



REAL INSTITUTO
elcano
ROYAL INSTITUTE

Policy Relevant Agendas

School for Thinkthankers 2025

On Think Thanks (OTT)

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1. Mission and Values

Elcano Royal Institute provides **rigorous analysis** on international and security affairs in order to:

- Develop responses to global challenges
- Assess how major transformations affect us
- We pay special attention to Spain's role in the world and the country's participation in the European project

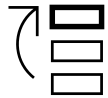
Elcano's research and outreach are guided by its **values**:

- Independence
- Plurality
- Transparency

2. Elcano in numbers



40 Researches



10 + 5 Research priorities



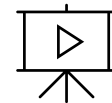
18 Working groups



232 Publications (research papers, surveys and comments)



25,500 podcast downloads



72,000 views on YouTube



33 public events + 91 private events

3. Building a research agenda

- Mission, values and resources as the basis for a **policy relevant agenda**:
 - To contribute to the public debate with innovative ideas
 - To serve public institutions and administrations, the private sector, academia, research centers and civil society
- **Interdisciplinary** teams (avoiding silos)
- **Exchange** and permanent **dialogue** (policy and decision-makers, business, academia, social actors, research centers, think tanks, national and international organizations)
- Balance between **coherence**, **flexibility**, **innovation** and **responsiveness**

4. Annual Action Plan

The research agenda is implemented in the **Annual Action Plan**:

- Consistency of the long-term lines of research
- Anticipate and respond to the most pressing issues

Strategically designed at the top of the organization:

- Consultation with research team
- Survey to the Executive Committee (public and private trustees)
- Survey to Elcano Scientific Council
- Competitive projects in international consortia
- Elcano's networks

5. Elcano's research priorities

Thematic areas:



Globalization, Development and Governance



Challenges to Peace and **Security**



Democracy and Citizenship



Future of **Europe**



The United States, China and the **New World Order**



Eastern and Southern **Neighborhood**



Latin America as a global actor



Technology and Economic Transformations



Climate and Energy



Spain: Influence and Foreign Image

5. Elcano's Research Priorities

Cross-cutting areas:

 **Migrations**

 **Cities**

 **Gender**

 **Global Health**

 **Culture**

10 + 5 Research Priorities to fulfill Elcano's mission:

- Provide responses to global challenges
- Analyzing the international reality
- Assessing how major transformations affect Spain and its partners

6. Working groups

1. Future of the EU
2. Industrial Policy, Regulation and Competitiveness
3. Ecosystem of Spain's presence and influence in Brussels
4. Trends in Security, Defense and Space
5. Cyberpolicy
6. Climate and Energy
7. Geoeconomics
8. Technological Transformations
9. Geopolitics of Mobility
10. Latin America
11. Brazil
12. The Strategic Triangle: China, U.S. and Europe
13. U.S. Domestic and Foreign Policy
14. Middle East, North Africa and Sahel
15. Disinformation
16. Spanish Foreign Policy
17. Migration and Asylum Policies
18. Russia and the Global South

7. International networks

Competitive international projects:

- Iberian Digital Media Observatory (**Iberifier +**)
- **ReConnect China** (UE)
- European Think Tank Network on China (**ETNC**)
- Crisis and civic narratives studied through pluridisciplinarity and fieldwork, **DECRIIP** (Inalco, Sciences Po, Panthéon-Sorbonne, Sorbonne Nouvelle, IFRI)
- **European Climate Foundation**
- **Focus 2030** (Global Development)
- European Think Tank Group (**ETTG**)

REDElcano:

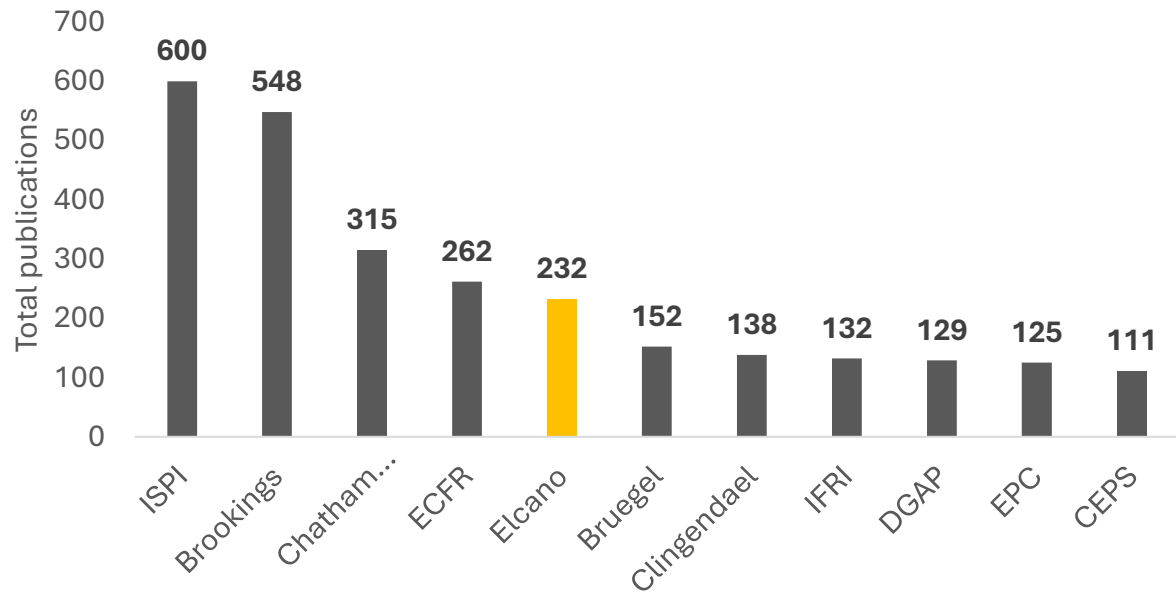
- Mobilizing the knowledge of Elcano Scientific Council
- Nurture Elcano's already extensive network of partners
- Monitoring the activity of think tanks in our area of expertise

8. Featured publications

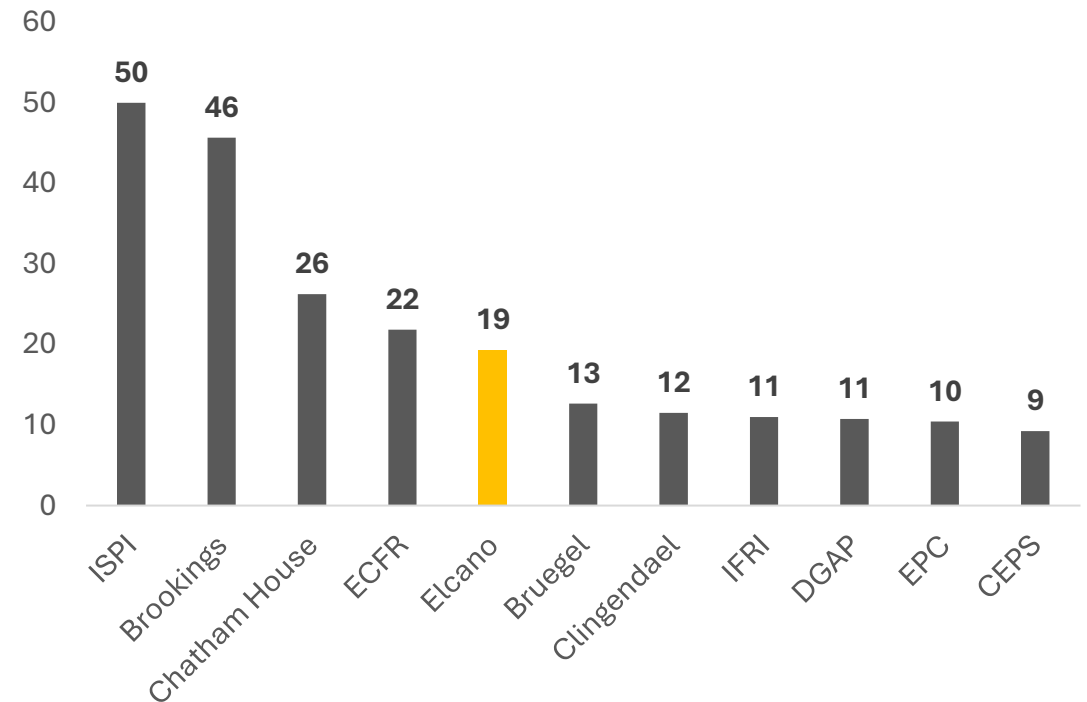
- Spain in the world in 2025
- Elcano Global Presence Index
- European Defense: implications for Spain
- EU reform and enlargement
- NATO's future on the Southern flank
- Impacts of generative AI on democracy
- The new world order: a vision from Latin America
- A new framework for development financing (FfD4)
- Immigration in Spain: figures and perceptions
- Spanish Foreign Policy in the new geopolitical scenario
- Annual barometers:
 - BRIE: Spanish public opinion on selected international topics
 - BIE: Spain's image abroad (Asia and Southeast Asia)

9. Measure and evaluate

Publications (2024)



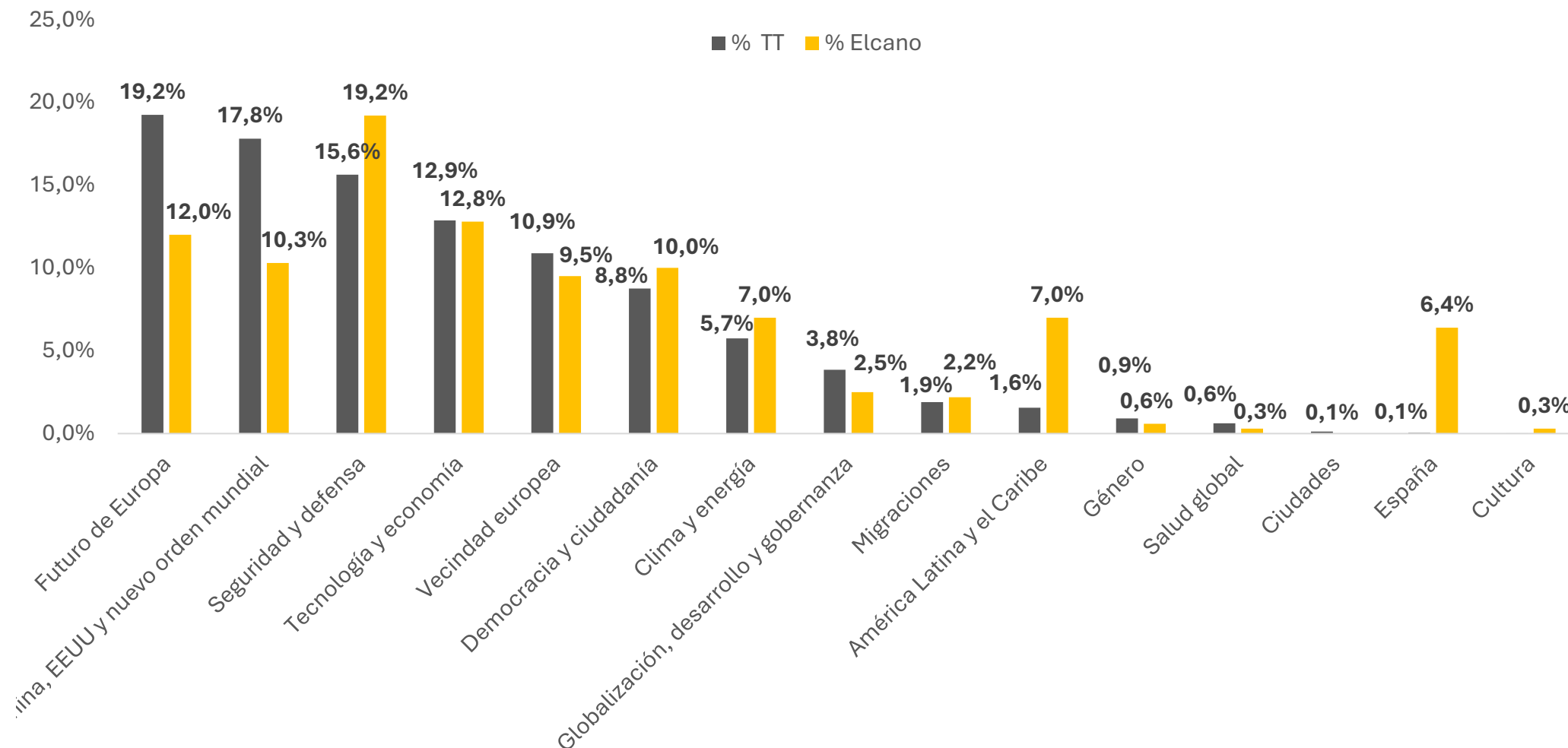
Monthly average (2024)



* Brookings: publications on security, defense, development, international economics, foreign policy, Europe and global affairs.



Thematic priorities: Elcano and selected think tanks 2024



10. Conclusions

Sustaining a **robust and policy relevant research agenda** requires:

- Consistency over the years
- Honest and permanent dialogue with stakeholders and audiences
- Knowledge of what others are doing
- Asking new questions
- Innovation (professional profiles, topics and research methods)
- Be supportive of researchers, but be willing to deal with any resistance to change

The research agenda goes beyond a set of individual projects

The research agenda is the matrix for credibility, reputation and influence

Thank you!

www.realinstitutoelcano.org