Why are we here?

"For policy makers to *do science* better, scientists need to *do policy* better."

Chris Tyler, Director of UK Parliamentary Office for Science and Technology

The complicated relationship between science and policy

"Communications are adequate if they **reach people with the information that they need in a form that they can use**."

Baruch Fischhoff, 2011

Applying the science of communication to the communication of science

Why are we here?

Communicating your findings in a way that is **RELEVANT, APPEALING and USEFUL** for policymakers

Why are we here?

Structure/contents of this workshop:

- **Session 1: Preparing your key messages for target audiences**

- Session 2: Creating an effective dissemination package, and "pitch"
  - Group task: prepare a 5-min pitch for policy briefing (with slides)

- Session 3:
  - Presentation of your 5-min pitch
  - Your PEP policy brief

Session 1 - Contents

❖ Understandings needs of your stakeholder audiences

❖ Positioning and communicating research evidence as a useful input for policy

❖ Preparing your key policy messages

Understanding the needs of stakeholders

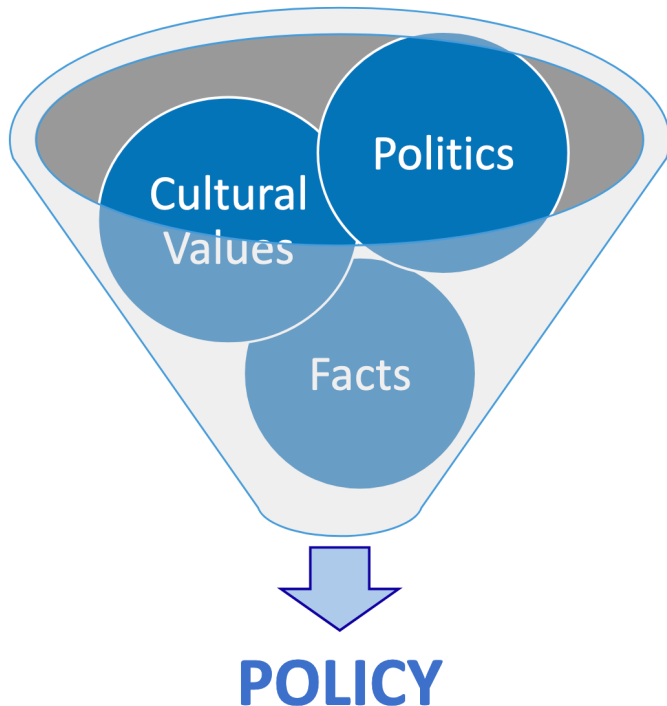Understanding and aligning your messages with **the needs of your audience**

=

KEY to successful communication

Understanding the needs of stakeholders

Constraints of policymakers

➢ An effective policy must be based on **facts**, but it is also influenced by **cultural values** and **politics**.

Cultural Values

Politics

Facts

POLICY

➢ Performance of governance – is "measured" by:

- **Responsiveness**:
  Extent to which delivered services are consistent with citizen preferences

- **Effectiveness**:
  Extent to which adopted actions are achieving desired goals

- **Efficiency**:
  Ratio between the quality of services provided (i.e. effectiveness) and the cost to provide them

Understanding the needs of stakeholders

Political economy factors that prevent decision-makers from basing their decisions on scientific knowledge:

- Culture, ideology - acceptability

- Commitments, budget constraints – feasibility

- Crises – e.g. COVID – diverting attention and resources

Understanding policy needs means **ADAPTING** communication of research **TO SPECIFIC CONTEXTS and priorities**

Understanding the needs of stakeholders

What are the **main types** of stakeholders?

State

Political Parties

Think tanks

Civil society

IOs & NGOs

Research Community

Business Community

The People

Media

Understanding the needs of stakeholders

For your PEP project, we recommend to focus on:

State

Political Parties

Think tanks

Civil society

IOs & NGOs

Research Community

Business Community

The People

Media

Understanding the needs of stakeholders

STATE

Specialized bodies working in coordination.

- Those **producing policies** are legislators, executives, administrators, judges.
- Supposed to be the impartial arbitrator between major interests.

BUT:

- State bodies often **compete** with each other, and **do not coordinate** their actions, particularly when their **respective responsibilities** are not clearly defined

- Also, degree of expertise, or "**technical knowledge", can vary.**

Communication tip: Focus on mandate/responsibilities

Understanding the needs of stakeholders

POLITICAL PARTIES/POLITICIANS

Help aggregate interests - converting the particular demands of interest groups into general policy alternatives.

BUT:

Mostly interested in "**controlling power**" through government

Policies are often instrumental to gaining power, rather than the other way around

Communication tip: Focus on their « political capital »

Understanding the needs of stakeholders

CIVIL SOCIETY

Public space where people associate freely for the pursuit of common goals.

➢ Incl. mechanisms through which **individuals/groups demand** transparency, accountability, responsiveness, and efficiency (from policy).

BUT:

Not a unitary actor - NOT cohesive/coherent, equal, organized, or coordinated

Communication tip: Focus on their « advocacy agenda/objectives »

Understanding the needs of stakeholders

BUSINESS COMMUNITY

Largely independent actors who pursue wealth and power through the delivery of goods and services.

BUT:

- Objectives pursued are always "self-serving", profit-oriented

- Serving the interests of a few to the expense of most

Communication tip: Focus on economic benefits

Understanding the needs of stakeholders

MEDIA

Help determine what people think about, and shape their attitudes.

➢ Influence the capacity of government officials to convert their ideas into policy

BUT:

- Generally provides minimal coverage of policy issues

- Often owned or **controlled** by the state and economic interest groups who introduce a **bias** on which news are conveyed and how.

Communication tip: Focus on the interests of their « audience »

Understanding the needs of stakeholders

IOs & NGOs/INGOs

NGOs / INGOs: independent of governments - two types:

- *Advocacy:* aim to influence governments with a specific goal,
- *Operational:* provide services.

IOs (i.e. intergovernmental – formed by treaties)

➢ Help set the international agenda, cooperation among states, mediate political bargaining, promote initiatives in favor of collective good

BUT:

- Focused on specific "topics" (development trends)

Communication tip: Focus on their agenda/thematic priorities

Engaging stakeholders – entry points

Entry points are:

- **People:**
  - **Existing or accessible contacts** who can provide introductions or create opportunities to connect with target stakeholders

- **Windows of opportunity** to catch the attention of policymakers, stakeholders, or the broader public.

  - **Government processes:** revisions of existing legislation, budgets, or major policies
  - **Changes in administration:** new national, sub-national, or local governments might dismiss or welcome new information (compared to their predecessors)
  - **Political events:** regional meetings, global summits, elections, launch events for new policies or programs
  - **Social events:** events related to an advocacy issue (*international days, VIP visits..)*
  - **Conferences and workshops**

Engaging stakeholders – entry points

How to take advantage of an entry point:

Anticipate: **Be prepared** to discuss your research at seminars, conferences & public debates

Disseminate: **Raise awareness** by disseminating information on a website or other platform, and create space for debate and discussion on the issue

Make allies: **Work with other researchers** focused on projects that have similar stakeholders, impacts, or policy implications

Foster relationships with influential leaders, NGOs, or journalists that can advocate for your work

Engaging stakeholders

Be proactive!
Do NOT expect policy-makers to find/read your research.

> **Must engage EARLY in the process** - while **setting the research agenda** in order to ensure the research is impactful

Be prepared!
Before you meet, be sure to do your homework:

→ What are their interests?

→ What information do they need? Or can they provide?

→ What is the best strategy to:

> interact with them?

> to raise interest for your project?

Engaging stakeholders

Beware!

Policy-makers often:

- **prefer certain institutions or researchers** (based on background, experience, or political leanings)

- **do not trust** towards information and sources external to the public policy system

Challenges and risks:

- Capacity to gauge **personal vs. public/institutional opinions** of people in organizations

- **Hidden interests** and agendas that are not made public

- Risks associated with **asking about power and interest** (especially in authoritarian regimes)

Engaging stakeholders – beware

CONTEXT MATTERS!

Interest in issues that are important "NOW"

➤ Media – public perceptions

➤ Commitments – electoral cycle

➤ Especially related to constituencies/core supporters

Understanding policy needs

Evidence gap

Policy

Science

Understanding policy needs

Researchers must:

1. Understand the **POLICY PROBLEM** (vs research issue)

in order to…

2. Position research/evidence into **existing policy options/strategies**

in order to…

3. Produce practical/**useful recommendations** for policymakers

Understanding policy needs

1. Understand the **POLICY PROBLEM** (vs research issue)

Must inform..

POLICY QUESTION ≠ **RESEARCH QUESTION**

Answer provides **recommendation FOR ACTION**

Answer provides an **assessment of the situation**

to answer..
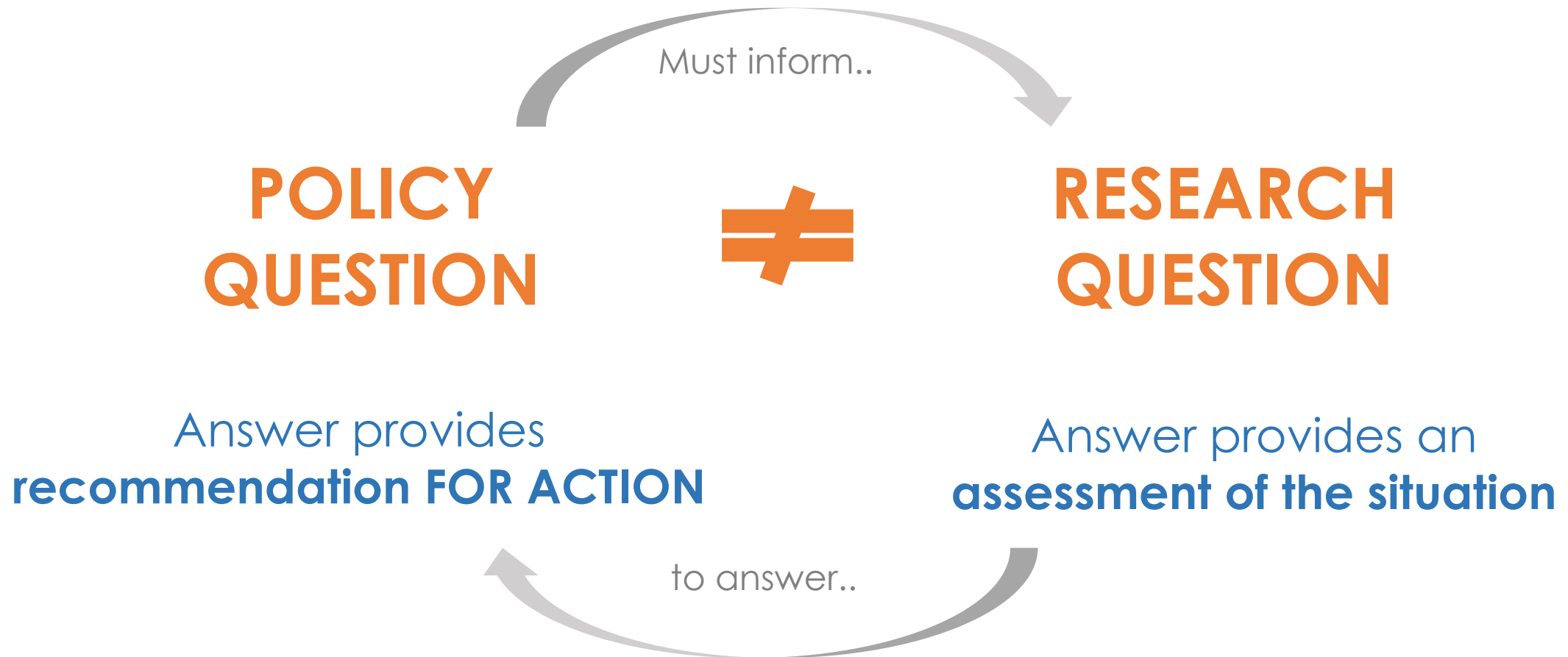
Understanding policy needs

1. Understand the **POLICY PROBLEM** (vs research issue)

What are the effects of non-farm diversification on rural women's income?

Research or policy?

Understanding policy needs

1. Understand the **POLICY PROBLEM** (vs research issue)

**What type of intervention can effectively
contribute to improving rural women's income?**

Research or policy?

Understanding policy needs

1. Understand the **POLICY PROBLEM** (vs research issue)

Must inform..

Policy question

What type of intervention to improve rural women's income?

≠

Research question

Effects of non-farm diversification on rural women's income?

What type = must compare **optionS**

Sufficient to inform policy decision?

Non-farm diversification **= 1 option**

How do policymakers assess/compare policy options? What criteria?

Right question?

Science and policy: a complicated relationship

Babu Rahman, 2017 – UK Foreign and Commonwealth Office

How to make research more useful to government officials

"What (policymakers) want from research is NOT:

'*It's complicated*' or '*Here's the answer*'.

What they want is:

comparative work highlighting a range of possible solutions.."

Brick et al., 2018
Winners and losers: Communicating the potential impacts of policies

"*Decision-makers need communications that succinctly **describe
potential harms and benefits of different options**"*

What do policymakers need to know? Criteria

Usual criteria to assess "good policy"

EFFECTS	Effectiveness	Does the policy achieve the desired outcomes?
	Unintended effects	Are there unintended effects to consider?
	Equity	What are the effects for different population groups? How do they affect equity?
APPLICA-TION	**Cost**	What are the costs/budget implications?
	Feasibility	Is this policy technically viable/feasible?
	Acceptability	How is this policy perceived by (priority) stakeholders?

What do policymakers need to know? Criteria

Research evidence usually informs 1-2 criteria,
but NEVER THE FULL PICTURE

EFFECTS	Effectiveness	Does the policy achieve the desired outcomes?
	Unintended effects	Are there unintended effects to consider?
	Equity	What are the effects for different population groups? How do they affect equity?
APPLICA-TION	**Cost**	**What are the costs/budget implications?**
	Feasibility	**Is this policy technically viable/feasible?**
	Acceptability	**How is this policy perceived by (priority) stakeholders?**

What do policymakers need to know? Options

Questions that decision-makers always have
Gluckman, 2019

- Why do we have to do something now? Why is it a **priority**?

  ➤ What is the (political) risk of doing or not doing something?

- Have we got the **OPTION** that meets our <u>broader needs</u>?

  ➤ Who will it benefit? Does it benefit priority stakeholders?

  ➤ What are the risks and to whom?

  ➤ How does it **compare with other options**?

- What will it **cost**? (vs "benefits")

What do policymakers need to know? Options

When **designing research** aimed at informing policy, or preparing to **communicate findings** to policy users, must remember that:

Decision = choice = options

Decision-makers need to compare options!!

A policy decision will be made by **weighing the pros & cons,** or harms & benefits of the different options
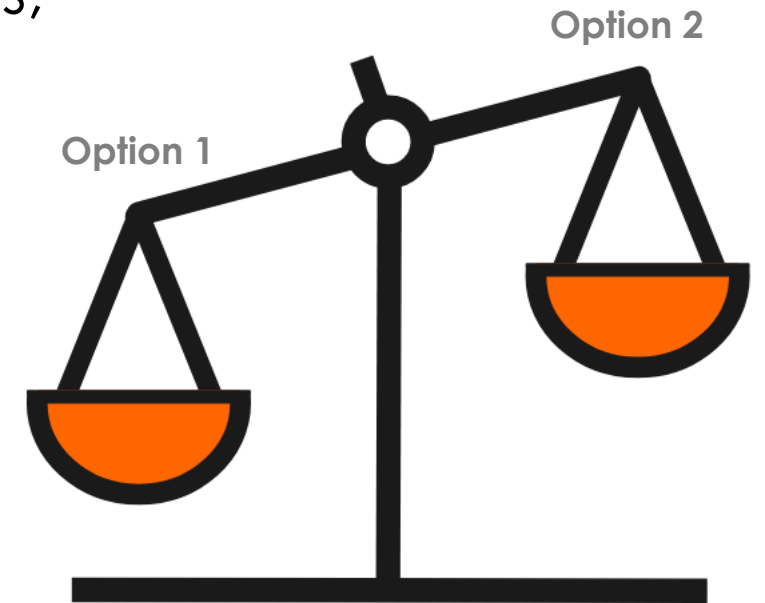
Option 2

Option 1

What do policymakers need to know? Options

4 questions to ask before defining research questions/objectives

#1: What **"decision"** do you wish to inform?

#2: What are the **options** likely to be considered in this decision process?

#3: What are the **key criteria** that would be used to evaluate/compare the options?

#4: What type of **evidence** is missing to help inform this evaluation?

Option 1

Option 2

??

$
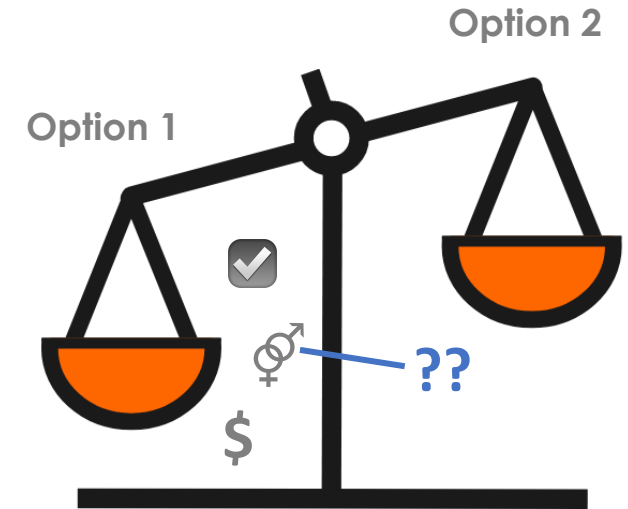
What do policymakers need to know?

Difference between "**COMMUNICATING RESEARCH RESULTS**"

Option 1

EFFECTS	Effectiveness	👍
	Unintended effects	👎
	Equity	👍
APPLICA-TION	Cost	??
	Feasibility	??
	Acceptability	??

What do policymakers need to know?

And communicating **"EVIDENCE-INFORMED POLICY ADVICE"**

		Option 1	Option 2	Option 3
EFFECTS	Effectiveness	👍	👍	👎
	Unintended effects	👎	👍	👍
	Equity	👍	👎	👎
APPLICA-TION	Cost / efficiency	👍	👎	👍
	Feasibility	👍	👎	??
	Acceptability	👎	??	👍

If not possible to research all, then..

Should also be able/ ready to communicate uncertainty..

What do policymakers need to know?

And communicating **"EVIDENCE-INFORMED POLICY ADVICE"**

		Option 1	Option 2	Option 3
EFFECTS	**Effectiveness**	👍	👍	👎
	Unintended effects			
	Equity	👍	👎	👎
APPLICA-TION	**Cost / efficiency**	👍	👎	👍
	Feasibility			
	Acceptability			

If not possible to research all, then..

Identify and focus on
- **PRIORITIES**

What do policymakers need to know?

And communicating **"EVIDENCE-INFORMED POLICY ADVICE"**

		Option 1	Option 2	Option 3	
EFFECTS	**Effectiveness**	👍	👍	👎	If not possible to research all, then..
	Unintended effects				
	Equity	👍	??	👎	Identify and focus on - **KEY EVIDENCE GAPS**
APPLICATION	**Cost / efficiency**	👍	👎	👍	
	Feasibility				
	Acceptability				

What do policymakers need to know?

And communicating **"EVIDENCE-INFORMED POLICY ADVICE"**

		Option 1	Option 2	Option 3
EFFECTS	**Effectiveness**	👍	👍	👎
	Unintended effects			
	Equity	👍	👎	👎
APPLICA-TION	**Cost / efficiency**	👍	👎	👍
	Feasibility			
	Acceptability			

Don't underestimate the importance of **COST-EFFECTIVENESS**

A basic "**cost-benefit analysis**" can be a very powerful policy argument..

What do policymakers need to know?

And communicating **"EVIDENCE-INFORMED POLICY ADVICE"**

		Option 1	Option 2	Option 3
EFFECTS	**Effectiveness**	👍	👍	👎
	Unintended effects			
	Equity	👍	👎	👎
APPLICA-TION	**Cost**	$$		
	Feasibility			
	Acceptability			

$$ — Should provide information about the **"cost implications"** of the recommended policy intervention

Preparing your key messages

Preparing your key messages

Think about your objectives

1. **Why do you want to share your research?**

   - Inform (upcoming) policymaking

   - Modify existing programme/policy

2. **What do you want your audience to do about it?**

Preparing your key messages

Got your answers?

    1. Why do you want to share your research?

    2. What do you want your audience to do about it?

Prioritize the message that is most relevant

Preparing your key messages

A good key policy message is:

1. Simple   Straight-forward messages are more memorable

2. Attractive   i.e., interesting to your target audience

3. Concrete   i.e., indicates specific action

[Bonus] 4. Shareable   A really good message will be easy for your target audience to share

Preparing your key messages

A good key policy message is simple

- 1 idea

- 1 sentence

- Plain language

Preparing your key messages

A good key policy message is attractive

It should solve a problem that is

- Important
  - To the population
  - To your audience
- Current or (even better) urgent

Preparing your key messages

A good key policy message is concrete

- Offer a solution

- Be specific

- Be realistic

Preparing your key messages

Does this work?

Is it…

1. **Simple**

2. **Attractive**

3. **Concrete**

4. Shareable

Implementing policies that increase rural women's household and farm productivity alongside the Rural Electrification Fund capital subsidies for mini-grid developers can increase women's income and household well-being.

Vote: 👍 = yes | 😮 = no

Preparing your key messages

Does this work?

Is it…

1. **Simple**

2. **Attractive**

3. **Concrete**

4. Shareable

Enforcing the 2016 Land Act within communities will help more women make decisions over inputs and harvests.

Vote: 👍 = yes | 😮 = no

Preparing your key messages

Does this work?

Is it…

1. **Simple**

2. **Attractive**

3. **Concrete**

4. Shareable

Land reform to increase women's access to agricultural land can improve food security in Nigeria

Vote: 👍 = yes | 😮 = no

Organizing your key messages

The pyramid principle:
benchmark model of "persuasive communications"

➤ Start with the point you most want remembered

➤ Make your argument

➤ Provide evidence

The pyramid principle

Situation: A statement about the subject with which you know the reader will agree

Complication: The complicating event that creates tension in the story

Question: The implicit question that results from the complication

Title/headline

The Pyramid Structure

Answer:
States the answer to the question raised in the readers mind

Recommendation

Action audience should take

Key Line:
Major points which, taken together prove the answer

Supporting Logic

Conclusions from your analysis

Support:
Data and facts that support the key line

Supporting Facts

Your findings

The pyramid principle

➤ **Recommendation:** Implement land reform to increase women's access to agricultural land can improve food security

➤ **Logic (conclusions):** Increasing women farmers' access to land is the most effective and economically efficient policy option for achieving the goals of the National Food Security Program

➤ **Facts (findings):** Out of the available policy options, increasing women farmers' access to land would increase agricultural productivity the most, lead to the most economic growth (GDP at market prices) and significantly increase wages for rural households and hired female labour.

AIDA rule of marketing and advertising

You are trying to "sell" your policy messages as solutions to current development problems.

You can use the **AIDA** rule of marketing and advertising:

- **A**ttention

- **I**nterest

- **D**esire

- **A**ction

structure but also **language**

AIDA rule of marketing and advertising

Attention   **I**nterest   **D**esire   **A**ction

- Think about the story you are trying to tell and how this can lead to action (your objectives)

- **Use your knowledge of your audience** and your experience of the policy context

Organising your message using AIDA

Example: Conclusions from Uruguay

- Minimum wage policy increases domestic workers' wages

- Compliance measures are needed to prevent migration from the formal to the informal sector

Organising your message using AIDA

Attention **Minimum wage policy** means more domestic workers **move to the informal sector**.

Interest **New findings** show that **compliance measures**, such as inspections and awareness campaigns, **can offset these effects**.

Desire

Action

- Minimum wage policies need to **include provisions for working conditions inspections** and awareness campaigns

Organising your message using AIDA

Attention

- Increasing women's access to agricultural land can improve food security in Nigeria

Interest

New findings show that when women have access to more land it promotes effective, equitable and efficient agricultural development.

Desire

Action

- Land reform is vital to provide this essential access.

Organising your message using AIDA

1. Attention

2. Interest

3. Desire

4. Action

A. Enforcing the 2016 Land Act in communities will boost women's decision-making power

B. Incorporating women-focused measures into the policy can help increase gender equality and ensure the success of this policy.

C. If Malawi's women continue to be disempowered, food insecurity and poverty will persist

D. New findings show the Farm Input Subsidy improved agricultural productivity but reduced women's empowerment

Uses: AIDA rule

Attention   **I**nterest   **D**esire   **A**ction

- Use when you want to inspire **action**

- Suitable for formal tools

- & informal tools

- PEP policy brief

- National Policy Conference presentation

- "Elevator" pitch

- Social media post

Tomorrow (June 7)

1. Creating an effective dissemination package

2. Adapting your message
   ➢ To different audiences
   ➢ To different tools & channels
   ➢ To "pitching mode"

3. Hands on exercise in your teams

Thank you !

Partnership for Economic Policy (PEP)

Funded by:
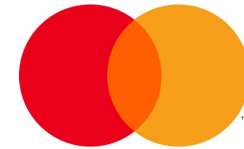
Session 3 - Contents

1. **Creating an effective dissemination package**

   - **Tools & Channels** - choosing the right ones for your audience

   - **Adapt** your message for your audience

2. **Preparing your "pitch" and "visualizing" your messages**

Adapting your message

Jennie

Adapting your message

More ways to present your message

Preparing your "pitch"

An "**elevator pitch**" describes your proposal/message in a nutshell

Can be delivered as a:

- speech (ideally in 60 seconds or less),
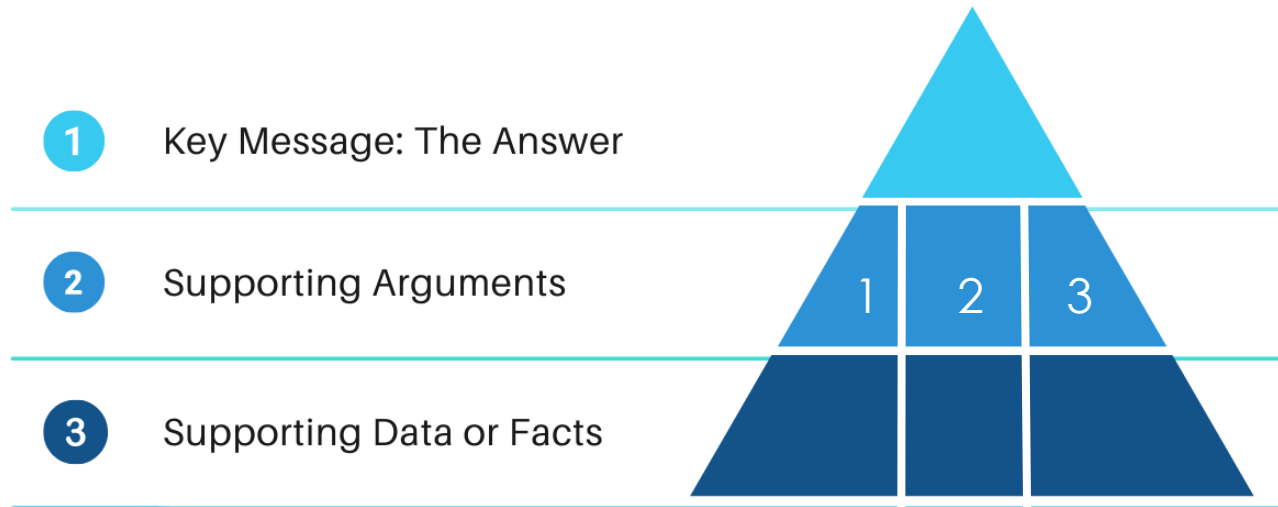
- pitch presentation, or

- one-page overview.

Like an "executive summary"…

Preparing your "pitch"

Different methods/structure possible:

The **pyramid** principle :

1. Key Message: The Answer
2. Supporting Arguments
3. Supporting Data or Facts

The **AIDA** rule :

- **A**ttention
- **I**nterest
- **D**esire
- **A**ction

structure but also **language**

Preparing your "pitch"

Different methods/structure possible:

The **business** pitch – 6 components:

1) Problem: **Identify a problem that is worth solving**

2) Solution: **The solution you propose**

3) Market (target): **Who will benefit from this solution, and "how"**

4) Competition: **Alternative solutions/options** (why is yours better)

5) Cost: **What will your solution cost** (if possible, compare)

6) Implementation: **Key milestones (+ timeline) for implementation of your solution**

Preparing your "pitch"

Recommendations for a successful pitch:

KEEP IT SHORT!!!! Focus on the essentials – what do they NEED to know

Tell a real-life story – Give the problem a "human face"

Make it simple – Don't use any terms, or references, that your audience
may not understand

Give numbers – that your audience can relate to (population, cost, etc.)

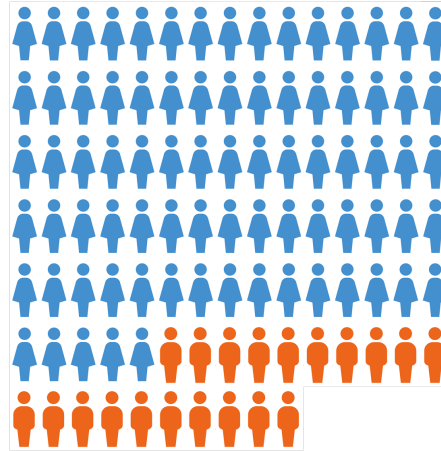**VISUALIZE –** Give them (simple) images that will stick to their mind..

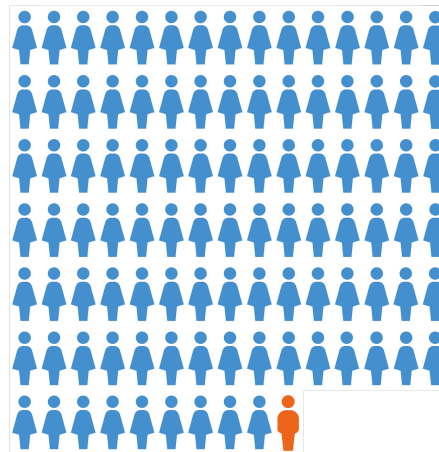# Visualizing your message

and arguments

Visual tools

- Videos

- Illustration

- Infographics

- …and more!

Domestic workers by gender

World

Uruguay

Picture by Jorge Martin

Visualizing contents

Visual tools

- Videos
- Illustration
- Infographics
- …and more!

Unavoidable in today's communications..

People don't read anymore – everything is VISUAL

Policymakers access/process information just like everyone else!

Visualizing contents - texts

Start with your written documents

Ways to make texts more "visually attractive" = more effective read

1. **SHORT PARAGRAPHS** – separate ideas/sub-ideas

2. **Bullet lists** whenever you can

3. **Headlines** – titles/subtitles

4. Colors, **bold**, CAPITAL to emphasize key words/ideas

5. **Create SPACE around key ideas – make them EASY TO SPOT**

Visualizing contents - TEXTS

In Uruguay, 99% of the people employed in the domestic sector are women and the sector represents 13% of total female employment.

The predominance of women in the sector, combined with the traditional view that domestic work (cleaning, cooking, laundry and child/elderly care) is the responsibility of women, means that this occupation is undervalued and associated with low wages and high levels of informality.

While approximately 25% of all workers in Uruguay do not have social security coverage (considered "informal" workers), this figure rises to 46% for women in the domestic sector.

Visualizing contents - TEXTS

Domestic sector in Uruguay:

- 99% workers are women

- Represents 13% of total female employment.

Occupation is undervalued:

- Traditionally perceived as a "women's job" (cleaning, childcare, etc.)

- Low wages and mostly informal work

Low social security coverage:

- Only 54% for female domestic workers

- Vs 80% for (all sectors) workers in Uruguay

Visualizing contents - TEXTS

Uruguay DOMESTIC SECTOR

99% women workers

13% of total female employment

Undervalued:
low wages & high informality

46% have no social security coverage

Visualizing contents - texts

Start with your written documents

Ways to make texts more "visually attractive" = more effective read

1. **SHORT PARAGRAPHS** – separate ideas/sub-ideas

2. **Bullet lists** whenever you can

3. **Headlines** – titles/subtitles

4. Colors, **bold**, CAPITAL to emphasize key words/ideas

5. **Create SPACE around key ideas – make them EASY TO SPOT**

Visualizing contents – data visualization

Improve your graphs/figures

Should be SIMPLE and CLEAR = self-explanatory, quick read

➢ **DATA-INK ratio:**
- More color is not necessarily better (can confuse the brain)
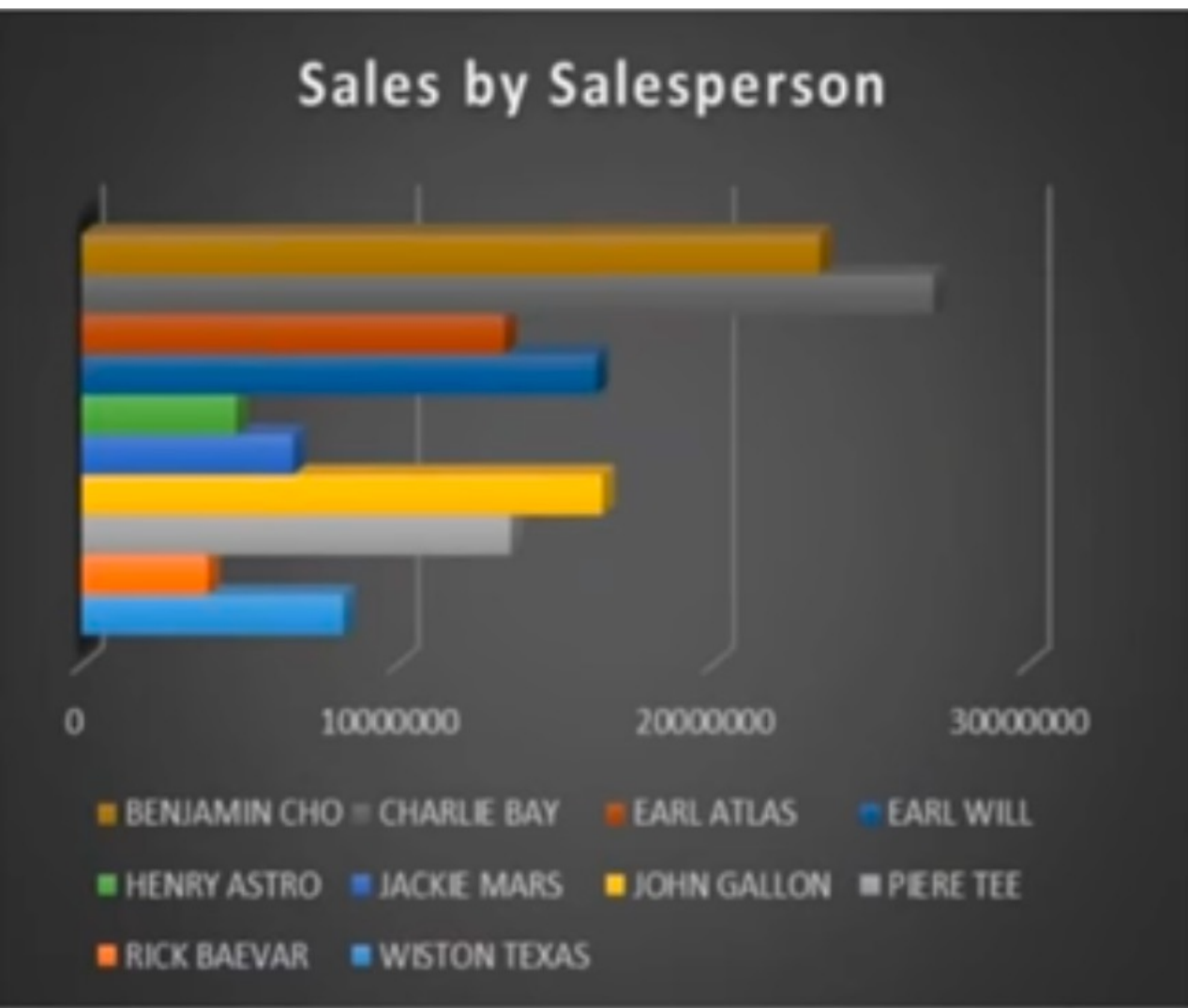- Add colors only if it facilitates understanding

➢ **Not ALL data is necessary to understand**
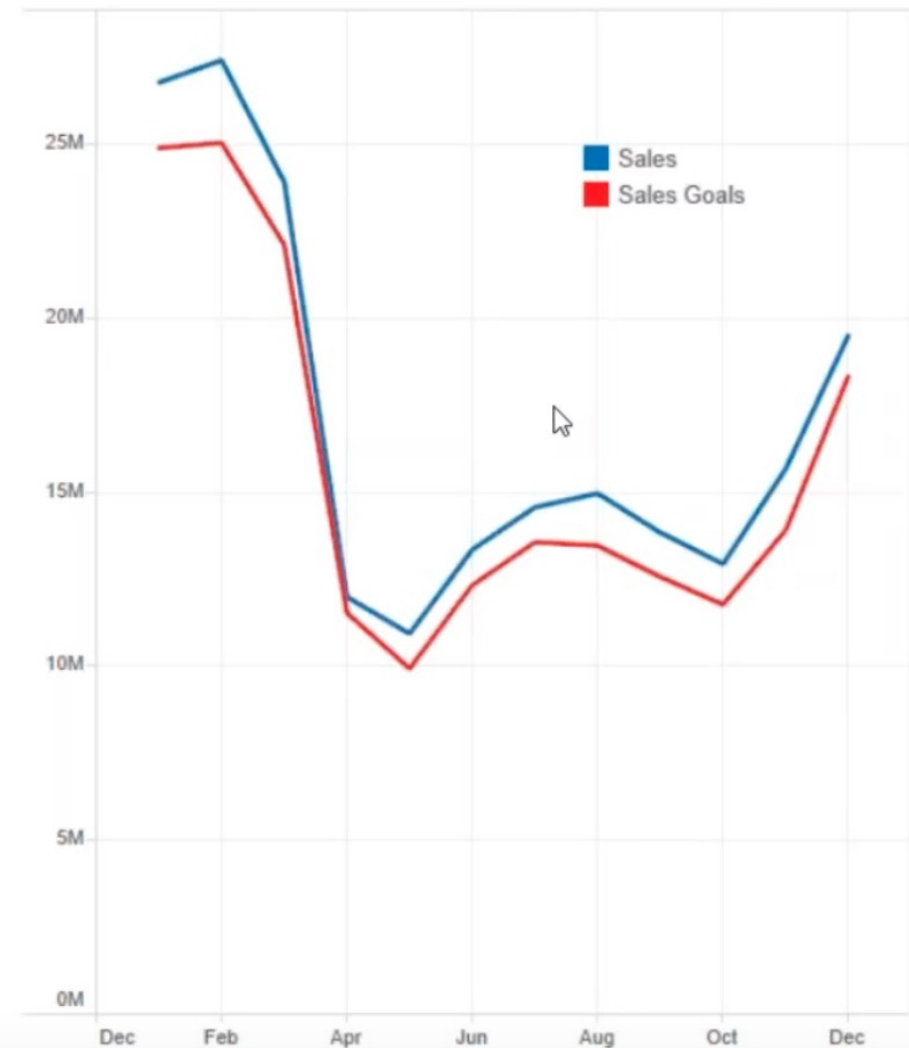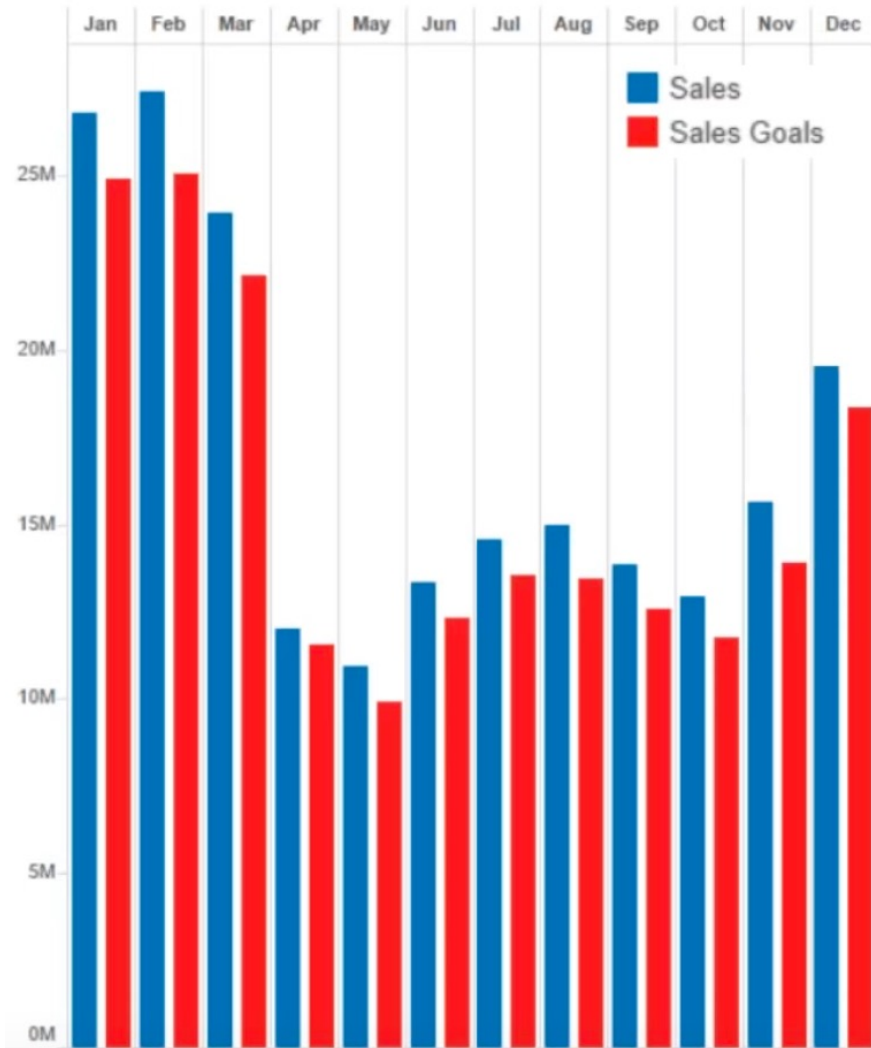- Remove data that does not contribute to supporting argument

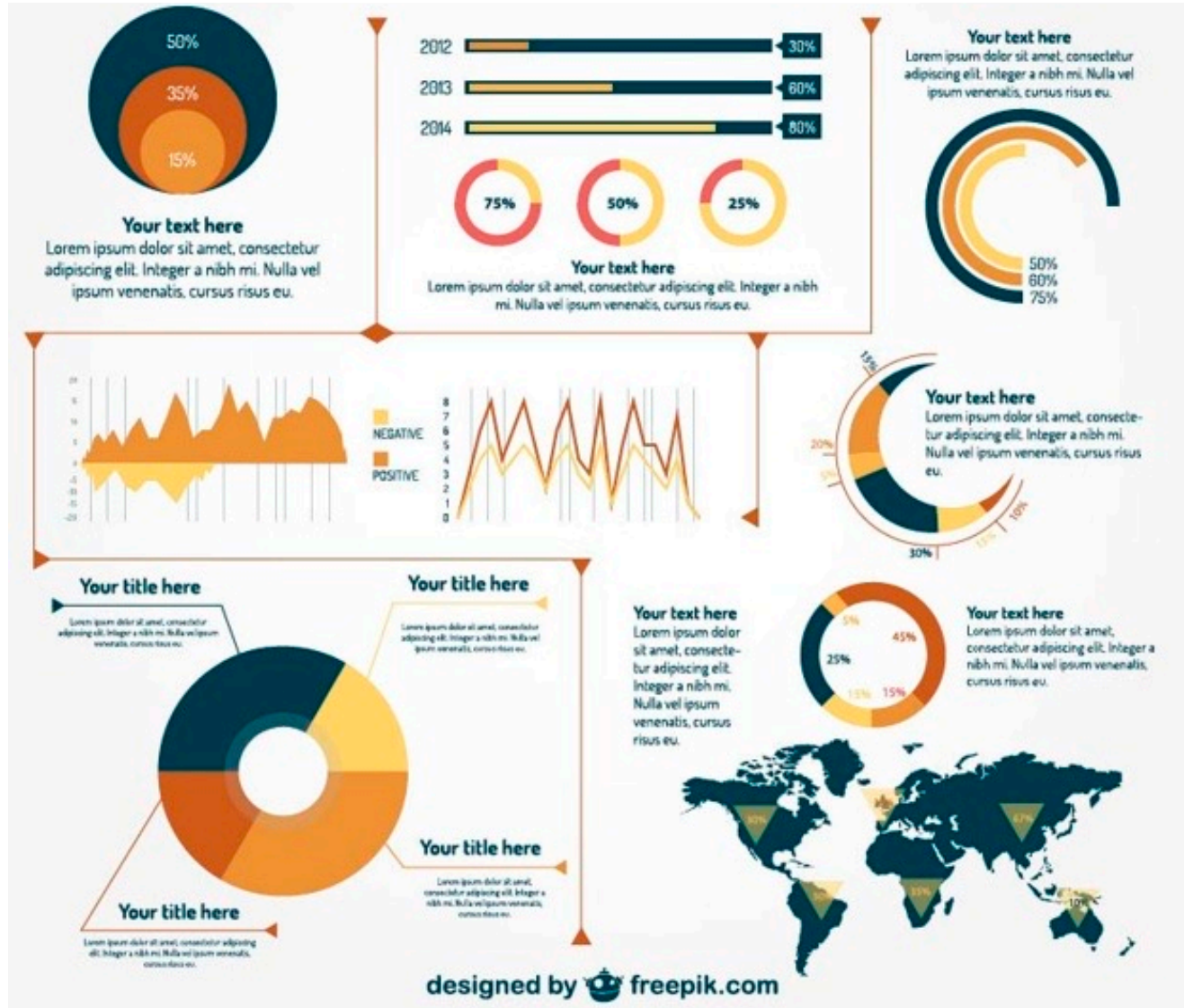➢ **AVOID CLUTTERING** – the more "white space", the better

Visualizing contents – data visualization

Visualizing contents – data visualization

Visualizing contents – data visualization
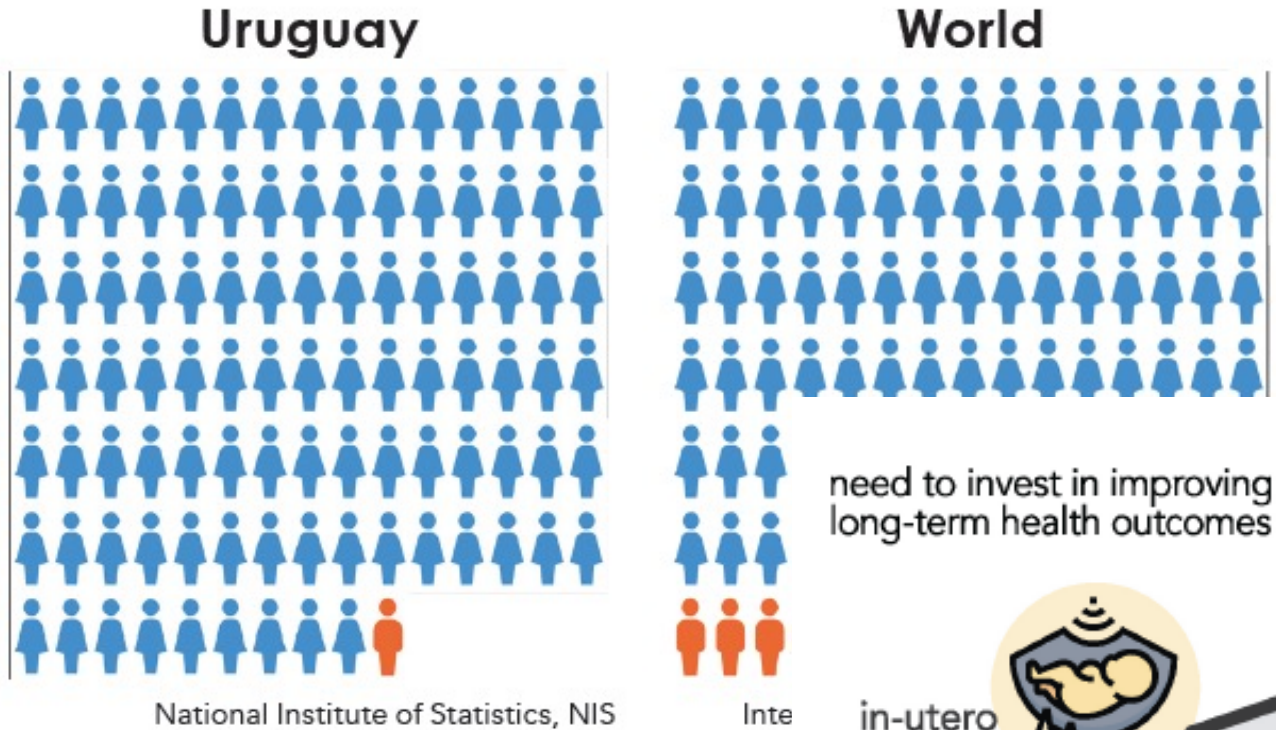

Choose the right type for your data..

Test it!!

Web tools available!
TableauPublic, FusionCharts, Datawrapper…

Visualizing contents – infographics

Women in the domestic work sector (%)

Uruguay

World

National Institute of Statistics, NIS

Inte

need to invest in improving long-term health outcomes

in-utero care

environmental conditions

POLICY

policies to reduce existing constraints facing entrepreneurs

skills = sectors — Improved skills-sector matching would help increase returns to skills

Quantitative

Web tools available!
Canva, Venngage, Carto…

Qualitative

Visualizing contents – videos

Tell a story
- Give a human face
- Emotional appeal
- Define narrative

Web tools available!
Headliner, Clipchamp, Lumen5…

Powerful, but investment – time-consuming, costly

Session 3 - tomorrow

1. Make a "pitch presentation" your policy messages

2. Your PEP Policy Brief (Jennie)

Hands-on

Team work (up to 75 minutes) – access your team's slides

- **Slide 1:**
  - Who's your target audience?
  - What do they want/need to know?
  - What do you want to convince them to do?
  - Which method/structure will you use for your pitch? Pyramid, AIDA, or Business?

- **Slides 2 ++ :**
  - **Prepare your pitch presentation – 5 minutes MAXIMUM**