

Bridging Research and Policy: Challenges for the Activist Think-Tank

Simon Maxwell

On Think Tanks

School for Think Tankers

27 January 2022



- The Case Study
- The 'standard model'
- Beyond Bridging Research and Policy
- Challenges for the Activist Think-Tank

The activist think-tank

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That was a serious challenge. Cecilia pulled off a page from her pad, and wrote a heading: Challenges for the activist think-tank. She needed to fill that in, answering the four questions the Chair had posed. but it was too late to do more. She thought of the pizza and her mouth began to water. Margarita, she wondered? Or Quattro stagioni? It was time to go home. Cecilia rose, stretched, and switched off the light.

The 'standard model'

Policy Entrepreneurship



The story-teller



The networker



The engineer



The fixer

Policy code-sharing

Not



Not



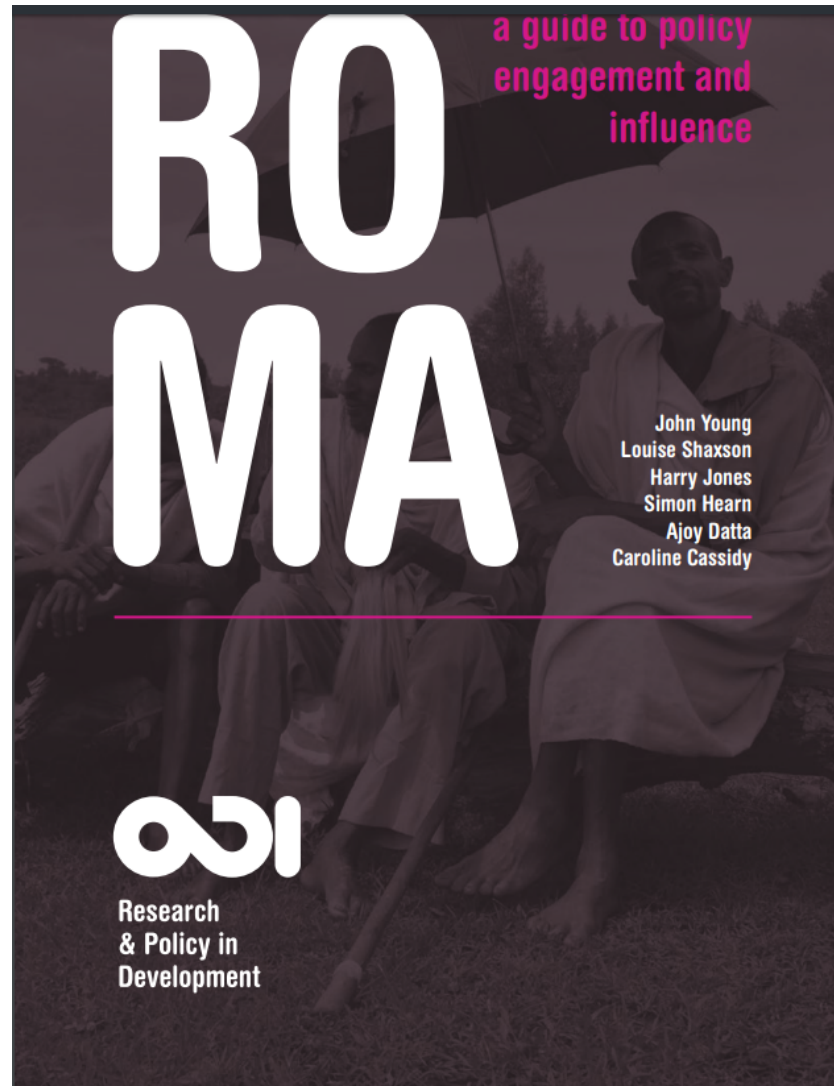
But



The airline alliance model:
'Policy code-sharing'



The ODI ROMA toolkit



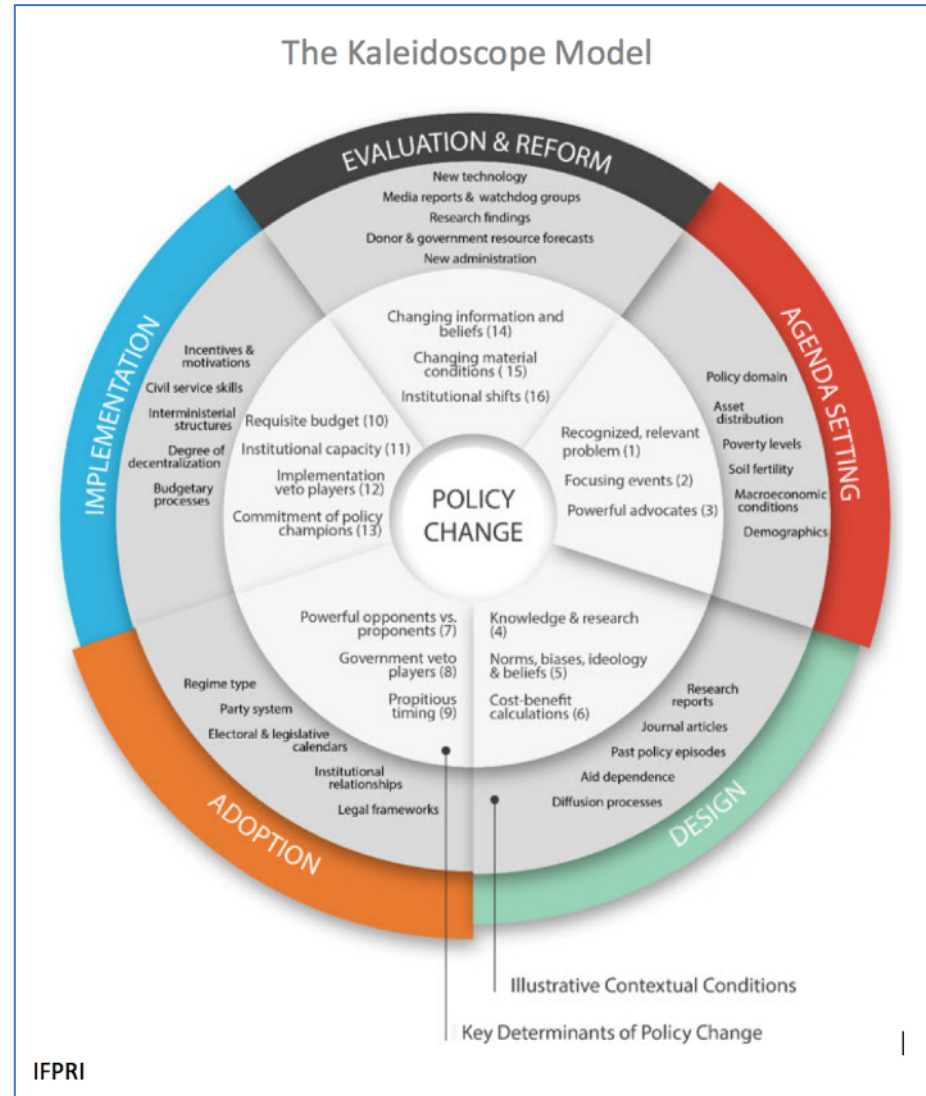
1. THE APPROACH

ROMA consists of three main activities, each of which is broken down into a series of steps. These are set out in Figure 1, and described in detail throughout this guide.



Figure 1: The ROMA cycle

The IFPRI framework for analysing policy change



<http://www.ifpri.org/blog/kaleidoscope-model-tracks-drivers-impacts-changing-food-policies>

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Figure 1: The ROMA cycle

WHO . . .

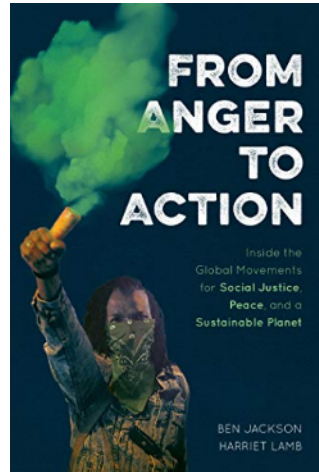
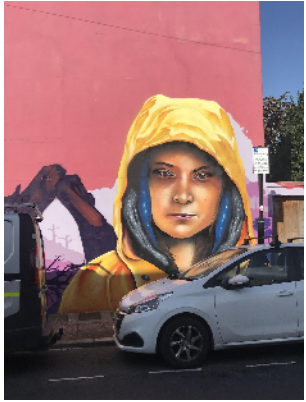
is making WHAT decision . . .

WHEN are they making it . . .

WHAT products do you need to influence the decision . . .

and WHEN do you need them?

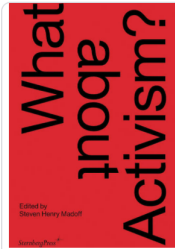
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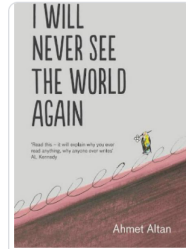
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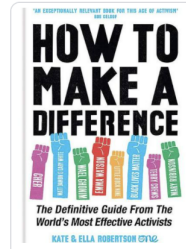
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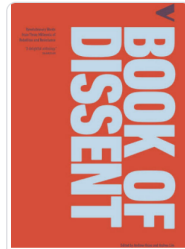
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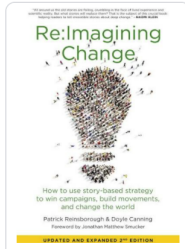
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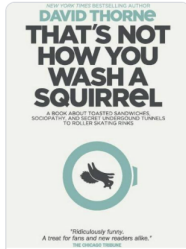
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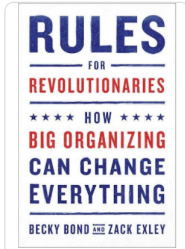
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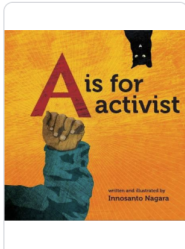
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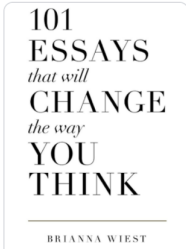
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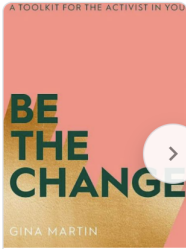
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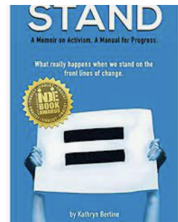
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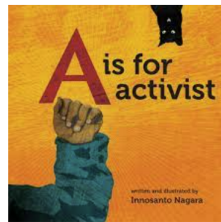
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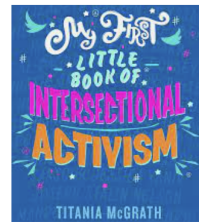
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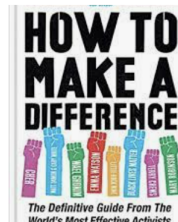
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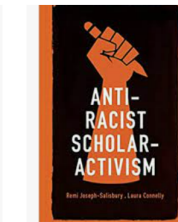
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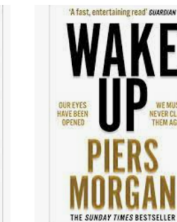
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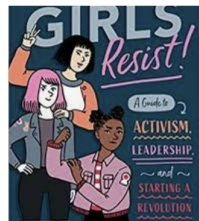
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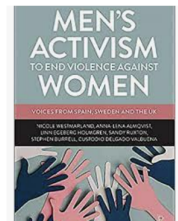
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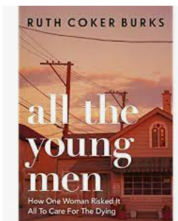
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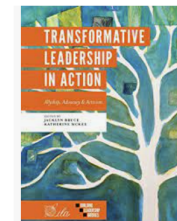
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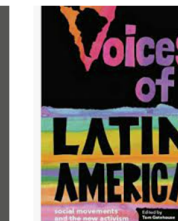
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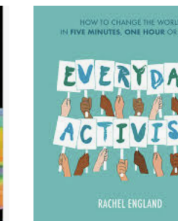
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The Alinsky Principles

1. Power is not only what you have but what the enemy thinks you have.
2. Never go outside the expertise of your people.
3. Whenever possible go outside the expertise of the enemy.
4. Make the enemy live up to its own book of rules.
5. Ridicule is man's most potent weapon. There is no defence. It is almost impossible to counterattack ridicule. Also it infuriates the opposition, who then react to your advantage.
6. A good tactic is one your people enjoy.
7. A tactic that drags on too long becomes a drag.
8. Keep the pressure on.
9. The threat is usually more terrifying than the thing itself.
10. The major premise for tactics is the development of operations that will maintain a constant pressure upon the opposition.
11. If you push a negative hard and deep enough it will break through into its counterside; this is based on the principle that every positive has its negative.
12. The price of a successful attack is a constructive alternative.
13. Pick the target, freeze it, personalize it, and polarize it.

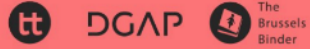
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From think tank to change hub

BY ANNE-MARIE SLAUGHTER, CEO OF NEW AMERICA



The New Economics Foundation works with people igniting change from below and combines this with rigorous research to fight for change at the top.



WHO WE ARE WHAT WE DO HOW WE WORK MEET THE TEAM OUR GRANTS CONTACT US

MAKING THE ECONOMY WORK FOR PEOPLE AND NATURE



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The activist think-tank

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Challenges for the activist think-tank.

- What differences was she proposing?
- What were the benefits?
- What were the risks?
- And how could the risks be mitigated?

Some initial entry points

- Mission Statement
- Statement of Values
- Culture of the organisation
- Five Year Strategy
- Annual Business Plan
- Funding plan
- Recruitment
- Appraisal and Promotion
- Outputs
- Board membership



Change	Benefits	Risks	Mitigation



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