policy in Europe 5) International Relations of Cities and Regions 6) EU Enlargement</p> <p><b>Publications:</b> - Thematic yearbooks - Journals - Book collections - Annual book with the UN’s Economic Commission for Latin America and the Caribbean - Online opinion papers - <i>Notes internationals</i></p> <p><b>Events:</b> - Seminars - Workshops - Conferences - Presentations of publications</p> <p><b>Documentation:</b> documentation centre and library</p>	<p>International relations and global governance</p> <p>EU external action</p> <p>Spanish Foreign Policy</p> <p>Geographic focus: - European Commission - Former Soviet Space - North Africa - Central Asia - Latin America</p>	<p><b>Total revenue:</b> <b>+/- €3 million</b></p> <p><b>Grants</b> from Spanish and Catalan public institutions: 50%</p> <p><b>Project-based funding</b> (competitive calls from national and international institution) : 20%</p> <p><b>Private sponsorship:</b> 20%</p> <p><b>Partnerships with foreign actors:</b> 7%</p> <p><b>Own resources:</b> 3%</p>	<p><b>FP7:</b> - EU4SEAS Project - INEX</p> <p><b>DG Home Affairs:</b> - European website on integration</p> <p><b>[2012: Europe for citizens, “Future EU Leaders Academy – What Europe in 2020?”]</b></p>	<p>Catalonian and Spanish opinion-makers and policy-makers</p> <p>European policy research and practitioner community</p> <p>Quest to reach out more to European institutions, think tanks and national representations</p>



	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>FUNDACIÓN PARA LAS RELACIONES INTERNACIONALES Y EL DIÁLOGO EXTERIOR (FRIDE)</b></p> <p><b>Madrid &amp; Brussels</b></p> <p><b>Legal Status</b> Foundation (Spain) ASBL (Belgium)</p> <p><b>Key Features</b> Founded in 1999; increasingly influential at EU level</p> <p><b>Transparency register</b> No</p> <p><b>Membership of European Consortiums</b> EuroMeSCo</p>	<p>“A European think tank for global action, which provides innovative thinking and rigorous analysis of key debates in international relations”</p> <p>“to inform policy and practice in order to ensure that the EU plays a more effective role in supporting multilateralism, democratic values, security and sustainable development”</p>	<p><b>Research programmes:</b></p> <ul style="list-style-type: none"> <li>- Democracy</li> <li>- Emerging Powers</li> <li>- Global Governance and Multilateralism</li> <li>- Threats to Peace and Security</li> <li>- Fragile States and Energy Security</li> <li>- EU-Asia Relations</li> <li>- European Approach to Central Asia</li> <li>- Europe and its Strategic Partnerships</li> </ul> <p><b>Publications:</b></p> <ul style="list-style-type: none"> <li>- Policy briefs</li> <li>- Working papers</li> <li>- Books</li> <li>- Opinion articles in newspapers</li> </ul> <p><b>Events:</b></p> <ul style="list-style-type: none"> <li>- Seminars</li> <li>- Debates with prominent policy-makers</li> <li>- Presentations of publications</li> </ul>	<p>Crisis and EU foreign policy</p> <p>Europe and the reshaped global order</p> <p>Changing approaches to security</p> <p>The new Middle East</p>	<p><b>Total revenue: €2.47 million</b></p> <p><b>Private donor:</b> 58%</p> <p><b>Project-based funding</b> (from public and private organisations, e.g. MoFA, EU member states, EU, OSI, etc.): 42%</p>	<p><b>Total EU funding: 0.63% of total revenue</b></p> <p>Project funding: -EDC2020 - AI JISR Project EU-GCC - IFP - IFP II - Early Warning</p>	<p>Spanish policy-makers</p> <p>Desire to be visible in Brussels: new office, partnerships with other think tanks</p>



	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>FUNDACIÓN REAL INSTITUTO ELCANO</b></p> <p><b>Madrid</b></p> <p><b>Legal Status</b> Private, independent institution</p> <p><b>Key features</b> Established in 2001 as a non-partisan – but not neutral – institution</p> <p><b>Transparency register</b> No</p> <p><b>Membership of European Consortiums</b> EPIN TEPSA</p>	<p>Aims to establish a global strategy resulting in political proposals having a practical application</p> <p>“a forum for analysis and debate on international affairs and particularly on Spain’s international relations”</p> <p>“Its work should similarly promote the knowledge of Spain in the strategic scenarios in which the country’s interests are at stake”</p>	<p><b>Research:</b> <b>4 programmes:</b></p> <ol style="list-style-type: none"> <li>1) Spain’s Global Presence</li> <li>2) Energy and Climate Change: Challenges and Responses</li> <li>3) The Priorities of Global Security</li> <li>4) Spain and the Bicentennials</li> </ol> <p><b>Publications:</b></p> <ul style="list-style-type: none"> <li>- Analysis (short papers)</li> <li>- Working papers (longer documents)</li> <li>- Barometer research</li> <li>- Reports</li> <li>- Yearbooks</li> <li>- Books</li> <li>- <i>ARI</i>, monthly magazine</li> <li>- Newsletters and bulletins</li> <li>- Articles and research concerning the current financial crisis</li> </ul> <p><b>Events:</b></p> <ul style="list-style-type: none"> <li>- Forums</li> <li>- Conferences (e.g. financial cooperation and development, Spain &amp; NATO, and budgetary stability)</li> </ul>	<p><b>Research themes:</b></p> <p>Europe, Latin America, the Mediterranean and the Arab World</p> <p>The United States and Transatlantic Dialogue</p> <p>The Asia-Pacific region</p> <p>Sub-Saharan Africa</p> <p>Security and defence</p> <p>Economy and international trade</p> <p>International cooperation and development</p> <p>Spain’s image abroad and public opinion</p> <p>Demographics and population</p> <p>Language and culture</p> <p>International organisations</p> <p>International terrorism</p>	<p><b>Total revenue: €4 million</b></p> <p><b>Government funding</b> (MoFA, MoD, Ministry of Economy and Competitiveness, Ministry of Education, Culture and Sport): 25%</p> <p><b>Private sector</b> (annual contributions from the firms represented on its Board of Trustees or Business Advisory Council): 75%</p>	<p><b>No EU funding</b></p>	<p>Private sector (part of Board of Trustees (e.g. BBVA, Telefonica, Iberia): +/-16</p> <p>Media</p> <p>Government institutions, political figures, high officials</p> <p>Spanish decision-makers both public and private, active on the international scene</p>



	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>SWEDISH INSTITUTE OF INTERNATIONAL AFFAIRS (UI)</b></p> <p><b>Stockholm</b></p> <p><b>Legal Status</b> Non-profit organisation</p> <p><b>Key Features</b> Founded in 1938; “the oldest international affairs institute in the Nordic region”</p> <p><b>Transparency register</b> No</p> <p><b>Membership of European Consortiums</b> TEPSA</p>	<p>“To analyse the circumstances of the world’s countries and provide an in-depth knowledge based on research, global events and processes in our world”</p>	<p><b>Research:</b> <b>Geographic foci:</b></p> <ol style="list-style-type: none"> <li>1) Europe</li> <li>2) North America</li> <li>3) Russia</li> <li>4) East Asia</li> </ol> <p><b>Research themes:</b></p> <ol style="list-style-type: none"> <li>1) Foreign policy and international negotiations</li> <li>2) Defence and security</li> <li>3) Democracy and development</li> <li>4) Governance and institutions</li> <li>5) Globalisation and information society</li> </ol> <p><b>Publications:</b></p> <ul style="list-style-type: none"> <li>- Books</li> <li>- Reports</li> <li>- Databases of country information</li> <li>- UI Papers</li> <li>- Online encyclopedia/news service</li> <li>- <i>Country guide</i></li> <li>- <i>International Studies</i>, quarterly journal</li> </ul> <p><b>Events:</b></p> <ul style="list-style-type: none"> <li>- Seminars</li> <li>- Conferences and lectures</li> <li>- 'Fortbildningsdag' = full day event</li> </ul> <p><b>Training</b></p>	<p>Swedish foreign policy</p> <p>EU external relations</p> <p>EU internal security</p> <p>Internet and democracy</p> <p>Security and development</p> <p>Private business, security and conflict</p>	<p><b>Total revenue: €3.9 million</b></p> <p><b>Grants</b> for research projects</p> <p><b>Sales from publications, and income from public events</b> (fees)</p> <p><b>Contribution</b> from the Swedish MoFA</p>	<p><b>FP7:</b> - Domestic Security Systems in Europe (2010-2012)</p>	<p>Swedish government and Parliament</p> <p>Academia</p> <p>Industry</p> <p>Embassies, consulates, organisations</p> <p>Media</p> <p>General public, including schools and libraries</p> <p><b>Brussels:</b> Joint partnership with the European Policy Centre (since 2004, a series of common task forces on “societal security” questions)</p>



	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>SWEDISH INSTITUTE FOR EUROPEAN STUDIES (SIEPS)</b></p> <p><b>Stockholm</b></p> <p><b>Legal Status</b> “independent governmental institute”; Swedish public agency</p> <p><b>Key Features</b> Founded in 2002</p> <p><b>Transparency Register</b> No</p> <p><b>Membership of European Consortiums</b> EPIN TGAE</p>	<p>“3 missions: - to conduct analysis and research on current developments in the EU and Swedish European policy; - to spread (and make available) this research and analysis to policymakers at various levels; - to be active in international networks and exchanges within our field”</p>	<p><b>Research: 6 areas:</b></p> <ol style="list-style-type: none"> <li>1) European Economic Policy</li> <li>2) EU Political and Constitutional System</li> <li>3) Common Climate and Energy Policy</li> <li>3) EU External Relations</li> <li>4) European Internal Market – Challenges for Free Movement</li> <li>5) Member States and European Integration</li> </ol> <p><b>Publications:</b></p> <ul style="list-style-type: none"> <li>- Reports</li> <li>- Papers</li> <li>- European Policy analysis (online)</li> </ul> <p><b>Events:</b></p> <ul style="list-style-type: none"> <li>- Seminars</li> </ul>	<p>EU integration</p> <p>EU economics</p> <p>EU internal and external policies</p>	<p><b>Total revenue: +/- €1,5 million</b></p> <p><b>Public funding</b> (budget voted annually by the Swedish Parliament): 100%</p>	<p><b>No EU funding</b></p>	<p>Swedish (and to some extent European) policymakers at all levels</p>





	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>CENTRE FOR EUROPEAN REFORM (CER)</b></p> <p><b>London &amp; Brussels</b></p> <p><b>Legal Status</b> Company limited by guarantee</p> <p><b>Key features</b> Founded in 1998</p> <p><b>Transparency register</b> Not yet</p> <p><b>Membership of European Consortiums</b> EPIN</p>	<p>“devoted to improving the quality of the debate on the European Union [...] a forum for people with ideas from Britain and across the continent”</p> <p>“The CER is pro-European but not uncritical [...] The CER therefore aims to promote new ideas for reforming the European Union”</p>	<p><b>Research: 16 areas:</b></p> <ol style="list-style-type: none"> <li>1) Britain and the EU</li> <li>2) EU Budget and policies</li> <li>3) EU foreign Policies</li> <li>4) Institutions</li> <li>5) Justice &amp; Home Affairs</li> <li>6) Economics &amp; Finance</li> <li>7) Energy &amp; Environment</li> <li>8) Education &amp; Research</li> <li>9) The Euro</li> <li>10) Security &amp; Defence Policies</li> <li>11) Enlargement &amp; Turkey</li> <li>12) Neighbourhood Policy</li> <li>13) Transatlantic Relations</li> <li>14) Russia</li> <li>15) China</li> <li>16) The Middle East</li> </ol> <p><b>Publications:</b></p> <ul style="list-style-type: none"> <li>- Reports</li> <li>- Essays</li> <li>- Working papers</li> <li>- Policy briefs</li> <li>- Briefing notes</li> <li>- Opinion papers</li> <li>- CER bulletin</li> </ul> <p><b>Events:</b></p> <ul style="list-style-type: none"> <li>- Seminars</li> <li>- Conferences and meetings with high-profile speakers</li> <li>- Brussels breakfasts</li> </ul> <p><b>Provide advice</b> to European governments and to EU institutions</p>	<p>EU internal and external policies</p> <p>Britain in the EU</p> <p>Global trends</p>	<p><b>Total revenue: +/- €1,4 million</b></p> <p><b>Quasi-exclusively funded by donations from the private sector, either core funding</b> (corporate, individual subscribers) <b>or project-based</b> (sponsorship of events, projects, publications)</p>	<p>Unsuccessful application to “Europe for citizens” programme in 2010</p> <p>Occasional contracts with the EU, most recently for an economics conference</p>	<p><b>Corporate Members:</b> Major European and US companies and foundations</p> <p>Development and networking in <b>Brussels</b></p>



	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>CHATHAM HOUSE</b></p> <p><b>London</b></p> <p><b>Legal Status</b> NGO, non-profit organisation</p> <p><b>Key features:</b> Founded in 1920, Chatham House is also known as the Royal Institute of International Affairs</p> <p><b>Transparency register</b> No</p> <p><b>Membership of European Consortiums</b> No</p>	<p>“The mission of Chatham House is to be a world-leading source of independent analysis, informed debate and influential ideas on how to build a prosperous and secure world for all”</p> <p>“Research is core to all Chatham House activities. We undertake independent and rigorous analysis with the aim of setting the agenda and shaping policy by encouraging new ideas and forward thinking in international affairs.”</p>	<p><b>Research Departments:</b></p> <ol style="list-style-type: none"> <li>1) Area Studies and International Law</li> <li>2) Energy, Environment and Resources</li> <li>3) International Economics</li> <li>4) International Security</li> </ol> <p><b>Publications:</b></p> <ul style="list-style-type: none"> <li>- Reports and papers (60/year)</li> <li>- Programme papers</li> <li>- Working papers</li> <li>- Event summaries</li> <li>- <i>The World Today</i>, monthly magazine</li> <li>- <i>International affairs</i>, journal</li> <li>- Books on international affairs</li> </ul> <p><b>Events:</b></p> <ul style="list-style-type: none"> <li>- Conferences</li> <li>- Members events</li> <li>- Research meetings and workshops</li> </ul>	<p>“Research on Europe at Chatham House is focused on European countries and Europe-related institutions and their involvement in addressing the challenges posed in the areas of economics, climate change, energy, and security, the Eurozone crisis, EU Foreign Policy, Populist extremism”</p>	<p><b>Total revenue:</b> +/- €8.77 million</p> <p><b>Research:</b> 50%</p> <p><b>Subscription fees</b> for conferences: 15%</p> <p><b>Membership subscriptions:</b> 22%</p> <p><b>Fundraising and donations:</b> 11%</p> <p><b>Investment return:</b> 2%</p>	<p><b>EU-funded projects:</b></p> <p>“The Regional Dimension of the Palestinian Refugee Issue” (2006-2009)</p> <p>“Palestinian Refugee in the Middle East Peace Process: Regional and International Components of an Implementation Mechanism” (2010)</p> <p>“The Europe China Research and Advice Network (ECRAN) project”</p> <p>“The EU’s Prospects 20 Years after the Fall of Communism” (2009)</p> <p>“Chinese Views of the EU-Disaggregating Chinese Perceptions in the EU and the Implications for the EU’s China Policy” (2009-2012)</p> <p>“The Effects of Oil Companies’ Activities on the Environment, Health and Development in Africa” (2010-2011)</p> <p>“Rethinking EU Neighbourhood Policies towards the MENA Region” (2010)</p> <p>“Kick-starting the European Economy” (2011)</p>	<p><b>Members:</b></p> <p>Individual members: +/- 2,760</p> <p>Corporate members (incl. companies, universities, NGOs): 211</p> <p>Governmental organisations incl. Embassies: 120</p> <p>Partners: 17</p>



	<i>Mission statement</i>	<i>Activities</i>	<i>Specialisations</i>	<i>Funding (2010)</i>	<i>EU Funding (2010)</i>	<i>Stakeholders/ Audience</i>
<p><b>EUROPEAN COUNCIL ON FOREIGN RELATIONS (ECFR)</b></p> <p><b>London &amp; Berlin, Madrid, Paris, Rome, Sofia, Warsaw</b></p> <p><b>Legal Status</b> Not-for-profit company limited by guarantee</p> <p><b>Key Features</b> ECFR is a pan-European think tank founded in 2007 with affiliation to the Open Society Foundations, registered in February 2010 as an independent private company limited by guarantee in England and Wales, ECFR is also a registered charity</p> <p>Anti-fraud and bribery policies in place</p> <p><b>Transparency register</b> No</p> <p><b>Membership of European Consortiums</b> TEPSA</p>	<p>“to conduct research and promote informed debate across Europe on the development of coherent and effective European values based foreign policy”</p>	<p>Activities include primary research, publication of policy reports, private meetings and public debates, “Friends of ECFR” gatherings in EU capitals and outreach to strategic media outlets</p> <p><b>Publications:</b></p> <ul style="list-style-type: none"> <li>- Reports</li> <li>- Articles</li> <li>- Policy papers</li> <li>- Briefings</li> <li>- Commentaries</li> <li>- Blogs and audio podcasts</li> </ul> <p><b>Advocacy:</b></p> <ul style="list-style-type: none"> <li>- Conferences</li> <li>- Discussions</li> <li>- Roundtables</li> </ul> <p>ECFR has national offices in seven European capitals (Berlin, London, Madrid, Paris, Rome and Warsaw) which are platforms for research, debate, advocacy and communications</p> <p><b>Communication:</b> Award-winning media, web and social media expertise</p>	<p>Education and research in the field of foreign policy, foreign relations and related topics organised around the following themes:</p> <p><b>Programmes:</b></p> <ol style="list-style-type: none"> <li>1) Wider Europe</li> <li>2) China</li> <li>3) Middle East and North Africa</li> </ol> <p><b>Cross-cutting research:</b></p> <ol style="list-style-type: none"> <li>1) Human rights</li> <li>2) Security &amp; Defence</li> </ol> <p><b>Specific research projects and special initiatives:</b></p> <ol style="list-style-type: none"> <li>1) Germany in Europe</li> <li>2) Reinventing Europe</li> <li>3) European Foreign Policy Scorecard</li> </ol>	<p><b>Total revenue: €2.91 million</b></p> <p><b>Foundations: 86%</b></p> <p><b>Business: 7%</b></p> <p><b>Governments: 4%</b></p> <p><b>Individuals: 3%</b></p> <p>Prior to May 2010, ECFR was part of the Open Society Foundation, from which it received seed money.</p>	<p><b>No EU funding</b></p>	<p><b>Board</b> of over 170 politicians, decision-makers, thinkers and business people from EU member states and candidate states</p> <p><b>Audience:</b> European foreign policy community</p> <p>Influential voices in foreign policy in Europe and in key places beyond</p> <p>Europe’s citizens, students and academics</p> <p>Member of Policy Association for an Open Society (PASOS)</p>

