

CAN THINK TANKS MAKE A DIFFERENCE?

CONFERENCE
REPORT



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**SEPTEMBER 20, 2011
THE CENTRE FOR INTERNATIONAL GOVERNANCE INNOVATION
WATERLOO, ONTARIO**

CONFERENCE REPORT



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KEY POINTS

- To make a difference, think tanks should create an environment where “logical leaps of the mind” are nurtured. While empirical research should remain the foundation of their work, think tanks need to escape the straightjacket of trying to apply the scientific method and mathematical formulas to the study of fields where human behaviour is involved — for example, economics and political science.
- An effective think tank can have a profoundly positive influence in a developing country such as Rwanda, by providing evidence-based research that governments can use as a basis for policy making.
- To maximize their influence, think tanks need to excel at communicating in plain language in order to engage both policy influencers and citizens at large.
- The role of think tanks should be to influence public opinion. If they can do that, governments will act. Think tanks have to get very good at communicating to the electorate if they really want to make change happen.
- Think tanks have the most influence on public policy when they establish credibility via high-quality, timely research and understand the political process.
- Effective think tanks need to leverage social media to engage and involve citizens in dialogue. A tangential benefit of social media is that it has lowered the cost of operating a think tank, reducing the investment required in “bricks and mortar.”
- A key advantage of think tanks is that they can break down silos, bringing together thinkers from a wide range of backgrounds: academia, government, non-profits, former politicians and business. This enables a cross-pollination of ideas and dialogue that gives think tanks a distinct advantage compared to universities, which traditionally have organizational structures defined by academic disciplines.
- In order to be independent and sustainable, think tanks need to seek multiple sources of funding and private endowments; this is especially pertinent in developing countries.

HOW THINK TANKS CAN MAKE A DIFFERENCE IN THE AGE OF SOCIAL MEDIA

Ian Darragh

INTRODUCTION

How can think tanks increase their positive influence on governments and international organizations in the digital age? How can think tanks develop a culture that produces innovative policy ideas? These were among the questions addressed at a conference on September 20, 2011 marking the tenth anniversary of the founding of The Centre for International Governance Innovation (CIGI), a think tank based in Waterloo, Ontario, Canada. Participants included distinguished researchers, former politicians, public servants, journalists and think tank executives from around the world. The dialogue, opinions and recommendations at the conference are relevant to anyone interested in the role of think tanks in developing solutions to the complex challenges facing our planet.

The conference considered a series of topics related to the role of think tanks in influencing public policy, including the following questions:

- What are the implications of social media for think tanks?
- How can think tanks maximize their influence on policy development?
- What can be done to give more weight to solid research, analysis and policy development in the political process?
- Do governments even want policy ideas anymore; or do they care more about politics than policy?

SETTING THE CONTEXT

Jim Balsillie, CIGI’s founder and Chair of the Board, and co-CEO of Research In Motion, provided the context for the conference in his opening remarks. The world is currently facing pressing and complex challenges, he said, including: the sovereign debt crisis; climate change; global inequities; the risk of a currency war; the Israeli-Palestinian conflict; famine and conflict in the Horn of East Africa and the Congo; lack of progress in international trade negotiations; international terrorism and religious extremism; nuclear proliferation;

the Korean conflict; and other global security issues. UN bodies are struggling to stay relevant. At many of the world's governing tables, lack of cooperation and suspicion are blocking progress in achieving consensus. Doubt is growing that governments or anyone else can find solutions to these complex challenges.

CIGI strives to be the world's leading think tank on international governance. Its mission is to conduct policy-oriented research and generate evidence-based advice on critical global challenges. A tenth anniversary is a good time to examine how CIGI and other think tanks can make a difference in developing equitable and sustainable solutions to global problems. Given the complexity of the issues facing our planet, CIGI's work is more relevant and urgent than ever.

THE PARADOX OF THINK TANK INNOVATION

Keynote Address by Roger Martin, Dean, Rotman School of Management, University of Toronto

In the current culture of think tanks, there is pressure to prove every idea in advance using the scientific method. But this is not the way innovative ideas are often generated. Think tanks should provide an environment where "logical leaps of the mind" are encouraged and nurtured. This is how think tanks can be most useful in today's environment.

New ideas often cannot be proven in advance by existing evidence. The result is that innovation is often "strangled in the cradle." We've put ourselves in a straitjacket by demanding empirical proof before new ideas can be published. The American philosopher and scientist, Charles Sanders Peirce, asserted that no new idea has ever been proven in advance by inductive or deductive logic. He described abductive logic based on what he called "logical leaps of the mind." This is where an idea may be grounded on observation, but the data sets are not extensive enough to use inductive logic.

Martin recalled that Aristotle warned that deductive and inductive logic are suitable for investigating the physical world, but these forms of logic are not helpful when studying the world of human interrelationships. Beyond the domain of the physical world, it is more appropriate to use dialogue (which Aristotle called rhetoric) to develop and test new ideas.

A think tank like CIGI should revere abductive logic. Its mission should be to foster open dialogue that gives birth to new ideas. CIGI should not fall under the sway of those who insist that every new idea has to be "proven" by data.

Economists have become overconfident that they can predict the future. They assume that the future is going to look pretty much like the past; that if they analyze past economic data, this will yield a reasonable prediction of the future. But almost all the world's leading economists failed to predict the severity of the world financial crisis of 2008. Roger Martin suggested economists have to take a more cautious approach in their ability to predict the future. The world is facing new, complex economic challenges. Economists will not be able to predict the future by analyzing past economic data — they have overstated the reliability of their mathematical models. Given the meltdown of 2008, have macroeconomists rethought their models?

Solutions to fixing the US economy will require the sort of "logical leap of innovation" arrived at through abductive logic. You will not be able to demonstrate in advance that a particular solution will work.

Martin cited the following as examples of innovative work by Canadian think tanks: the research of Finn Poschmann of the C.D. Howe Institute on how low-income Canadians pay the highest marginal tax rates; provocative measurement studies from the Fraser Institute; and the work of Andrew Sharpe, executive director of the Centre for the Study of Living Standards based in Ottawa.

Tiffany Jenkins, Arts and Society Director, Institute of Ideas, London, UK argued that some things can't be measured. We often see people hiding behind the science, using science to give their arguments credibility, for example, in the climate change debate. People will argue that, "The science shows..." In fact, the science provides data on certain climate trends, but doesn't tell us what to do. What you're seeing is science being harnessed for political arguments. Instead of making political and moral choices, people are trying to import science into the arena of politics.

Roger Martin recounted that people tell him, "You'll never get popular support for that policy, because the people will never support that." However, he thinks citizens want the best for their families and are more open to new, well-thought-out ideas than they are often made out to be. The role of think tanks should be, first and foremost, to influence public opinion. And if they can do that, governments will act. Think tanks have to get very good at communicating with the electorate if they really want to make change happen.

In Canada, we are seeing voter apathy and political disengagement, which is very damaging to our democratic process. The proof is in the low voter turnout for recent elections. If think tanks did a better job of

communicating and engaging with citizens, we would have better public policy dialogue. Here's where the elites are not as helpful as they could be. For example, economists use a very specialized vocabulary, which the majority of the electorate will likely not understand. So voters don't pay attention. Martin cited the example of the Institute for Competitiveness and Prosperity (which he leads), which requires that its reports are written so they can be understood by someone who is intelligent, but has never taken an economics course.

Ernie Regehr, former CIGI Fellow; Research Fellow, Institute of Peace and Conflict Studies, Conrad Grebel University College, University of Waterloo; and co-founder of Project Ploughshares, observed that it is essential for think tanks to have declared perspectives and values, to be transparent about those perspectives and not "hide" them. For example, CIGI's perspective reflects Jim Basillie's belief that we need peaceful, sustainable, equitable governance solutions to make the world a better place.

Roger Martin suggested that a great think tank should have the flexibility to shift its perspective when the world changes or in response to new knowledge.

Steve Cross, Media Designer, CIGI, asked: How do we engage creative minds outside of academia in a way that can produce innovative ideas that can be implemented?

Roger Martin argued that we have a better chance of doing that now than ever before because so many people are connected due to social media. The Internet and social media are an unprecedented opportunity for think tanks. Everyone wants to feel they are part of a community. For a think tank like CIGI, the key thing is to create an opportunity for people to become valued members of a community. It should be like a sports website. You should be able to become a superstar based on the quality of your comments as judged by others. That's the way to build people's engagement and excitement about contributing to the dialogue.

In his remarks thanking the keynote speaker, **David Dewitt, Vice President of Programs, CIGI,** observed that think tanks create environments that enable researchers from a wide range of backgrounds, expertise, interests and experience to come together in ways that universities and other organizations that fund research and development often are unable to provide. As a result, one of the vital benefits of think tanks is that they promote the cross-fertilization of ideas.

SESSION 1: POLICY INNOVATION IN THE AGE OF SOCIAL MEDIA

Peter Mansbridge, Chief Correspondent, Canadian Broadcasting Corporation (CBC) News, moderated a panel discussion that focused on how social media has influenced the shaping of public opinion and protest, especially during the Arab Spring; its effect on journalists; and how governments interact with citizens.

He cautioned that despite its benefits, journalists have to be very skeptical about information posted on social media sites, especially when covering fast-moving stories. However, since the beginning of 2011, journalists have learned how to harness the power of social media so that it is now being used as an effective tool for research, fact-checking and reporting.

Mansbridge cited the example of Andy Carvin of American National Public Radio, who used Twitter to investigate the veracity of news reports that pro-Gaddafi soldiers were using Israeli weapons against citizens of Libya. He posted a photo of one of the purported Israeli weapons on his Twitter account, and asked his more than 56,000 followers to verify the origin of the weapon. Carvin calls this technique "research by crowd-sourcing." Among his Twitter followers were ordnance experts, who identified the weapon as being of Indian manufacture.

Toby Fyfe, Editor-in-Chief, Canadian Government Executive magazine and Adjunct Professor, University of Ottawa said that governments are using social media to engage citizens directly. He cited the example of how Industry Canada created a social media strategy to capture comments on proposed changes to copyright legislation. The Government of Canada didn't want other organizations to take the lead on shaping the copyright debate via social media. Fyfe also cited Singapore's m-Gov initiative aimed at making all government services accessible via mobile devices.

In order to compete, think tanks need to become social media savvy. They can use social media to listen to stakeholders, to gather input and ideas and to communicate with and engage like-minded thinkers. Think tanks need to create their own Web 2.0 culture.

Chad Gaffield, President, Social Sciences and Humanities Research Council of Canada, suggested that social media are enabling and accelerating profound changes. They enable us to tap into the creativity of citizens around the world, embrace diversity as a source of strength and resilience and appreciate complexity. Due to social media, political dialogue is now in real-time, multi-linear and no longer defined by

geopolitical borders. Iceland, for example, has used the social media technique of “crowd-sourcing” to write its new constitution. Anyone can contribute to Iceland’s constitution, no matter where they are physically located. In the digital age, think tanks have an opportunity to play a key role by acting as credible sources and conveners of subject matter experts. There is a thirst for insight and evidence presented in a dispassionate, non-partisan way that think tanks can provide.

Bessma Momani, Senior Fellow, CIGI, and Associate Professor of Political Science, University of Waterloo, argued that in societies governed by authoritarian regimes, social media play a vital political role — providing a free public space for dialogue about politics and policy issues. In socially conservative Middle Eastern societies, social media has also played a role in personal liberation, creating an outlet for people to connect for dating. Social media has, therefore, helped break down traditional social barriers.

What we saw during the Arab Spring was the value that social media offered in providing a forum for political dialogue. Social media plays a greater role in the Middle East than in liberal democracies. There had been signs that citizens in the Middle East were starting to question their governments long before the Arab Spring of 2011. They were expressing their frustrations using websites, email, mobile phones, etc. Social media is just one of many forums that have enabled citizens of Middle Eastern countries to express their views.

It is important to underline the limitations of social media. It allows frustrations to be vented in very short statements. Social media enables citizens to organize protests (to rally at a certain place and time), but it is not an effective tool for reaching a consensus on what comes the day *after* a dictator is gone. One of the things the Arab Spring taught us is that it is much easier for citizens to agree on the overthrow of a dictator than to agree on what to do next.

Twitter, with its limitation of 140 characters, doesn’t enable meaningful dialogue on what to do after a dictator is overthrown; it doesn’t seem to promote consensus on the pressing problems of governance.

Think tanks such as CIGI are the most effective forums where ideas of “what comes next” can be shaped. Social media are not effective tools for debating or deciding such complex questions as: the role of government in regulating the marketplace; the role of religion in society; what will the new country’s foreign policy be? These questions need to be addressed in institutions that have professional policy specialists who can provide the context and lay out the policy options.

Alexandra Samuel, Director, Social + Interactive Media Centre, Emily Carr University, noted that much of the political engagement that occurs through social media is not aimed at policy change, but at policy circumvention. Why try to change a law, influence a politician or even sway government, when you can simply affect the outcome you want by organizing online?

We’ve seen the strategy of policy circumvention at work on copyright (DeCSS) and election laws (Tweet the Results), on municipal potholes (Click Fix) and international development (Kiva). More worryingly, we’ve seen it at work in the case of crowd-sourced surveillance in the wake of the Stanley Cup riots in Vancouver.

Whether you think that policy circumvention is mostly exciting or mostly worrying, there is no question that crowd-sourced, do-it-yourself, citizen-driven solutions have transformed the process of political change. Policy change is only one category of political change; focusing exclusively on policy thus misses the other ways that social media is transforming our politics and governance. For think tanks, which have historically focused on policy change, that shift raises a particularly acute set of challenges.

Gordon Smith, Distinguished Fellow, CIGI, former public servant and NATO ambassador, commented on the huge impact of video on social media sites such as YouTube; anyone can post video clips that shape public opinion about police brutality against citizens, terrorist attacks or natural disasters. While social media and the Web in general have resulted in an explosion of information about world events, think tanks are needed to fill the vital role of analyzing that information and providing useful intelligence.

Mel Cappe, Professor, School of Public Policy and Governance, University of Toronto and former Clerk of the Privy Council of Canada, Bessma Momani and Chad Gaffield all stressed the need for think tanks to perform the role of filtering, editing and curating the explosion of digital information available through social media sites and the web.

SESSION 2: DO GOVERNMENTS CARE MORE ABOUT POLITICS THAN POLICY?

Kim Campbell, former Prime Minister of Canada, observed that it is getting more and more difficult for politicians to make good policy. Increasingly, electorates do not have the patience to support policies that will have long-term benefits. They want quick fixes. In the United States, as a result of policy changes made by the Federal Communications Commission, the broadcast media have become extremely polarized. People tune

into television and radio stations to have their opinions confirmed. Citizens are no longer exposed to a variety of viewpoints. Compromise has become politically impossible in the United States, where you have a sizable number of politicians who do not believe in either evolution or climate change.

Mel Cappe, Professor, School of Public Policy and Governance, University of Toronto and former Clerk of the Privy Council of Canada, noted that ministers in the Canadian government often seem to have the answers before they ask for evidence to support their policies. Ideology is often more important than ideas. Yet good policy must be based on evidence. Many of the public issues we are facing are complex, and the challenges are rapidly evolving. He observed that many think tanks have mandates based on faith or preset ideologies. Therefore, the research produced by think tanks has to be set in the context of their mandates. He issued a call for a “taxonomy” of think tanks, so that policy makers have a quick guide to the ideological biases of think tanks. Overall, the role of think tanks, in Cappe’s view, is to nourish political debate and plug in evidence-based research to the elites. Think tanks can push politicians to take action if they make a compelling case.

Carlo Dade, Former Executive Director of the Canadian Foundation for the Americas, observed that unlike universities, think tanks now play an active role in the political process. A notable trend in the United States has been the rise of powerful right-wing think tanks, which have engaged the base of the Republican Party — they have become actors in the political process. The same is true in Mexico. Each political party in that country receives state funding to operate a think tank. Think tanks come in all shapes, sizes and ideologies. You can’t generalize. Think tanks can provide a useful bridge between the public service and politicians, especially when they propose options for policy implementation. The cost of establishing and operating a think tank has been lowered due to social media. Think tanks no longer have to invest in large offices — researchers can work remotely and collaborate via web-based technologies. Social media have also lowered the cost of outreach campaigns.

Lawrence MacDonald, Vice President, Communications and Policy Outreach, Center for Global Development, Washington, DC, made the point that to be effective, think tanks need to seek allies to push ideas forward. He suggested that smaller think tanks should consider forming alliances with large non-governmental organizations, which often have extensive mailing lists, to expand their outreach. In the United States, right-wing think tanks have successfully shifted the political discourse by legitimizing libertarian ideas and

by branding centrist think tanks, such as the Brookings Institution, as “liberal.” MacDonald expressed concern that conservative think tanks in the United States receive a greater percentage of private funding, resulting in an uneven playing field.

Enrique Mendizabal, Editor of onthinktanks.org, observed that there needs to be more transparency around the funding of think tanks, so politicians and the public can evaluate the ideology underlying reports produced by specific think tanks. He noted that think tanks require financial sustainability to support long-term research; this is especially an issue in developing countries.

There was debate among panellists regarding the emphasis some think tanks give to advocacy. Questions were raised about whether think tanks that devote more than 30 percent of their budgets to advocacy risk losing their charitable status in Canada, and whether social media campaigns can be categorized as advocacy.

Chrystia Freeland, Global Editor-at-Large, Thomson Reuters Digital, noted that more think tanks are hiring journalists; they are applying their journalistic training in support of advocacy campaigns by creating pre-packaged stories for media outlets. Mel Cappe wondered whether the media apply any critical evaluation to reports from think tanks; the media appear to give each think tank equal weight, he noted.

SESSION 3: POLICY INFLUENCE — WHO HAS IT AND HOW TO GET IT

Antonia Mutoro, Executive Director, The Institute for Policy Analysis and Research (IPAR), Rwanda, said that the key elements to gaining influence are understanding the political process, and establishing credibility via high-quality, timely research. As a result of the relative lack of a critical mass of researchers in Rwanda, IPAR has been able to attain an influential role in shaping policy in that African country. IPAR’s success is the result of:

- Consulting with stakeholders to develop IPAR’s research agenda;
- A concerted effort to identify like-minded partners, including international donors, civil society, academics and the media; and
- Development of a communications strategy, focusing on face-to-face meetings with key government leaders and partners.

Tiffany Jenkins, Arts and Society Director, Institute of Ideas, UK, said that in Britain, citizens live in an era of depoliticization: most political leaders have little credibility and are disconnected from the electorate because they don't share their concerns. In the current UK environment, big ideas are off the table because politicians don't want to take risks. Their focus is on the short term, since their main concern is getting re-elected. Governments are looking for easy solutions from think tanks, so in the United Kingdom, it is relatively easy for think tanks to influence political leaders. However, one of the problems with policy ideas that come out of think tanks is that no one really "owns" them. Think tanks don't have to take responsibility for the consequences of implementing a new policy. Under former Prime Minister Tony Blair, new policies were adopted that often had unintentional implications — such as curtailing civil liberties. One of the mandates of the Institute of Ideas is to challenge orthodoxies, to create public debate about issues that are being neglected in the public discourse. This should be a key role of think tanks.

Patricio Meller, Professor, Centro de Economía Aplicada, Chile, noted that South America tends to have a highly concentrated economic structure and media. Citizens have a high degree of mistrust of government and politicians. This creates an opportunity for independent think tanks to challenge conventional wisdom and act as a counterbalance to governments. The broadcast media are generally not open to ideas and analysis provided by think tanks. As a result, the most effective communications strategy for Latin American think tanks has been to publish books, which have been effective in reaching university students. Think tanks in South America have played a role in advocating policies to promote healthier economic competition in the marketplace.

David Mitchell, President and CEO, Public Policy Forum, Canada, said that in Canada, the public service no longer has a monopoly on providing policy advice. Managerial skills are now valued over generating "big ideas." Governments have focused on short-term goals and service delivery. Because governments do not tend to look to the public service for policy making, think tanks now have an increased opportunity to influence governments that seek input from a variety of industry associations and special interest groups. Think tanks need to do better at demonstrating the relevance of their work. Our audience is segmented. How big is the policy community we are trying to influence? Is it an elite constituency, consisting of senior bureaucrats, CEOs and academics? One success story in Canada that demonstrates the influence of think tanks was the creation of the Registered Disability Savings Plan, which enables families to set aside funds for the long-term financial security of their disabled children.

CLOSING REMARKS

Thomas A. Bernes, Executive Director, CIGI

In summing up the conference's presentations and panel discussions, Thomas A. Bernes observed that participants had provided many examples of how think tanks can make a difference. He suggested that the conference theme could be reframed to pose the question: How can think tanks make *more* of a difference?

He noted that timing is a critical factor when it comes to influencing decision makers. Suddenly, a window opens up when a government is looking for policy alternatives. To be effective, think tanks have to be nimble in presenting their ideas and constructive policy solutions.

A consistent theme throughout the conference was that communications — and leveraging social media — are critical if think tanks want to maximize their impact. In the last two decades, US think tanks have increased their investment in communications from 10 percent to 30 percent of their budgets. Another strategy is for think tanks to focus on fewer ideas and develop outreach strategies to bring those ideas to the attention of decision makers. Mr. Bernes thanked all conference participants and CIGI staff for their contribution to the success of the conference.

Ian Darragh is a former editor-in-chief of Canadian Geographic magazine. His writing has been published by National Geographic, Canadian Encyclopedia, Planeta Humano, Courier International, the Canadian International Development Agency and the International Institute for Sustainable Development.

He is the co-author of Blatant Injustice: The Story of a Jewish Refugee from Nazi Germany Imprisoned in Britain and Canada during World War II (McGill-Queen's University Press).

AGENDA

TUESDAY, SEPTEMBER 20, 2011

THE CIGI ATRIUM

8:00 CONTINENTAL BREAKFAST RECEPTION

9:15–9:30 WELCOMING REMARKS

Jim Balsillie, Chair of the Board, CIGI

9:30–10:30 KEYNOTE ADDRESS

The Paradox of Think Tank Innovation
Roger Martin, Dean, Rotman School of Management

Conversation hosted by
Chrystia Freeland, Editor, Thomson Reuters Digital

Thanks by
David Dewitt, Vice President of Programs

10:30–11:00 BREAK

11:00–12:15 SESSION 1

Policy Innovation in the Age of Social Media

New levels of engagement in social media worldwide are described as profoundly altering how people interact in politics, government and policy development. Are the new channels — texting, Twitter, Facebook and other web-based and mobile technologies — more powerful catalysts for policy change than the messages they transmit? What are the implications for think tanks?

Moderator:

Peter Mansbridge, Chief Correspondent, CBC News

Discussants:

1. **Toby Fyfe**, *Editor-in-Chief, Canadian Government Executive magazine and Adjunct Professor, University of Ottawa*
2. **Chad Gaffield**, *President and Council Member, Social Sciences and Humanities Research Council of Canada*
3. **Bessma Momani**, *CIGI Senior Fellow and Associate Professor in the Department of Political Science, University of Waterloo*
4. **Alexandra Samuel**, *Director, Social + Interactive Media Centre, Emily Carr University*

12:15–12:45 WORKING LUNCH (BUFFET)

12:45–14:15 SESSION 2 AND LUNCH

Do Governments Care More about Politics than Policy?

Even as policy influencers and think tanks formulate options and weigh alternatives, political posturing and populism can leave such efforts orphaned and irrelevant. How much attention do policy ideas rate amid the heated romance governments seek with their public? What can be done to make more room for solid research, analysis and policy development?

Moderator:

Chrystia Freeland, *Global Editor-at-Large, Thomson Reuters Digital*

Discussants:

1. **Kim Campbell**, *Former Prime Minister of Canada*
2. **Mel Cappe**, *Past President, Institute for Research on Public Policy, Professor, School of Public Policy and Governance, University of Toronto*
3. **Carlo Dade**, *Former Executive Director of Canadian Foundation for the Americas*
4. **Lawrence MacDonald**, *Vice President, Communications and Policy Outreach, Centre for Global Development*
5. **Enrique Mendizabal**, *Editor of onthinktanks.org and Research Associate at the Overseas Development Institute*

14:15–14:45 BREAK

14:45–16:00 SESSION 3

Policy Influence — Who Has It and How to Get It

Attempts to influence power are constant, from lobbyists to protesters, and from public policy advocates to private interests. Who gets heard by policy makers, and why? How much is it a matter of who you know, or can innovative ideas stand on their own merits? Which tactics are most effective?

Moderator:

Rohinton Medhora, *Vice President, Programs, International Development Research Centre*

Discussants:

1. **Tiffany Jenkins**, *Arts and Society Director, Institute of Ideas*
2. **Patricio Meller**, *Professor, Centro de Economía Aplicada*
3. **David Mitchell**, *President and CEO, Public Policy Forum*
4. **Antonia Mutoro**, *Executive Director, The Institute for Policy Analysis and Research*

16:00–16:30 CLOSING REMARKS

Thomas A. Bernes, *Executive Director, CIGI*

THE CIGI COURTYARD

18:30 RECEPTION

THE CIGI ATRIUM

19:30 CIGI 10TH ANNIVERSARY DINNER

PANELLIST BIOGRAPHIES

Kim Campbell

The Right Honourable Kim Campbell P.C., C.C., Q.C., served as the nineteenth and first female prime minister of Canada (1993). She held the following cabinet portfolios: Minister of State for Indian Affairs, Minister of Justice and Attorney General, and Minister of National Defence and Veterans' Affairs. Thereafter, Ms. Campbell served as Canadian Consul General in Los Angeles, taught at the Kennedy School of Government at Harvard University and chaired the Council of Women World Leaders. She was president of the International Women's Forum and served as secretary general of the Club of Madrid. Today, Ms. Campbell chairs the steering committee for the World Movement for Democracy and the international advisory board of the Foundation for Effective Governance in Kiev. She also serves on the boards and advisory committees of several international organizations including the Club of Madrid, Middle Powers Initiative, Arab Democracy Foundation, Forum of Federations and the International Centre for the Study of Radicalisation at King's College, London. Ms. Campbell also serves on corporate boards and does consulting in the field of leadership and governance.

Mel Cappe

Mel Cappe is a professor in the School of Public Policy and Governance at the University of Toronto. From 2006 to 2011 he was president of the Institute for Research on Public Policy. Prior to that, for four years, he was High Commissioner for Canada to the United Kingdom. Before that he served as clerk of the Privy Council, secretary to the Cabinet and head of the Public Service. Earlier in his career Mel held senior economic and policy positions in the Departments of Finance and Industry. He was deputy secretary to the Treasury Board, deputy minister of the Environment, deputy minister of Human Resources Development, deputy minister of labour and chairman of the Employment Insurance Commission. He has graduate degrees in economics from the Universities of Western Ontario and Toronto and honorary doctorates from both. He is an Officer of the Order of Canada.

Carlo Dade

Carlo Dade has extensive experience running and funding think tanks, most recently as executive director of the Canadian Foundation for the Americas (FOCAL), where he also directed research programs in Transnationalism/Diasporas, Corporate Social Responsibility and Canadian Engagement in Haiti. Prior to FOCAL, Carlo worked with and funded many of the leading Caribbean policy research institutes as part of his grant portfolio with the Inter-American Foundation, a US government independent aid agency. He was a founding member of the Enterprise Research Institute and Foundation for Latin America, a Washington, DC private sector development and corporate social responsibility think tank. Carlo also worked for five years in the Latin American and Caribbean Region Technical Department of the World Bank. He holds a B.A. in international affairs with a minor in Middle Eastern studies from the University of Virginia, and was a M.A. candidate at the Center for Contemporary Arab Studies at Georgetown University and spent two summers at Yarmouk University in Jordan.

Chrystia Freeland

Chrystia Freeland was appointed editor of Thomson Reuters Digital in April 2011. In this role, Chrystia has editorial control of the company's consumer online, mobile and digital properties including Reuters.com and its global suite of websites, as well as the flagship NewsPro mobile news applications. In 2010, Chrystia joined the company as Reuters global editor-at-large. Previously, she served as the US managing editor of the *Financial Times* where she led the editorial development of the paper's US edition and of US news on *FT.com*. During this time, the US print edition became the single largest edition of the newspaper. She also held positions within the company, including editor of the *Financial Times's* weekend edition, editor of *FT.com*, UK News editor, Moscow bureau chief and Eastern Europe correspondent. From 1999 to 2001, Chrystia served as deputy editor of *The Globe and Mail*, Canada's national newspaper. Chrystia began her career working as a stringer in Ukraine, writing for the *Financial Times*, *The Washington Post* and *The Economist*. She authored *Sale of a Century: The Inside Story of the Second Russian Revolution*, an account of the country's journey from communism to capitalism. Chrystia's profile of Mikhail Khodorkovsky garnered her the Business Journalist of the Year Award in 2004. She sits on the advisory board of the Rotman

School of Management at the University of Toronto and is a board member of the Women's Commission and the Overseas Press Club of America. She has been honoured as a Young Global Leader by the World Economic Forum. Chrystia earned a bachelor's in history and literature from Harvard University, and attended St. Antony's College at Oxford University as a Rhodes Scholar.

Toby Fyfe

Toby Fyfe is vice president of the Learning Lab at the Institute on Governance in Ottawa and editor-in-chief of *Canadian Government Executive* magazine. He was an executive in the Government of Canada for over 25 years, where he developed the Treasury Board Alternate Service Delivery Policy and represented Canada at an Organisation for Economic Co-operation and Development Public Management Experts Panel examining agency creation. Before joining the federal government he was a broadcaster with CBC Radio and Television. He has worked on a number of governance and change management initiatives, including ones at the Royal Canadian Mounted Police and the Caribbean Development Bank. He has an M.A. in communication from the University of Ottawa, where he is an adjunct professor. He has contributed to a number of publications, including the *Journal of International Communication*, the *Global Media Journal* (Canadian Edition) and the *International Review of Administrative Sciences*. He writes regularly on public management issues, both in a weekly newsletter for *Canadian Government Executive* and on Twitter at @tfyfe.

Chad Gaffield

Chad Gaffield, one of Canada's foremost historians, was appointed president of the Social Sciences and Humanities Research Council of Canada in September 2006. His appointment followed a 20-year career at the University of Ottawa, during which he held a University Research Chair and various other positions, including founding director of the Institute of Canadian Studies. Chad is a former president of the Canadian Historical Association and the Canadian Federation for the Humanities and Social Sciences. He has won many awards for his teaching, research and innovations related to computer-based, interdisciplinary and multi-institutional collaboration.

Tiffany Jenkins

Tiffany Jenkins is director of the arts and society program at the London-based think tank the Institute of Ideas. A sociologist, her academic research explores challenges to authority in the cultural sector, concepts of cultural value, cultural policy, and cultural property issues such as repatriation and contested objects. She is the author of *Contesting Human Remains in Museum Collections: The Crisis of Cultural Authority*, published by Routledge, and writes and broadcasts for the national media on cultural issues. Tiffany is co-convenor of the British Sociological Association study group Sociologists Outside Academia, which aims to raise the status of sociological work undertaken beyond an academic context; a fellow of the Royal Society of Arts; and a visiting fellow at the London School of Economics.

Lawrence MacDonald

Lawrence MacDonald is vice president for communications and policy outreach at the Center for Global Development (CGD). A development policy communications specialist and former foreign correspondent, he works to increase the influence of CGD's research and analysis by leading an integrated communications program that includes events, publications, media relations, online engagement, and government and NGO outreach. Before joining CGD in October 2004, Lawrence was a senior communications officer at the World Bank, where he provided strategic communications advice to chief economists, coordinated the preparation of research publications and created the World Bank Research website. He was founding editor of the Bank's Policy Research Report series and launched two innovative yet enduring web tools: the Bank's Online Media Briefing Center and the International AIDS Economic Network, a virtual community. Prior to that, he worked in East and Southeast Asia for 15 years as a reporter and editor for *The Asian Wall Street Journal*, *Agence France-Presse*, and *Asiaweek Magazine*.

Peter Mansbridge

Peter Mansbridge is the chief correspondent of CBC News. He anchors CBC's flagship nightly news program, *The National*, and all CBC News specials. Peter is also host of CBC News Network's *Mansbridge: One on One*. He began his career in 1968 in Churchill, Manitoba, where he helped develop CBC Radio's news service to Northern Canada. In 1971, he moved to Winnipeg as a reporter for CBC Radio, and in 1972, joined CBC Television. He became *The National's* reporter in Saskatchewan in 1975, and, in 1976, was named one of

the program's parliamentary correspondents in Ottawa. He became chief correspondent and anchor of *The National* in 1988. In more than 40 years with CBC News, he has provided comprehensive coverage of the most significant stories in Canada and around the world. In the past two years, he has been the only Canadian journalist to interview two of the major new international leaders in the world — US President Barack Obama in 2009, and this year, British Prime Minister David Cameron. During a decorated career, Peter has received 12 Gemini Awards for excellence in broadcast journalism. He has also received eight honorary degrees from universities across the country, and he has also been recognized by leading universities in the United States and the United Kingdom. In 2008, he was made an Officer of the Order of Canada by Governor General Michaëlle Jean. In 2009, he was named chancellor of Mount Allison University in New Brunswick. Peter Mansbridge was born in London, England in 1948 and now resides in Stratford, Ontario.

Roger Martin

Roger Martin has served as dean of the Rotman School of Management since September 1, 1998 and has accepted a third term, which will finish June 30, 2014. Previously, he spent 13 years as a director of Monitor Company, a global strategy consulting firm based in Cambridge, Massachusetts, where he served as co-head of the firm for two years. He writes extensively for newspapers and magazines including the *Financial Times*, *BusinessWeek*, *The Washington Post*, *Fast Company* and *The Globe and Mail*. For *Harvard Business Review*, he has written 12 articles and authors a regular blog. His books include *The Responsibility Virus* (2002), *The Opposable Mind* (2007), *The Design of Business* (2009), and *Fixing the Game* (May 2011), plus two books co-authored with Mihnea Moldoveanu (*The Future of the MBA* [2008] and *Diaminds* [2010]). In 2010, he was named by *BusinessWeek* as one of the 27 most influential designers in the world. In 2009, he was named by *The Times* and Forbes.com one of the 50 top management thinkers in the world (as number 32). In 2007, he was named a *BusinessWeek* "B-School All-Star" for being one of the 10 most influential business professors in the world. *BusinessWeek* also named him one of seven "Innovation Gurus" in 2005. He serves on the boards of Thomson Reuters Corporation, Research In Motion and the Skoll Foundation, and is chair of Tennis Canada. Roger received his A.B. from Harvard College, with a concentration in economics, in 1979 and his M.B.A. from the Harvard Business School in 1981.

Rohinton Medhora

Rohinton Medhora is vice president of programs at the International Development Research Centre (IDRC), and has served on CIGI's International Board of Governors since 2009. At IDRC, he led the Micro Impacts of Macroeconomic and Adjustment Policies and Trade, Employment and Competitiveness initiatives. Prior to his current position as vice president, he was director of social and economic policy programs. He joined IDRC in 1992 from the faculty of economics at the University of Toronto. Rohinton's fields of expertise are monetary and trade policy, aid effectiveness and international economic relations. He has published extensively on these issues in professional and non-technical journals, and has produced two books: *Finance and Competitiveness in Developing Countries* (Routledge, 2001); and *Financial Reform in Developing Countries* (Macmillan, 1998), which he co-edited with José Fanelli. He earned his B.A., M.A. and Ph.D. at the University of Toronto, where he majored in economics, specializing in monetary policy, international finance and development economics.

Patricio Meller

Patricio Meller has a Ph.D. in economics from the University of California, Berkeley and master in sciences (engineering; University of California, Berkeley), and is a full professor at the University of Chile and is a CIEPLAN researcher. He has been: president of the Chilean Presidential Advisory Council on Jobs and Equity (2007–08); board director of CODELCO (2000–06); director of Industrial Engineering; academic director of the Master in Globalization and of the Master in Public Policy at the University of Chile; visiting professor at the University of California, San Diego, the University of Oviedo, Notre Dame University and the University of Boston; and researcher at the National Bureau of Economic Research. Patricio has been the author or editor of 16 books (in Spanish, English and French) and has published 66 articles in specialized economic journals and books. He has been an international consultant at the Organisation for Economic Co-operation and Development, the World Bank, the International Development Bank, the UN Conference on Trade and Development, the International Labour Organization, the World Institute for Development Economics Research, and the UN Economic Commission for Latin America and the Caribbean.

Enrique Mendizabal

Enrique Mendizabal is an independent researcher and adviser on think tanks and policy research networks. He is currently working on a book on think tanks in developing countries and publishing a blog on think tanks (www.onthinktanks.org) to accompany his research and on-going advisory work. Until December 2010, Enrique headed the Research and Policy in Development (RAPID) program at the Overseas Development Institute where he led its research and practice on think tanks, networks, research communications and policy influence, including the development of the Network Functions Approach and the RAPID Outcome Mapping Approach. As head of the program, Enrique was also responsible for the Outcome Mapping Learning Community (www.outcomemapping.ca) and the Evidence-based Policy in Development Network (www.ebpdn.org). More recently, his focus has turned towards the political economy of research uptake. In 2009, he published a book on the links between think tanks and political parties in Latin America and in 2010, a paper on the relation between think tanks and politics in East and Southeast Asia. Also in 2010, he launched, through the Evidence-Based Policy in Development Network, a series of studies on the relative role of research-based evidence in political debates in Latin America (published in August 2011) and Africa (currently being researched, but planned to be published in late 2011).

David Mitchell

David J. Mitchell became president and CEO of the Public Policy Forum in January of 2009. The forum is an independent non-government organization, dedicated to improving the quality of government in Canada through multisectorial dialogue and research on governance and public service. Previously, he served as vice-president at three Canadian universities: Queen's University, the University of Ottawa and Simon Fraser University. Directing fundraising and external relations at each institution, David achieved notable successes in strategic positioning and fund development. At the University of Ottawa, for instance, he led an important branding initiative and completed a major fundraising campaign that exceeded its \$200 million objective more than a year ahead of schedule. His diverse career path has also included senior positions in both the public and private sectors. Serving as a member of the British Columbia Legislature from 1991 to 1996, he was a watchdog on a broad range of issues, including parliamentary reform, advanced education, resource management and labour relations. He had previously gained experience in parliamentary procedure and legislative processes as deputy clerk of the Saskatchewan Legislature. David

also has significant private sector business experience, having held executive positions within western Canadian resource industries, including vice-president of marketing and general manager of industrial relations. He holds a master's degree in Canadian and American history from Simon Fraser University. An award-winning writer and former newspaper columnist, he contributes to several newspapers and magazines and serves as a frequent public affairs commentator on television and radio. He is a board member of the Parliamentary Centre in Ottawa, the Centre for the Study of Democracy at Queen's University and is a governor and fellow of the Royal Canadian Geographical Society.

Bessma Momani

Upon earning her Ph.D. in political science from the University of Western Ontario, Bessma Momani focused her post-doctorate research on organizational behaviour and seat allocation within the International Monetary Fund (IMF). Her work in this area gained particular prominence following the global financial crisis in 2008, at which time she revisited the topic with new insight. This work led Bessma to become CIGI's lead coordinator for a project co-organized with New Rules for Global Finance, which involved a series of regional conferences exploring ideas for IMF reform. In this role, Bessma also organized a March 2008 conference of former finance ministers from the Middle East to discuss potential reforms for the IMF. Since joining CIGI as a senior fellow in 2004, Bessma has dedicated much of her time to organizing CIGI conferences on the Middle East region, including book workshops on Canada-Middle East relations and the crisis in Iraq. She is also an active member of CIGI's G20 Working Group. More recently, Bessma has turned her attention to the emerging economies in the Middle East and Western foreign policy toward these states. During the Egyptian crisis in early 2011, Bessma commented widely for national and international media, drawing on her extensive research on the country's political and financial structures from 2002 to 2006, including her book, *IMF-Egyptian Debt Negotiations* (American University of Cairo Press, 2006), and her articles, "A Middle East Free Trade Area: Economic Interdependence and Peace Considered" (*The World Economy*, 2007) and "Promoting Economic Liberalization in Egypt" (*Middle East Review of International Affairs*, 2003). Bessma is also an associate professor of political science at the University of Waterloo.

Antonia Mutoro

Antonia Mutoro is the first executive director of the Institute of Policy Analysis and Research (IPAR), the first independent think tank in Rwanda, which became operational in 2008. She played a key role in starting, setting up and driving IPAR's strategic direction. IPAR has quickly earned a reputation as a credible and respected source of policy influence in Rwanda. Prior to joining IPAR, she held various responsibilities as an academic in senior management positions in higher education in Rwanda. As a senior education professional with comprehensive experience in education policy, academic quality and leadership, she served as a lecturer, dean, director for the Centre of Continuing Education and director of Academic Quality. Antonia holds a master's degree from Leeds University in the United Kingdom.

Alexandra Samuel

Alexandra Samuel is the director of the Social + Interactive Media Centre at Emily Carr University, and the co-founder and principal of Social Signal, one of the world's most experienced social media agencies. Founded in 2005, Social Signal works with business, government and non-profit organizations to build relationships, brand and issue awareness through online conversation and community. Through Social Signal, Alex has conceived and led online community projects for clients, including the British Columbia Children's Hospital Foundation, CompuMentor's NetSquared, the Mountain Equipment Co-op, The Elders, the PLAN Institute, BC Hydro, the International Development Research Centre of Canada and Vancity. The community she conceived and developed for Vancity, ChangeEverything.ca, was a 2008 Webby nominee. At the Social + Interactive Media Centre, Alex leads applied research that helps companies leverage the university's strategic, design and creative expertise in digital media. The centre's projects range from conceiving a new digital partnership between a leading social media company and a distinguished film producer, to developing an ebook design program. Alex's own research focuses on how people cope with information overload in order to build meaningful lives online; this research drives her blogs for Oprah.com and the *Harvard Business Review*. Alexandra holds a Ph.D. in political science from Harvard University and a B.A. in politics from Oberlin College. Alex's insights on meaningful living online are on her blog at alexandrasamuel.com and on Twitter as @awsamuel.

ABOUT CIGI

The Centre for International Governance Innovation is an independent, non-partisan think tank on international governance. Led by experienced practitioners and distinguished academics, CIGI supports research, forms networks, advances policy debate and generates ideas for multilateral governance improvements. Conducting an active agenda of research, events and publications, CIGI's interdisciplinary work includes collaboration with policy, business and academic communities around the world.

CIGI's research programs focus on four themes: the global economy; the environment and energy; global development; and global security.

CIGI was founded in 2001 by Jim Balsillie, co-CEO of RIM (Research In Motion) and collaborates with and gratefully acknowledges support from a number of strategic partners, in particular the Government of Canada and the Government of Ontario.

Le CIGI a été fondé en 2001 par Jim Balsillie, co-chef de la direction de RIM (Research In Motion). Il collabore avec de nombreux partenaires stratégiques et exprime sa reconnaissance du soutien reçu de ceux-ci, notamment de l'appui reçu du gouvernement du Canada et de celui du gouvernement de l'Ontario.

For more information, please visit www.cigionline.org.

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