



WORLD  
RESOURCES  
INSTITUTE

# THE ROLE OF THINK TANKS

## 智库的角色

*Andrew Steer, President & CEO of the World Resources Institute  
CCICED Environment and Development Think Tank Symposium*

*安德鲁-斯蒂尔，世界资源研究所主席兼首席执行官  
国合会环境与发展智库研讨会*

# WHAT IS A THINK TANK? 智库是什么？



## THINK TANKS ARE:

Organizations generating policy-oriented research and advice to enable policymakers and the public to make informed decisions

开展政策导向的研究并提供建议来确保决策者和公众做出恰当决定的机构

# THROWING BOMBS OR BUILDING BRIDGES





# GOOD THINK TANKS ACT AS BRIDGES

## 优秀的智库像一座桥



# GOOD THINK TANKS ACT AS BRIDGES

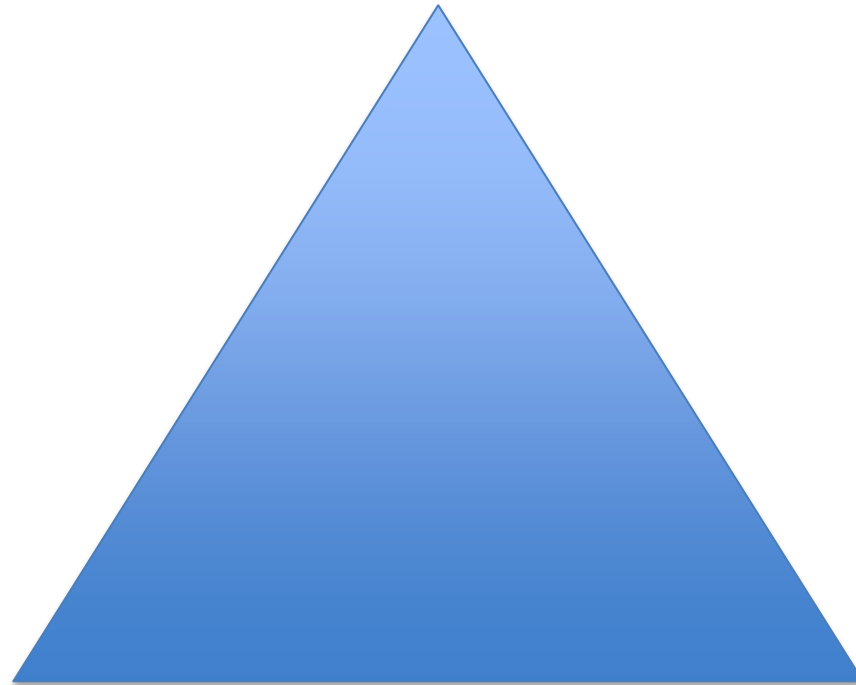
## 优秀的智库像一座桥



# THINK TANK AFFILIATIONS

## 智库的类型

Independent  
独立机构

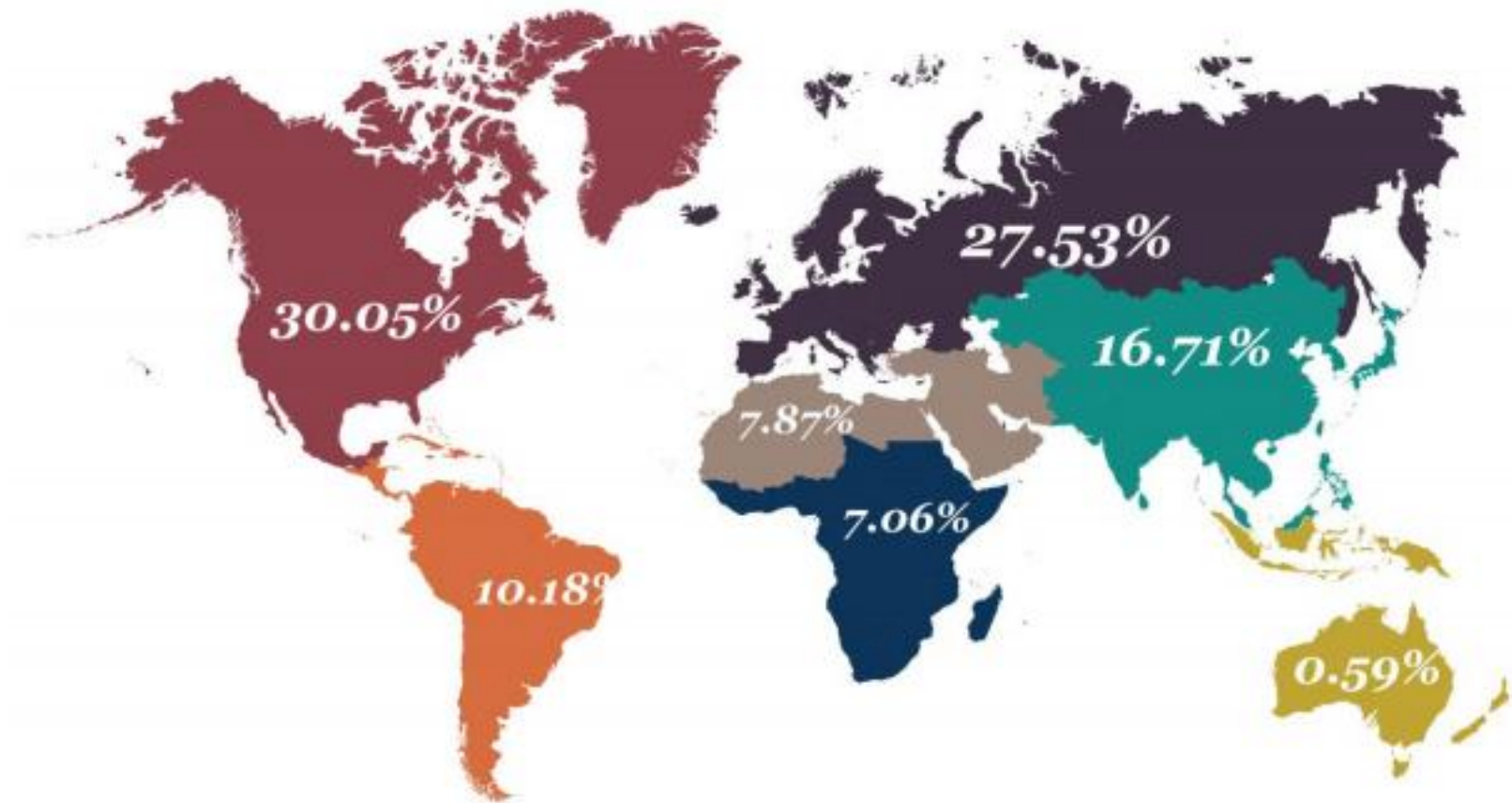


Government  
Affiliation  
政府附属机构

Political Party  
Affiliation  
政党附属机构

# GLOBAL DISTRIBUTION OF THINK TANKS

## 全球智库分布



Approximately **6,618 think tanks** in operation in **182 countries** (2014)  
2014年，共有**6,618**个智库在**182**个国家开展工作



## REGIONAL DIFFERENCES

### 地区差异

- More than half of think tanks in North America and Europe are university-affiliated

在北美和欧洲，超过半数的智库为院校附属机构

- University, government affiliated, or for profit think tanks remain the dominant model for think tanks in Asia, Latin America, Africa, and the Middle East

在亚洲、拉美、非洲和中东地区，隶属于院校和政府或是以盈利为目的的主库的主要模式

# KEY ISSUES FACING THINK TANKS

## 智库面临的主要问题

- Influence and independence  
影响力与独立性
- Outputs vs. inputs  
产出 vs. 投入
- Action vs. ideas  
行动 vs. 理念
- Blurring lines between domestic and international policy  
国内与国际政策界限模糊

# SOME THINK TANKS OVERTLY POLITICAL

**501(c)(3)**

Center for American Progress



**501(c)(4)**

Center for American Progress

Center for American Progress Action Fund



**HERITAGE  
ACTION  
FOR AMERICA**

# WHERE ARE THINK TANKS? TOP 10 LOCATIONS

## 智库在哪里？10大热点地区

Country 国家	Number of Think Tanks 智库数量
United States 美国	1830
China 中国	429
United Kingdom 英国	287
Germany 德国	194
India 印度	192
France 法国	177
Argentina 阿根廷	137
Russia 俄罗斯	122
Japan 日本	108
Canada 加拿大	99

# WHAT ROLE DO THINK TANKS PLAY IN US POLICY? 智库在美国政策中扮演什么角色？

- Shape 塑造
  - Provide expertise and new policy ideas  
提供专业知识和新的政策理念
- Support 支持
  - Critically analyze existing policy and engage stakeholders  
辩证地分析现有政策并联结各利益相关方
- Challenge 挑战
  - Act as an objective voice  
发出独立客观的声音



# WRI'S VALUES

**Independence**

**Innovation**

**Integrity**

**Respect**

**Urgency**

# FINDING A NICHE

Environment 环境

Action  
行动



WORLD  
RESOURCES  
INSTITUTE

Ideas  
理念

Development 发展

# HOW WE ARE ORGANIZED

Climate  
气候

Energy  
能源

Food  
粮食

Forests  
森林

Water  
水

Cities &  
Transport  
城市与交通

Governance 治理

Finance 金融

Business 商业

Economics 经济

# OUR APPROACH

## Count It

Managing for results  
Data, Analysis & Tools

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Data, Analysis & Tools

## Change It

Systemic Adoption  
& Communications



# OUR APPROACH

## Count It

Managing for results  
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## Change It

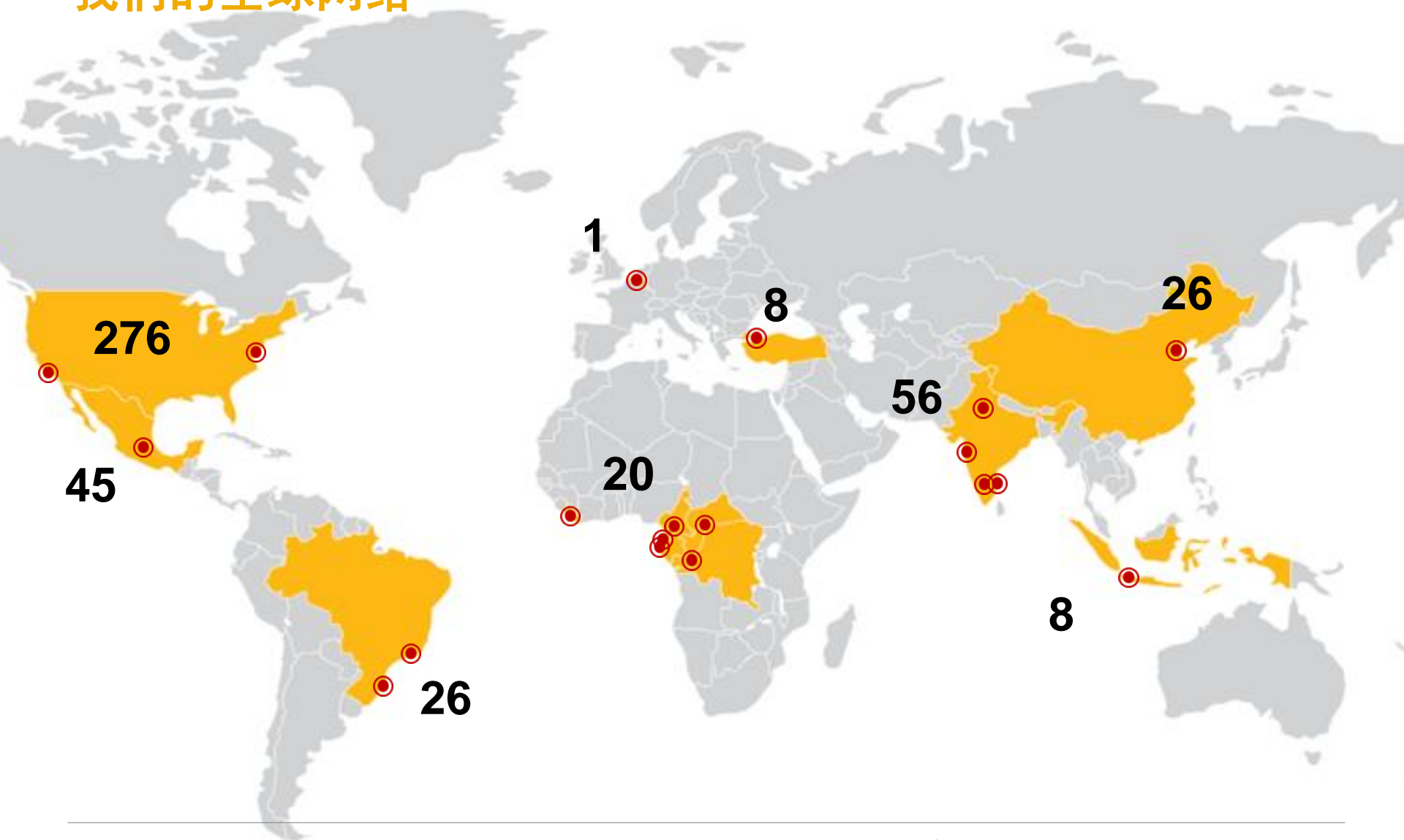
Systemic Adoption  
& Communications

## Scale It

Convening, Testing  
& Influencing

# OUR GLOBAL NETWORK

## 我们的全球网络



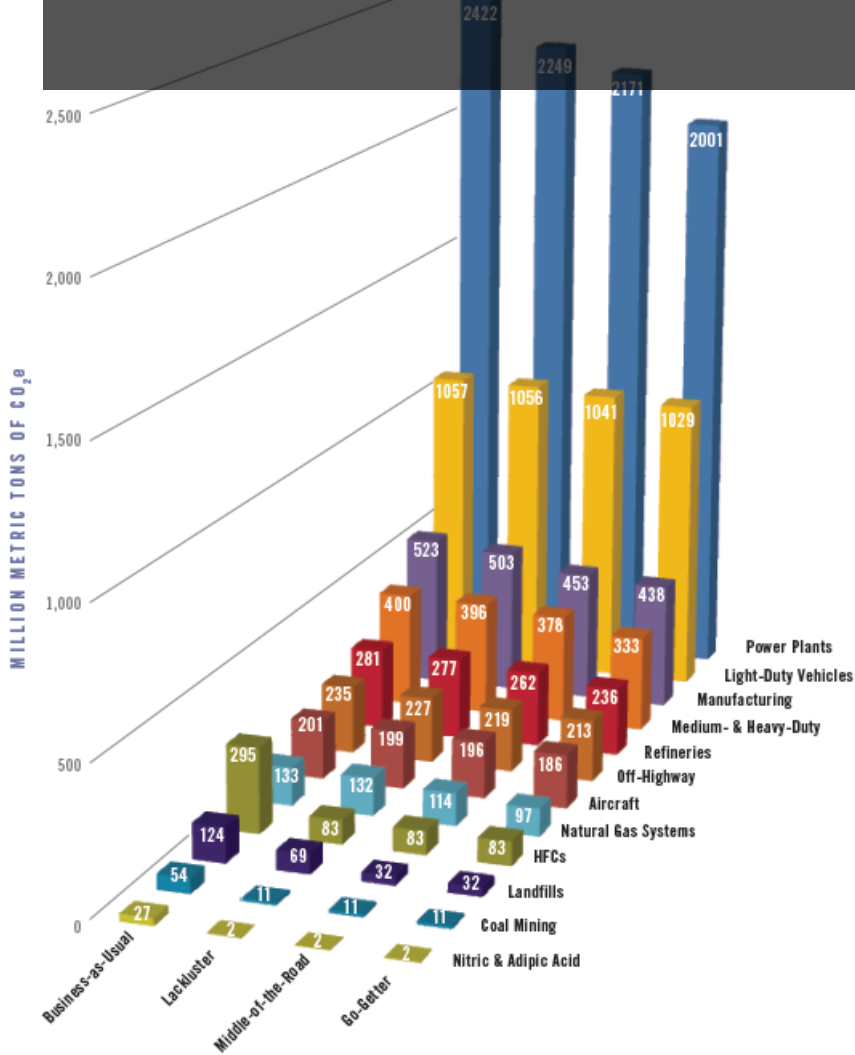
Note: These numbers reflect full-time staff only as of April 2015.

FIGURE 3. Projected U.S. Emissions in 2020 by Sector under Different Federal Regulatory Scenarios

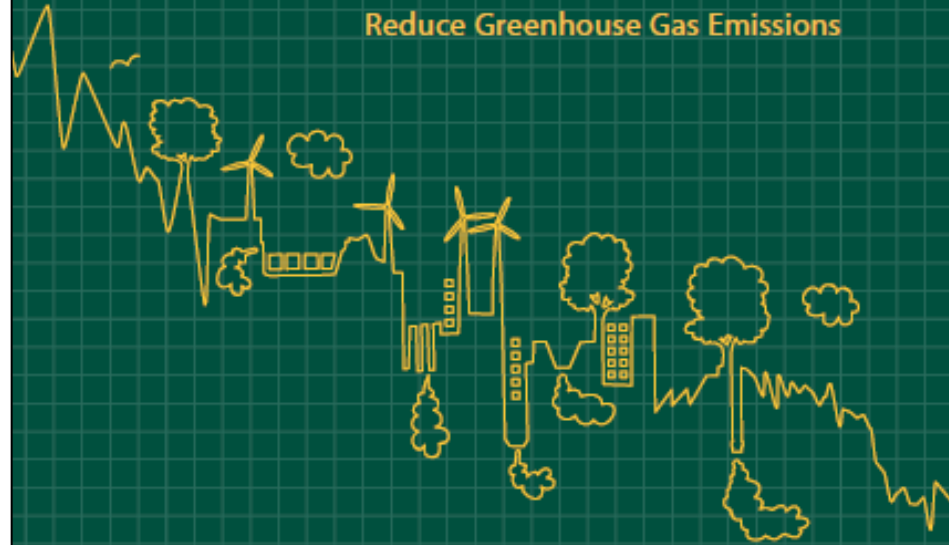
# TARGET EXECUTIVE-LEVEL DECISIONS



WRI REPORT



Can The U.S. Get There From Here?  
Using Existing Federal Laws  
and State Action to  
Reduce Greenhouse Gas Emissions



NICHOLAS M. BIANCO  
FRANK T. LITZ  
KYLE M. HARRIS  
REBECCA GASPER

The benchmark for federal  
GHG reduction action

# WITH DECISION-RELEVANT RESEARCH

Figure ES-1 | Net U.S. Greenhouse Gas Emissions: Reference Case and Low-Carbon Pathways Using Existing Federal Authorities and Additional State Action

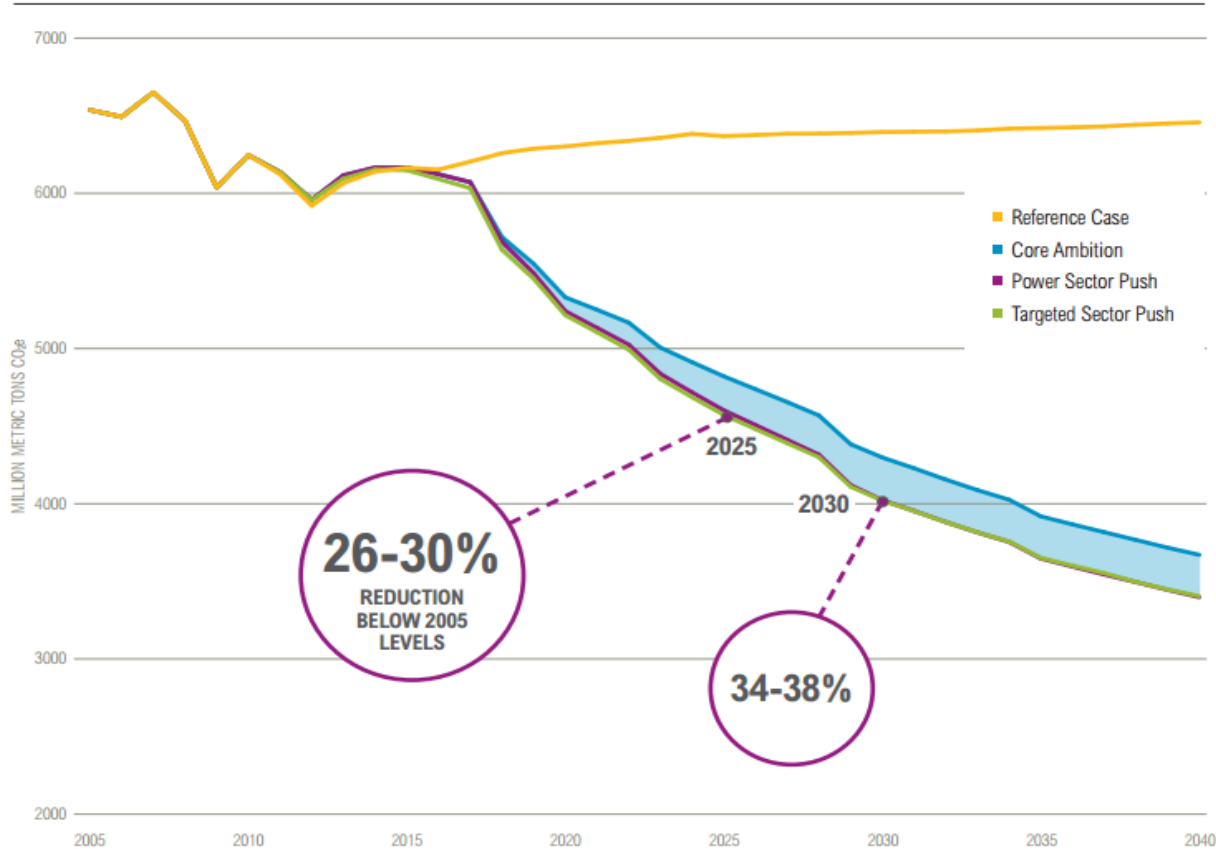


Table ES-2 | 10-POINT ACTION PLAN

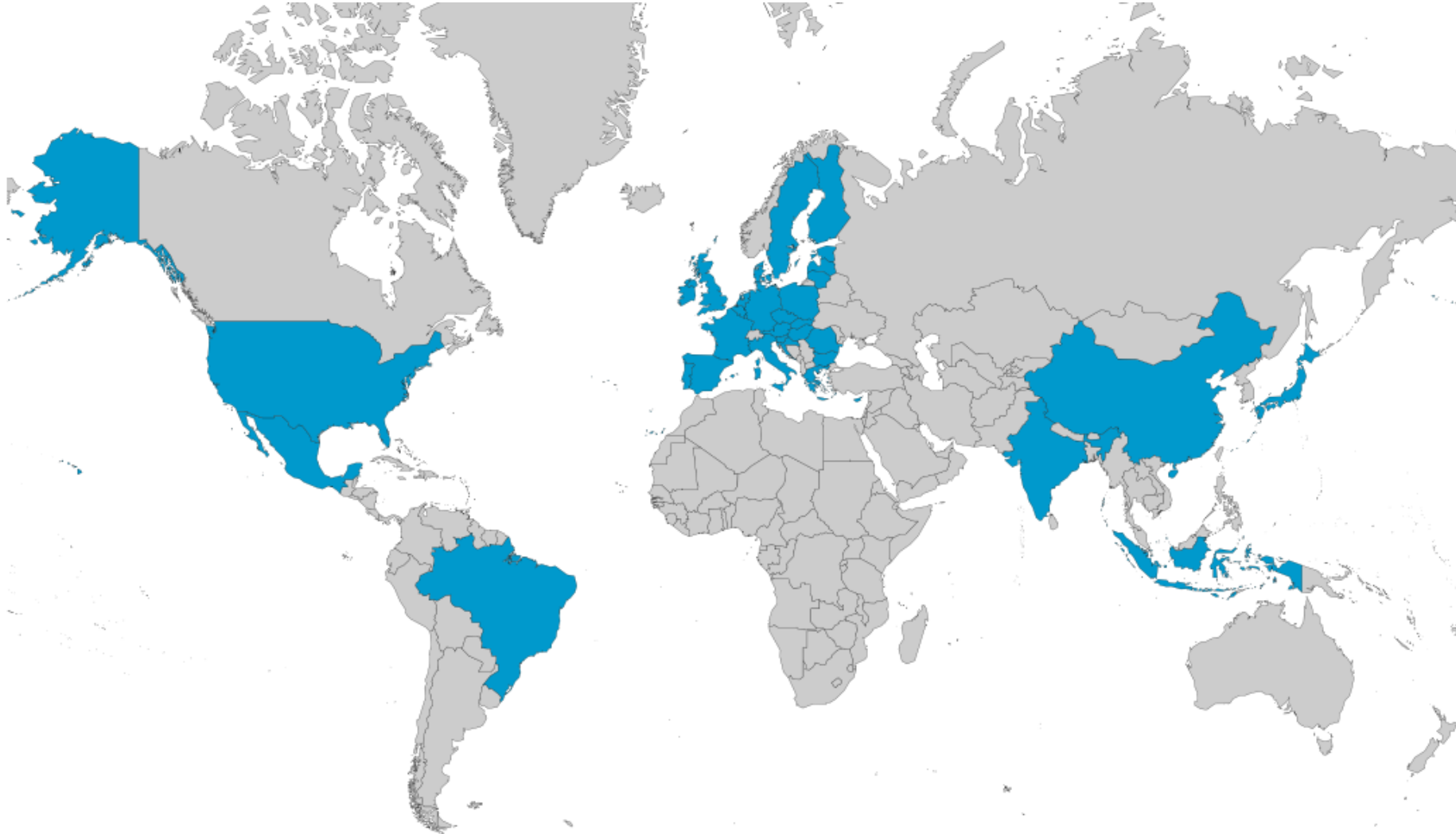
- 1 Strengthen the Clean Power Plan both in the near term and over time to fully reflect cost-effective renewable energy and energy efficiency potential.
- 2 Scale up programs for residential and commercial energy efficiency.
- 3 Continue and expand programs to reduce hydrofluorocarbon (HFC) emissions.
- 4 Use emissions standards and voluntary programs to improve industrial energy efficiency.
- 5 Set methane emissions standards for new and existing natural gas and oil infrastructure.
- 6 Extend and strengthen GHG and fuel economy standards for passenger cars while reducing travel demand.
- 7 Extend and strengthen GHG and fuel efficiency standards for medium- and heavy-duty vehicles.
- 8 Accelerate air travel management and establish standards for new aircraft.
- 9 Reduce methane emissions from landfills, coal mines, and agriculture through standards or other measures.
- 10 Reduce emissions from other sources while increasing carbon sequestration from forests and other land types.

# PROVIDING EXPERT TESTIMONY TO CONGRESS





# Building International Networks



# THE NEW CLIMATE ECONOMY

The Global Commission on the Economy and Climate



# MEMBERS OF THE GLOBAL COMMISSION

## 全球委员会成员



**Felipe Calderón (Chair)**  
Former President, Mexico



**Nicholas Stern (Vice-Chair)**  
IG Patel Professor at the London School of Economics and Political Science



**Ingrid Bonde**  
CFO and Deputy CEO, Vattenfall



**Sharan Burrow**  
General Secretary, International Trade



**Suma Chakrabarti**  
President, EBRD



**Chen Yuan**  
Former Chairman, Chinese Development



**Helen Clark**  
Administrator, UNDP



**Luísa Diogo**  
Former Prime Minister, Mozambique



**Dan Doctoroff**  
Former CEO, Bloomberg



**S. (Kris) Gopalakrishnan**  
Co-founder, Infosys



**Angel Gurría**  
Secretary General, OECD



**Chad Holliday**  
Chairman-designate, Shell



**Sri Mulyani Indrawati**  
Managing Director and COO, World Bank



**Naina Lal Kidwai**  
Chairman, HSBC India



**Caio Koch Weser**  
Vice Chairman, Deutsche Bank



**Ricardo Lagos**  
Former President, Chile



**Michel Liès**  
CEO, Swiss Re



**Kristin Skogen Lund**  
Director General, Confederation of Norwegian Enterprise



**Trevor Manuel**  
Former Finance Minister, South Africa



**Takehiko Nakao**  
President, Asian Development Bank



**Ngozi Okonjo-Iweala**  
Former Minister of Finance, Nigeria



**Eduardo Paes**  
Mayor, Rio de Janeiro



**Annise Parker**  
Mayor, Houston



**Paul Polman**  
CEO, Unilever



**Christian Rynning-Tønnesen**  
CEO, StatKraft



**Jean Pascal Tricoire**  
CEO, Schneider Electric



**Maria van der Hoeven**  
Executive Director, International Energy Agency



**Zhu Levin**  
Former CEO, China International Capital Corporation



# USING THE MEDIA TO GET THE MESSAGE OUT 通过媒体传递理念

**Climate action is good for  
efficiency, competitiveness  
and growth**

**气候行动对提高效率、竞争力  
和增长是有利的**

# CNN INTERVIEW ON PAPAL ENCYCLICAL

## 就罗马教皇发布通谕接受CNN访谈





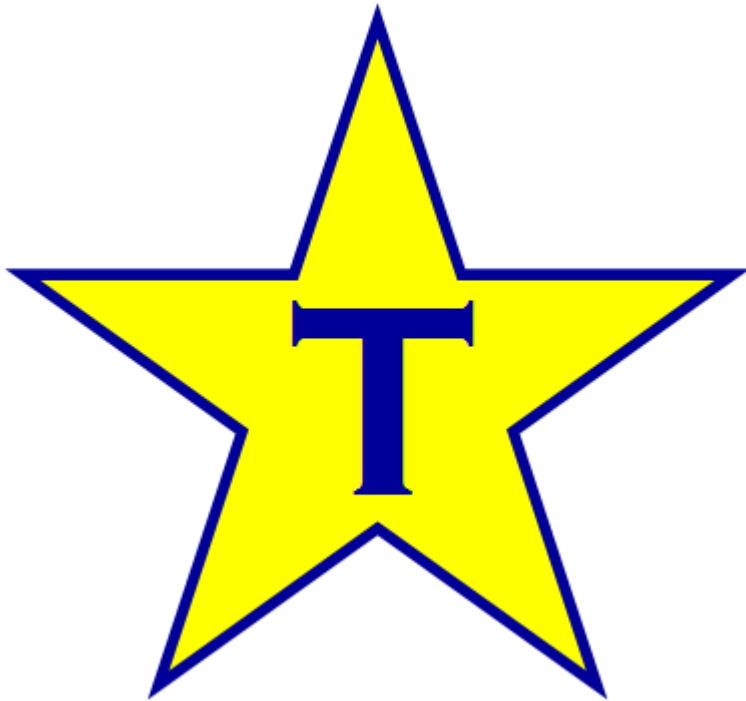
# WHAT WRI HAS LEARNED FROM WORKING ON U.S. CLIMATE POLICY

- Timing: Anticipating what the policy questions will be
- Trust: Being seen as a credible and objective voice
- Collaboration: Coalitions are needed to achieve real outcomes rather than just analysis

# THINK TANKS ARE HELD ACCOUNTABLE

**Transparify**

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



# 2014 TOP ENVIRONMENTAL THINK TANK

## 2014全球最佳环境智库

1. **World Resources Institute (WRI) (United States)**
2. Stockholm Environment Institute (SEI) (Sweden)
3. Worldwatch Institute (United States)
4. Brookings Institution (United States)
5. Center for Climate and Energy Solutions (C2ES)  
(United States)
6. Chatham House (United Kingdom)
7. Ecologic Institute (Germany)
8. Potsdam Institute for Climate Impact Research (PIK)  
(Germany)
9. International Institute for Sustainable Development  
(IISD)
10. Center for Environmental Research (UFZ) (Germany)

# INTERNATIONAL KNOWLEDGE-SHARING

- U.S. policy is not always created on the basis of evidence, but benefits greatly from it
- In particular, the U.S. could stand to benefit hugely from independent research and analysis from the Chinese perspective on environmental issues
  - Carbon pricing
  - Energy efficiency
  - Low emissions zones