"Incidimos en políticas públicas para construir una sociedad más democrática, innovadora, sustentable e incluyente a través de la investigación, el diálogo informado y la acción colectiva"
Influencing as a learning process

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Think Tank Initiative Exchange
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Case studies

twelve stories of policy influence
Strategies for policy influence

• Stage of the policy cycle

• Types of evidence

  Academic Planning
  Implementation Action

• Role

  Advising policymakers
  Advocating for a policy
  Facilitating dialogue
Contextualizing Strategies

On norms and values at stake

Far from agreement

Unstructured problems

Moderately structured problems (agreement on the end result)

Moderately structured problems (certainty on the means)

Structured problems

On relevant and available knowledge

Far from certainty

Close to certainty

Based on framework developed in Hisschemoller and Hoppe (1996)
## Contextualizing Strategies

### On norms and values at stake

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<thead>
<tr>
<th>Far from agreement</th>
<th>Close to agreement</th>
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<td><strong>Unstructured problems</strong></td>
<td>Agreement on the ends</td>
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<td>CPD (Bangladesh)</td>
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<td>IPAR (Senegal)</td>
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<td><strong>Certainty on the means</strong></td>
<td>ASIES (Guatemala)</td>
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<td>CADEP (Paraguay)</td>
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*Based on framework developed in Hisschemoller and Hoppe (1996)*
Redefining policy influence

• For What?
  From a focus on output towards a focus on processes

• How?
  From a the ‘market of ideas’ approach to the exercise of leadership
Think tanks are political actors

...even more than they consider themselves to be

- Even in more structured scenarios, think tanks have gone beyond the advisory role.

- In less structured scenarios, think tanks have become ‘leaders without authority’ (Heifetz, 1994).
Influencing as a learning process

...not only within think tanks but with a wide range of stakeholders.

Think tanks navigate in complex and changing contexts. These realities at times require them to advocate a technical solution and other times to promote a learning process to change perspectives and encourage new practices.