

*Do think tanks
need to start
rebuilding
trust?*



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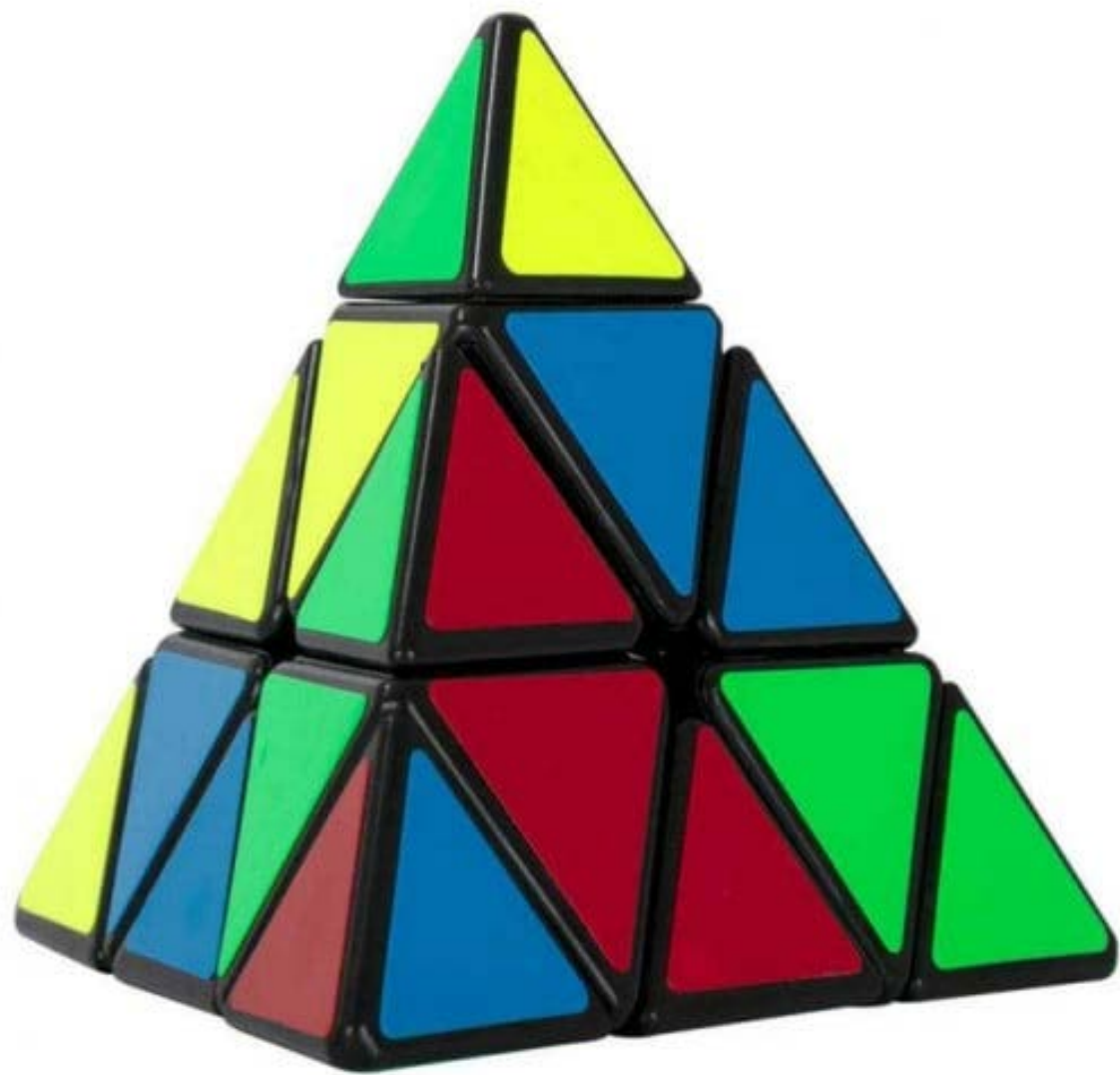


what if... our impact is threatened in a new landscape?

- *What if social, political and institutional trust continues to decline?*
- *What if social consensus and conditions for change seem to be even more unlikely?*
- *What if the fear of change in times of uncertainty blocks progress?*
- *What if our targets are fragmented?*
- *What if complex policies too often fail when they have to be deployed?*

- *What if evidence, expertise or top-down lab proposals become unpopular?*
- *What if our dream of speeding up progress with ideas is not realistic?*
- *What if policy pipelines become weaker and less linear?*
- *What if equity policies become even more controversial?*
- *What if think tanks need to spend more time discussing their legitimacy than discussing their facts and ideas?*





we are used to be effective through:

- *Research/data/evidence-based*
- *Providing policy advice, reframing new consensus*
- *Independent and expertise approach*
- *Catalyzing changes from our own role*
- *Publishing, communicating or disseminating ideas and knowledge.*
- *Top-down advocacy and impact: policy-makers, decisions-makers, main stakeholders, experts, media...*
- *Powerful models based on general guidelines*

there are many reasons to persist in our model:

- *It still often works! It seems the best cost-effective model for agenda setting and reframing many subjects*
- *Moving from your space/legitimacy is risky!*
- *Limited resources: expanding and diversifying your strategies can weaken your strengths.*
- *Why changing our roles? We better seek out allies who can fill in your gaps.*

but... we are still worried about our real impact.

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do we need new skills to reach a deeper impact?

- *Building and aligning open ecosystems for system change.*
- *Nurturing and empowering engaged communities of change, leadership and building capacity with new agents*
- *Promoting multi-local living labs.*
- *Scaffolding change: co-create, design and test models and drivers that can accelerate and sustain change.*
- *Engaging citizens, media and communities as part of the big policy & social challenges*
- *Developing humanized and inspiring narratives for different targets*
- *Tailored and co-created models?*

may we become a “perro verde” for our targets?



which may be the best option for a think tank?

#1 Persist and partner: *focus “more & better” on your original strengths as a TT (providing evidence, advice and advocating). Defend your legitimacy and trust, and work on new partnerships.*

#2 Evolve your strategy: *add tailored new tools to drive the new landscape when you need them.*

#3 Transform your model: *becoming also a community-builder, a co-creative change designer and a citizen’s engagement expert.*



which will be the main TT's trend next years?

#1 Evolving trends?

Most of TTs will converge in an evolved or transformed model to maximize impact and navigate complex landscapes?

#2 Diversified models?

Most of TTs will focus on specialized strategies depending on their mission, challenges and context? A multilevel cooperative landscape?

#3 Other trends?





what leads us to an ecosystem strategy?

We are an independent think&do-tank based in Barcelona, focused on next educational challenges that can spread opportunities and overcome inequalities. We fund and develop innovative research, policy advice, labs, programs and coalitions to catalyze new educational policies, ecosystems and practices.

evolving our theory of change

before 2010: We were leading as a TT four focus: social inequalities, democratic governance & participation, immigration policies and education policy.

2010: We focused on a education as a strategy to reach a deeper impact in this 4 areas.

1st Theory of Change “inspire new policies for educational reform”

2nd Theory of Change “empowering a committed strategy of system transformation”

3rd Theory of Change “focusing high impact on effective innovation for equity”

we focused on catalyzing 4 big challenges...

#big challenge 1

learning communities,
promoting opportunities in out-of-school local ecosystems

#big challenge 2

zero drop-out,
civic commitments and effective policies to prevent early school leaving

#big challenge 3

schools of opportunity,
transform and empower change in underserved schools

#big challenge 4

digital equity,
driving powerful digital learning opportunities to thrive in poor communities



#policy lab

developing research, data and a new agenda of effective policies to overcome social and learning inequalities

#social hub

unleash innovation and alliances for equity





building a mixed strategy for each challenge

#actions1

Leading a living lab to develop and share solutions engaging cities with learning agents and changemakers.

#actions2

Providing strategic knowledge, data, research, prospective and new policies to improve decision-making and local strategies.

#actions3

Building capacity and leadership with training seminars, open challenges, guides and tools for decision-makers and change-makers.

#actions4

Advocacy and campaigns to increase social awareness, new public policies and public investing

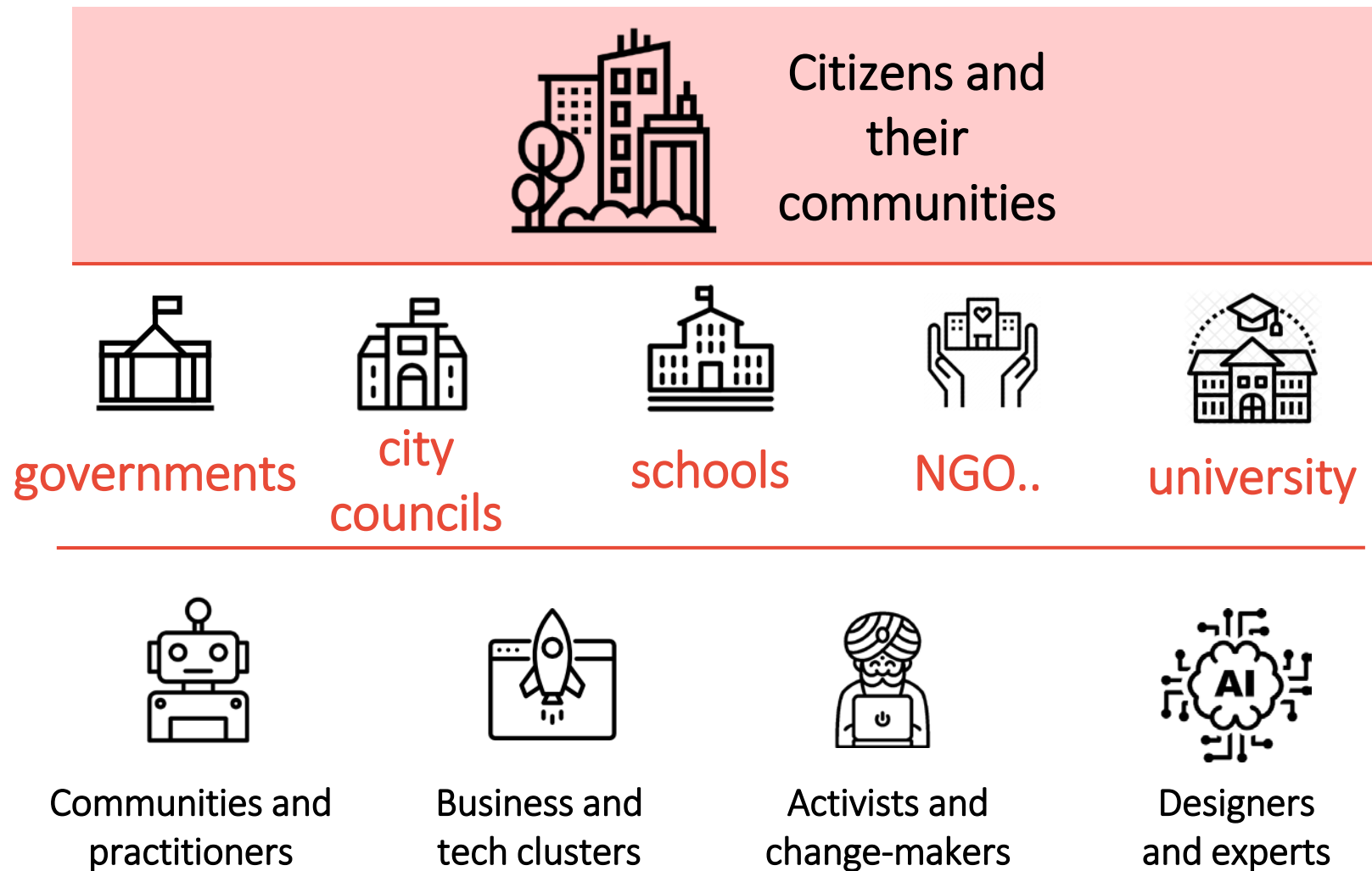
#action5

Developing effective programs and models that can scale –up, accelerate connections and sustain change.

#actions6

Designin programs to promote citizen's social engagement in the challenges

from managing stakeholders to building communities





what has worked to empower our communities and ecosystems?

- *Work (harder) on theories of change.*
 - *Create a shared vision and a 3-year-shift milestone.*
 - *Build open ecosystems, understanding the players' incentives for change.*
 - *Better “pull” than “push” strategies*
 - *When a collective-impact approach is not possible, start with living labs for change-makers and “oil stain” strategies*
- *Deliver tailored strategic research, data, common languages and tools to communities and change-makers*
 - *Invest in empowering and nurturing leaderships*
 - *Scaffolding change: design drivers that can accelerate and sustain change*
 - *Engage citizens, media and communities as part of the big policy and cultural challenges*
 - *Reframe new public policies and governance*



yes, we have multiplied impact... but we have new problems

- *Communities often don't work as you expected*
 - *Building communities often needs too much investment*
 - *Communities may be focused on their priorities, and equity may not be their first one*
- *Maybe if we were only focused on evidence and debates, we would be slower but safer?*
 - *Original models still work much better and are cost-effective in some subjects.*
 - *We are more focused on impact, but have we lost a global approach on some key subjects?*



