

Research communication:

Review of best practices in disseminating
and communicating research

Marjorie Alain, Jennie Hurwood, Michael Murigi
2019 PEP Annual Conference
May 29, 2019 – Cape Town, South Africa

PEP mission

Building and promoting capacity in developing countries

high-quality research

Addressing specific knowledge gaps from a local perspective, with support from proposal to publication

for

policy engagement

Connecting local experts and evidence with users, from research design to policy action

locally-defined and sustainable development policies



What is **policy-engaged** research?

1. **RELEVANT**, or useful, to existing policy needs

- Hence the requirement to identify & consult with potential users while designing your PEP **proposal**

2. **COMMUNICATED** to policy

- **During and after research**
- Make sure to keep potential users
 1. engaged in discussion
 2. informed of, and interested in, project's progress and results



Introduction

PEP Objective: inform development policy decision

Why is this useful to you?

Perspective Understanding contexts & needs = better orientation of research

Capacity New skills in policy analysis and communication

Exposure & credibility Increased visibility and acknowledgement of your research and expertise, i.e. **build reputation as field experts**
➤ Often result in new career opportunities, research funding, etc.

Contacts Extend your network to include several potential research users, for now or later, and people who can promote you



Introduction

And it works!!

M&E data from 82 projects supported in 2013-2019 reveals that:

1 in 3 projects results in **findings taken up to influence policy**



57% of projects reported in national news media

1 in 3 papers is published in a **peer-reviewed scientific journal**



37% of teams present findings at high-level international conferences

1 in 2 researchers experiences a major **career promoting event**



72% of teams receive new funding or contracts to pursue related research

1 in 4 researchers is called to **advise on national policy processes**



74% of teams engage stakeholders in the dissemination of findings

Introduction

And it works!!

M&E data from 82 projects supported in 2013-2019 reveals that:

In 2018 alone...

37,546 downloads of
PEP policy briefs

87,315 downloads of
PEP working papers



57% of projects reported in national news media



37% of teams present findings at high-level international conferences



72% of teams receive new funding or contracts to pursue related research



74% of teams engage stakeholders in the dissemination of findings

Discussion

The PEP approach for policy engagement: What's been most useful to date?

1. Policy context analysis (PCA) – template and review
2. Policy engagement workshop (India)
3. Policy outreach (POC) mentor



Introduction

Next and final stages of your PEP project

July-August: **Dissemination strategy (and key policy messages)**

- You will submit a revised version after this workshop (PEP Conf)
- PEP Comm team + POC mentors review and comment
- POC mentor will contact you to schedule a final meeting to discuss

Sept-Dec: **Publications + dissemination**

- Prepare working paper + external review
- Prepare/submit **draft policy brief** + mentors' review + PEP comm team edit
- Prepare/submit proposal for national policy conference grant (8 weeks)
- **Organize national policy conference**



Introduction

Next and final stages of your PEP project

PEP will also:

- Provide support for preparing scientific journal submissions (scientific mentor)
- Support participation at a high-level **international conference** to present your PEP research (must apply for grant)

For each grant payment (including national and int'l conferences), you must complete an **update of your technical report** (incl. dissemination, impact)



Workshop contents

I – Influence strategy

- Understanding the decisions that need to be made
- Know the actors involved, and how to reach/convince them

II – Prepare a convincing policy proposal

- 3 steps to structure a policy proposal that decision-makers will find useful

III – Communicating research findings

- Understanding your audience and adapting your message
- Research to real life

IV – Golden rules for....

- Written & visual communication (general)
- Producing your key PEP communication tools (PB, slides, national conference)

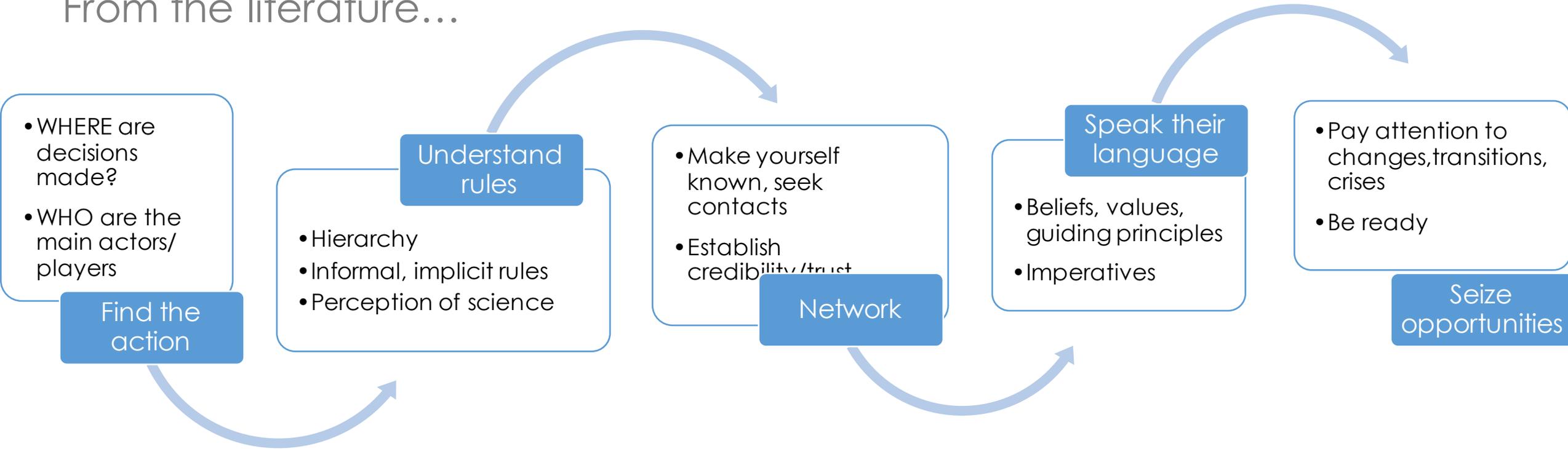


Your influence strategy



Your influence strategy

From the literature...



Is that realistic for a researcher? More like a lobbyist job...

But some of these guidelines can be useful to keep in mind



Your influence strategy

STEP 1 – Understand the decisions to be made

The keys to communicating research to inform policy are:

- **To understand the QUESTION(s) that need to be answered,**
or the ACTION that requires evidence to inform targeting/orientation
- **To understand the OPTIONS that the decision-maker is facing**
and use to compare/weigh your recommendation (vs other scenarios)



Your influence strategy

STEP 1 – Understand the decisions to be made

The keys to communicating research to inform policy are:

- **To understand the QUESTION(s) that need to be answered,**
or the ACTION that requires evidence to inform targeting/orientation
- Remember your **policy question**? Different from the research question



Your influence strategy

Reminder: **policy question vs research question**

Example: Uruguay

Assessing impact of new labor policy for domestic workers

Policy questions: answer(s) will provide concrete policy recommendation(s)

- *Has the new policy contributed to improving domestic workers' conditions/welfare?*
- *If not, what can be done to rectify?*

Research questions: answers will provide an assessment of the situation, which can be used to answer policy question

- *What impact(s) do the new policy measures have on domestic workers' wages, employment, and informality?*
- *How do these impacts differ between different population subgroups?*



Your influence strategy

Reminder: **policy question vs research question**

Example: Uruguay

Assessing impact of new labor policy for domestic workers

Policy questions: answer(s) will provide concrete policy recommendation(s)

- *Has the new policy contributed to improving domestic workers' conditions/welfare?*
- *If not, what can be done to rectify?*

THIS IS WHERE YOU BEGIN

The success of your dissemination/communication strategy depends on your understanding of the **policy questions that you need to provide answers for..**

N.B. different targets/stakeholders may have different questions..



Your influence strategy

STEP 1 – Understand the decisions to be made

The keys to communicating research to inform policy are:

- **To understand the QUESTION(s) that need to be answered,**
or the ACTION that requires evidence to inform targeting/orientation
- **To understand the OPTIONS that the decision-maker is facing**
and use to compare/weigh your recommendation (vs other scenarios)

Your policy context analysis – to understand the “situation” around your issue:

- Previous policies, current policies, envisaged policies
- Key factors influencing decisions, etc..



Your influence strategy

Policy options – example of Uruguay

- Domestic sector: 99% women, no rights/security, low wages, high informality
- **2006: new policy introducing rights for domestic workers**
 - Collective wage bargaining, labour inspections, regulation of working hours
- Two basic scenarios to compare: before (no policy) and after (new policy)
 - PEP research aims to shed light on the « after » scenario
- But going back to « before » (no policy) is not really an option for policymaker
 - Must identify **what other options** (reforms, alternatives) are being considered
 - Should have been done during consultations..



Your influence strategy

Policy options – example of Uruguay

- Possible policy options to improve domestic sector's working conditions:
 - **Current policy** (introducing minimum wages)
 - **Reform:** include Earned Income Tax Credit (EITC)
 - **Alternative:** Wage subsidy
- For your recommendations **to be convincing/credible/useful**, you should **demonstrate that you are at least aware of the other options..**
- Ideally, these considerations should come at the very beginning of your research, as you **should be able to compare benefits and COSTS..**

Discussion: Do you know of the different policy options for your research issue

Your influence strategy

Policy options – should be able to compare..

Key dimensions of a « good policy » that are considered by decision-makers

EFFECTS	Efficiency	What are the effects of the policy on the desired outcomes?
	Unintended effects	Are there other, non-intended effects that should be considered?
	Equity	What are the effects for different population groups? How do they affect equity?
APPLICA- TION	Cost	What are the financial costs/budget implications of this policy?
	Feasibility	Is this policy technically viable/feasible?
	Applicability	How is this policy perceived by stakeholders?

LONGEVITY

Your influence strategy

Policy options – should be able to compare..

Key dimensions of a « good policy » that are considered by decision-makers

EFFECTS	Efficiency
	Unintended effects
	Equity
APPLICATION	Cost
	Feasibility
	Applicability

Usually ok for « your » policy – object of your analysis

But what about the other policy options?

- No time to complete analysis for each?
Check literature: If common policies, then others must have analyzed it..

The power of a (rough) cost-benefit analysis

- What will it cost, vs benefits (returns)? Is a key question for decision-makers



Your influence strategy

Policy options – should be able to compare..

Key dimensions of a « good policy » - the URUGUAY example

EFFECTS	Efficiency
	Unintended effects
	Equity
APPLICATION	Cost
	Feasibility
	Applicability

➔ Desired outcomes:

- Welfare: 20% domestic workers increase wages
- Formalization: Migration of formal workers to informal sector, but complementary measures contribute to offset
- Employment: Domestic sector reduced 3% (but coincides with economic growth (migration to other sectors))



Your influence strategy

Policy options – should be able to compare..

Key dimensions of a « good policy » - the URUGUAY example

EFFECTS	Efficiency	➔ Desired outcomes: welfare, employment, formalization
	Unintended effects	➔ Decrease in demand for lower skilled domestic worker
	Equity	➔ Domestic workers = 99% women (13% female employ). Better wages/work conditions improves gender equality
APPLICA-TION	Cost	➔ When talking cost, one must « compare » with:
	Feasibility	- benefits
	Applicability	- other scenarios (e.g. before policy, or wage subsidy),



Your influence strategy

STEP 2 – Who makes these decisions and how

Who to target for disseminating/communicating your findings?

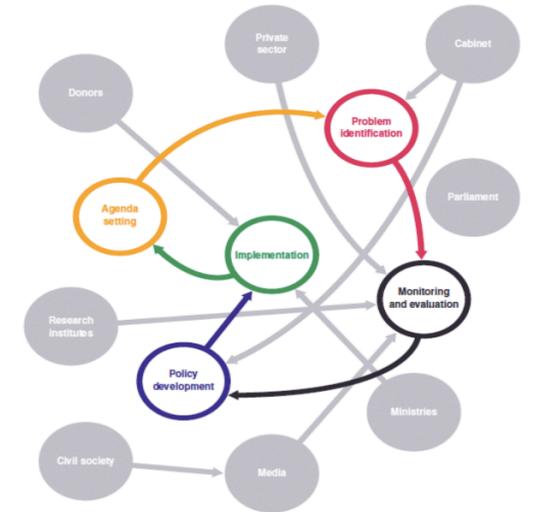
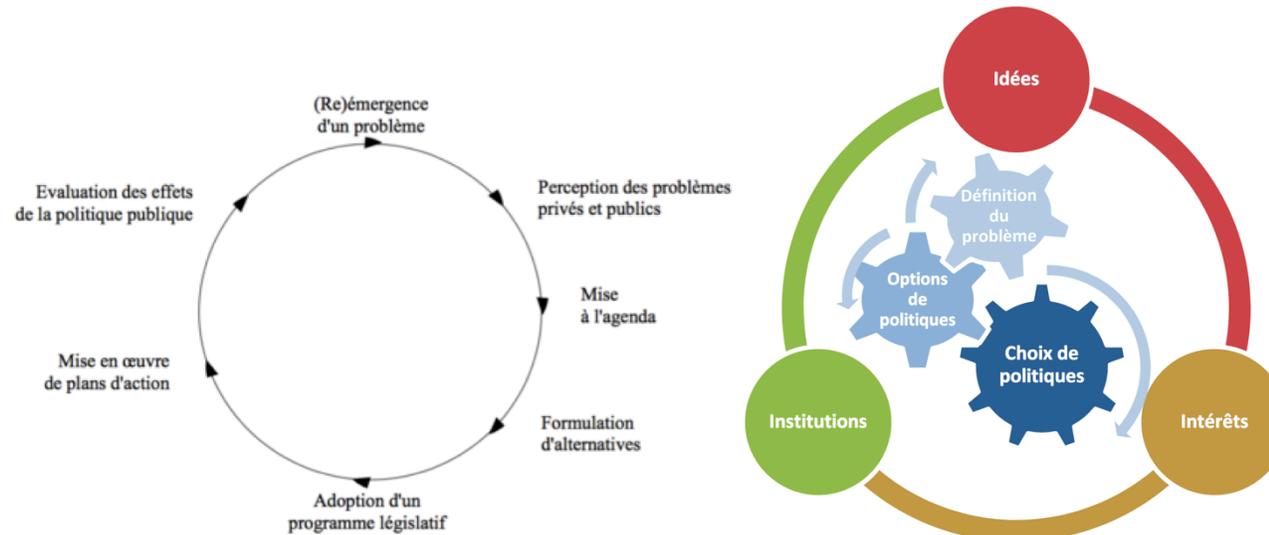
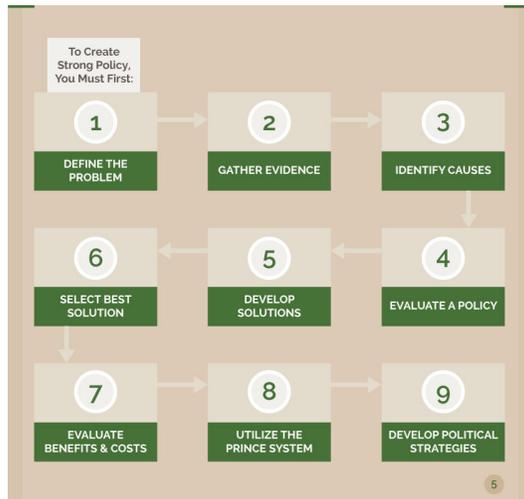
Your policy context analysis – and stakeholder mapping

- Have your key targets changed/evolved over the course of project?
- Do you feel you have a better understanding now of how policies are made/decided with regards to your issue?
- Do you know who you should prioritize for dissemination?
 - Knowing this is essential to **focus efforts and prepare effective communication tools**



Your influence strategy

How is policy made? Processes are anything but linear...



“There is no general theory of policymaking”

- Paul Cairney: *Politics and Public Policy* (Sept 2018).

One must understand, and adapt to, the relevant **context**, **influencing factors**, and **practices in target institutions**

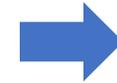


Your influence strategy

Two “constances” that can be useful to consider..

Main potential uses of “evidence” to inform policy:

- To determine « priorities » of policy interventions
- Formulate/design new policies
- Evaluate existing policies



Helps understand the needs to address, or questions to answer

Different “levels”, types and roles of policy advisors

“Technical/experts” vs “Political/partisans”

- Different knowledge base, interests/priorities, longevity..



Helps determine language, values to emphasize, time/efforts to invest..



Your influence strategy

TECHNICIANS/EXPERTS

- Key role to assimilate scientific knowledge/views into policy advisory process

+ influence through “implementation”

Intermediaries:

- Seek/gather, appraise et synthesize “evidence”

Officials/officers (e.g. directors, etc):

- Use knowledge to produce scenarios/advice (from a technical point of view) for decision-maker

More long term, stable..

POLITICAL ADVISORS

- Greater potential of (more direct) influence, for (+/-) consideration of scientific evidence in decision

But from a “partisan” perspective = importance of science is relative (vs other factors/interests) in their recommendation

More short term, but influential



Your influence strategy

STEP 3 – How do you convince them?

Three main characteristics of a « successful policy entrepreneur »
(Cairney, 2018)

- **Ability to define/present a problem, and the solution (COMMUNICATION) – NEXT**
- **Have « ready » solutions to offer when a problem emerges – anticipate, possible?**
 - *« When attention is brought upon a problem, it's already too late to produce a solution »*
- **Take advantage/utilise motives and opportunities of decision-makers**
 - Elections, media attention, public perceptions..



Your influence strategy

Another key tip from PEP..

FOCUS YOUR EFFORTS

- Choose/select your targets, and channels
- Understand your targets (what do they want, read, who do they listen to)
- Work on your message to make it as convincing and bulletproof as possible



Prepare a convincing
policy proposal



A convincing policy proposal

Mainly 3 steps

1. Identify the problem
2. Present and compare options
3. Present and justify recommendation



A convincing policy proposal

Step 1 – Identify the problem

What is the general issue and why is it relevant?

- What is the concern?
- What is it costing?
- Who are involved and affected?

Uruguay case:

- An undervalued domestic work sector with low wages and high informality.
- The sector is highly feminized thus women are more affected (gender equity).



A convincing policy proposal

Step 1 – Identify the problem

What is/are the current initiatives/policy to tackle this issue?

- Why/how is it not working (i.e. persistence of the problem)
- What do we need to know about it (is it working)?

Uruguay case: Minimum wage policy

- introduced in 1969 but excluded domestic workers (incorporated in 1991)
 - Strengthened by the national law introduced in 2006 to protect domestic workers.
- Need to know the effects of the policy on wages, employment and formality for domestic workers

A convincing policy proposal

Step 1 – Identify the problem

Are there specific factors to consider in (or obstacles that may prevent) the design or implementation of policy solutions

Uruguay case:

- ✓ High rates of non-compliance
- ✓ High costs of implementation eg. labour inspections
- ✓ Weak or no public awareness
- ✓ Labour union power - especially if they are not involved in a genuine process of consultation and social dialogue
- ✓ Cultural factors (norms, values, traditions, attitudes and perceptions influencing employment relationships)

A convincing policy proposal

Step 1 – Identify the problem

Are there competing narratives related to the issue?

- Can be sourced from the media, consulting stakeholders e.t.c.

Uruguay case: Minimum wage policy:

- Leads to increased formalization
- Encourages migration from formal to informal sector
- Minimum wage policy vs. Wage subsidy



A convincing policy proposal

Step 2 – Present and compare scenarios

Using a « COST-BENEFIT ANALYSIS » (CBA)

1. Identify two (or more) policy options/alternatives

- In addition to your research/recommendation, can be informed by policy debates, or existing literature

2. Analyze/synthesize key benefits/costs of each option.

- Your research may have contributed to understanding these, at least for 1 option

3. Estimate the monetary values of these benefits/costs

- Consider discounting future values to the present using an appropriate rate

4. Compute Benefit-Cost Ratios (BCR) and compare

Step 2 – Present and compare scenarios

Using a « COST-BENEFIT ANALYSIS » (CBA)

	Minimum wage policy	Wage subsidy
Increase (decrease) in wages	139	114
Increase (decrease) in employment	(17)	31
Increase (decrease) in formality	(23)	10
Budget funding	No cost	105
Implementation costs	58	92
BENEFIT-COST RATIO (BCR)	1.42	0.79

- Figures in bn \$U (Uruguay pesos)
- Values discounted over 5 years using a rate of 5%



Step 2 – Present and compare scenarios

Using a « COST-BENEFIT ANALYSIS » (CBA)

Minimum wage policy

Increase (decrease) in wages	139
Increase (decrease) in employment	(17)
Increase (decrease) in formality	(23)
Budget funding	No cost
Implementation costs	58
BENEFIT-COST RATIO (BCR)	1.42

➔ According to the study, **labour inspection and awareness campaigns** offset these effects on formality

- Figures in bn \$U (Uruguay pesos)
- Values discounted over 5 years using a rate of 5%



A convincing policy proposal

Step 3 – Present and justify your recommendation

State which option should be preferred

- though this should already be clear in step 2 (CBA),

And summarize the arguments in favour.

Uruguay - BEST OPTION: Minimum wage policy with improved labour inspection and awareness campaign

- **WHY:**
 - Higher BRC value (benefits relative to costs)
 - Labour inspections and awareness campaigns promote compliance (formalization)
 - Promotes gender equality
 - Better public perception (vs wage subsidy), etc...



A convincing policy proposal

Step 3 – Present and justify your recommendation

Highlight how your research contributes to informing the comparison/debate

E.g. The Uruguay study contributed to identifying:

- positive effects (benefits) of the minimum wage policy
- negative effects (costs) of the minimum wage policy
- how the negative effects can be mitigated
- existing alternatives through literature review



A convincing policy proposal

Step 3 – Present and justify your recommendation

To be prepared, you should also **be aware of the other (key) factors that policy makers could consider** before adopting your proposal

- Eg. political factors – preference for a specific policy on account of political reasons

Discussion: What could be such **factors in your country?**

With regards to minimum wage policy for domestic workers...



How to communicate research



How to communicate research

1. Understanding your audience(s)
2. Adapting your message to your audience(s)
3. Research to real life
4. Golden rules for written/visual communication
5. Your PEP tools



Three questions to understand your audience(s)

- 1. Who are they?**
- 2. Are they knowledgeable about your subject?**
- 3. What are their goals/interests?**



1. Who are they?

You have already identified your audience(s)

- Policy Context Analysis / Dissemination Strategy
 - Roles/positions
 - Organisations

Different Audiences = Different Interests = Different Messages

Example

Ministry of Labour policymaker

Women's rights advocate

Domestic Workers Union representative



2. Are they knowledgeable about your subject?

- Based on your consultations
- Tell them something they don't know



2. Are they knowledgeable about your subject?

- Tell them something they don't know

Example

Ministry of Labour policymaker

- **Knows** law 18.065 changed the Labour Code for Domestic Workers
- **Doesn't know** what effect this policy had



2. Are they knowledgeable about your subject?

- Tell them something they don't know

Example

Women's rights advocate

- **Knows** women dominate the domestic sector – low wages & informality
- **Doesn't know** how to address these issues



2. Are they knowledgeable about your subject?

- Tell them something they don't know

Exercise

Domestic Workers Union representative

- **Knows** low wages & informality characterize domestic work sector
- **Doesn't know** how to address these issues



3. What are their goals/interests?

- Highlight areas of research that support their goals/interests
- Minimize differences, where possible

Example

Ministry of Labour policymaker wants

1. More formal workers (tax revenues)
2. To respect budget constraints



3. What are their goals/interests?

- Highlight areas of research that support their goals/interests
- Minimize differences, where possible

Example

Women's rights advocate wants

1. Policies that reduce the gender pay gap
2. More job security for women (formality)



3. What are their goals/interests?

- Highlight areas of research that support their goals/interests
- Minimize differences, where possible

Exercise

Domestic Workers Union representative wants...

1. Decent wages for domestic workers
2. Decent working conditions (e.g. job security) for domestic workers



How to communicate research

Understanding your audience(s)

Ministry of Labour policymaker	Women's rights advocate	Domestic Workers Union Rep
<ul style="list-style-type: none">• Knows law 18.065 changed the Labour Code for Domestic Workers• Doesn't know what effect this policy had• Wants more formal workers• Wants to respect budget constraints	<ul style="list-style-type: none">• Knows women dominate the domestic sector – low wages & informality• Doesn't know how to address these issues• Wants policies that reduce the gender pay gap• Wants more job security for women (formality)	<ul style="list-style-type: none">• Knows low wages & informality characterize domestic work sector• Doesn't know how to address these issues• Wants decent wages and working conditions for domestic workers

2. Adapting your message to your audience(s)



How to communicate research

Adapting your message to your audiences

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
- Think about the story you are trying to tell and how this can lead to action
- **Use your knowledge of your audience** and your experience of the policy context



Example

Core messages

- Minimum wages have a positive effect on wages
- Compliance measures needed to prevent migration from the formal to the informal sector



How to communicate research

Adapting your message to your audiences

Example

Using AIDA for Ministry of Labour policy maker

- Minimum wage policy means more domestic workers move to the informal sector. **Attract**
 - New findings show that compliance measures, such as inspections and awareness campaigns, can offset these effects. **Interest**
 - Minimum wage policies need to include provisions for working conditions inspections and awareness campaigns. **Desire**
- **Doesn't know** the effect the [minimum wage] policy had
 - **Wants** more formal workers*
 - **Wants** to respect budget constraints*
- Action**

* **Cost-benefit analysis!**



How to communicate research

Adapting your message to your audiences

Example

Using AIDA for women's rights advocate

Interest

- Setting minimum wages in the domestic sector reduces the under wage gap
- However, this policy leads to many women moving into the informal sector.
- Introducing compliance measures, such as labour inspections and awareness campaigns, aimed at the domestic sector, can offset these effects.

Attract

- **Doesn't know** how to address [low wages & informality] issues
- **Wants** policies that reduce the gender pay gap
- **Wants** more job security for women (formality)

Action



How to communicate research

Adapting your message to your audiences

Exercise

Using AIDA for domestic workers union rep

Attract

Interest

Desire

Action

- Domestic worker wages increase thanks to minimum wage policies.
- However, this leads to domestic workers moving into the informal sector.
- Introducing compliance measures, such as working conditions inspections and awareness campaigns, alongside minimum wage policy can offset these effects.

- **Doesn't know** how to address issues of low wages and informality
- **Wants** decent wages and working conditions for domestic workers



How to communicate research

Adapting your message
to your audiences

Uses

- Policy brief*
- Blog/article
- Social media
- Slide presentation*
- Press release
- Pitch/meeting
- Conference/meeting invitation*
- ...and more!

*Will see in more detail



How to communicate research

3. Research to real life

“Policymakers and politicians are less and less likely to consider ideas unless those ideas can carry resonance with the wider audiences that they increasingly feel beholden to.”

Keith Burnet

Author, Immersive experiences and simulations are helping think tanks adapt to the changing policy landscape



How to communicate research

- Impact Evaluation experiment in Uganda
- Tested the effect of business training (clinics) on young entrepreneurs
- Team's findings helped inform national Youth Employment Strategy
- Participants also noticed positive real effects



How to communicate research

“I learnt how to generate business ideas, raise capital, and handle risks and uncertainties in my business.

All these were a result of attending a business clinic. I am now a self-employed and my entrepreneurial skills are developing day by day.”

- Spencer Ivan, Mbarara

- People care about people
- Show policy effect on real people
- Quote or story = powerful messaging/storytelling



How to communicate research

- PMMA, MPIA, CBMS
 - Find 1 or 2 people affected by the policy & would be affected by your recommendations
 - PIERI
 - Effect on 1 or 2 “treated” participant(s)
 - Don't have to use their real name
- ▶ Use in your communications/tools



Golden rules of written/visual comm

1. Deconstruct your text

- Hierarchy of ideas - Main vs sub-ideas
- One line for each idea (max 2)!!!
- Full sentences (subject, verb, complement) NOT necessary!

2. Select and highlight **KEY WORDS/IDEAS** – use **bold**, CAPITAL, colors

3. Create **SPACE** around your key words/ideas

4. Use lines that start with stats/numbers

5. Use **images/visual illustrations** (e.g. infographics, pictures..)



Golden rules of written/visual comm

Uruguay policy brief introduction (context)

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.



Golden rules of written/visual comm

Uruguay policy brief introduction – same information, different format

Uruguay DOMESTIC SECTOR



99% women workers

13% of total female employment

Undervalued:

low wages & high informality



46% have no social
security coverage



Golden rules of written/visual comm

And for your findings...

Positive effect on wages

- 20% of domestic workers (formal and informal) increase their wages.

Migration of formal workers to the informal sector

- Especially for young women, and workers outside capital city.
- **BUT**, secondary data shows that complementary policies (labour inspections and awareness campaigns) help to mitigate/offset.

Empoyment in domestic sector decreases by 3%

- **BUT** coincides with period of economic growth and improved working conditions, favoring migration to other sectors (rather than generating unemployment)

Golden rules of written/visual comm

1. Deconstruct your text

- Hierarchy of ideas - Main vs sub-ideas
- One line for each idea (max 2)!!!
- Full sentences (subject, verb, complement) NOT necessary!

2. Select and highlight **KEY WORDS/IDEAS** – use **bold**, CAPITAL, colors

3. Create **SPACE** around your key words/ideas

4. Use lines that **start with stats/numbers**

5. Use **images/visual illustrations** (e.g. infographics, pictures..)



A policy brief can look like this...

Policy Brief



No. 188 February 2019

Improving cognitive skills for non-farm entrepreneurial productivity and growth in Indonesia

By Niken Kusumawardhani, Daniel Suryadarma, Luca Tiberti, Veto Tyas Indrio

Key messages

- Investments to improve long-term health outcomes may be more valuable than training programs in boosting the cognitive skills needed for non-farm entrepreneurial success.
- Measures to improve skills-sector matching could help competitiveness and productivity in the non-farm sector.
- Innate problem solving skills and being able to quickly adapt to change are linked to higher non-farm profits and business value.

Indonesia's SME sector key to national development

Indonesia's 60 million Small and Medium Enterprises (SMEs) contribute 60% of GDP and occupy 97% of the workforce¹.

Improving SME competitiveness and productivity is a key element in the government's Mid-Term Development Plan.

The plan includes training programs, providing start-up capital for entrepreneurs and an educational curriculum to foster entrepreneurship.

Targeted support needed for entrepreneurs

However, self-employment in Indonesia is often necessity-motivated due to a lack of skills and opportunities for employment in the wage sector.

The abundance of SMEs in Indonesia has increased the importance of being able to identify and support entrepreneurs that have a high growth potential as an engine for development.

Types of Intelligence



¹ Coordinating Ministry of Economic Affairs Republic of Indonesia

Understanding the skills and characteristics that are important for success among entrepreneurs is necessary to improve programs that aim to encourage and support entrepreneurs.

Additionally, understanding entrepreneurs more generally is useful for developing national strategies for poverty reduction and growth.

The analysis

A team of local researchers set out to investigate what types of intelligence lead to entrepreneurial success. To do so, the team analyzed the returns of different cognitive skills on the profits and value of (non-farm) household businesses. Using data from the most recent waves of the Indonesian Family Life Survey (2007 and 2014), the team compared the returns on crystallized intelligence with those on fluid intelligence.

- Results of a numeracy test were used as a proxy for **crystallized intelligence**.
 - Defined as the ability to use skills, knowledge and experience.
 - Acquired through education, experience and interaction with an environment.
- Results of a Raven's Progressive Matrices (shape matching) test were used as a proxy for **fluid intelligence**.
 - Defined as the capacity to think logically and solve problems in novel situations.
 - Highly influenced by genetics and biological factors.

Key findings

The findings of this study indicate that a **higher level of fluid intelligence is associated with greater business profits and value**.

- A one standard deviation increase in performance in the Raven's test leads to 5.7% increase in profit and 7% increase in business value.
- The positive effect of fluid intelligence was not found to be concentrated in any economic sector.

Crystallized intelligence was only found to have a positive effect on business performance when the entrepreneur is engaged in the sector that is the most appropriate for his or her skills.

- It was found to lead to higher profits only in the brain-intensive sector.
- Higher fluid intelligence does not provide significant benefits in this sector.

The research team found little evidence of skills sorting into specific sectors, i.e. that individuals with specialized intelligence, educational attainment or skills choose the sectors where their specific abilities would prompt the highest returns.

This could be driven by local economic environment and labor market constraints that prevent perfect (or quasi-perfect) matching between skills and sectors. For example, the majority of workers have low levels of education, making it difficult for businesses to find employees with the desired skill and education levels.

Non-farm household businesses were found to:

- Have an average value of 23 million Rupiahs
- Have small but healthy profits (11.9 million Rupiahs/year)
- Have little to no investment in technology or land
- Invest heavily in equipment



Conclusions and policy messages

The findings suggest that in a developing country setting like Indonesia, where economic environments change rapidly and rules and regulations on businesses are still relatively incomplete, the **ability to quickly adapt to change and to solve problems (fluid intelligence) is more useful than a high level of technical skills (crystallized intelligence)**.

Additionally, because the majority of household businesses in Indonesia are labor-intensive and use low capital and simple technology, high levels of crystallized intelligence may not provide a significant advantage.

Given that fluid intelligence is something that an individual is born with, rather than taught, it appears that **training programs are not the most useful way to increase the cognitive abilities needed to support non-farm entrepreneurs in Indonesia**, contrary to current policy.

The findings of this project instead point to a **need for policymakers to invest in improving long-term health outcomes**, including in-utero care and environmental conditions.

In addition, policies that support entrepreneurs with high levels of crystallized intelligence to find a job as a waged worker or operate a business in the brain-intensive sector and would increase returns to these skills.

As sorting into specific sectors is not dependent on the type of intelligence most suited to that sector, it is likely that the returns to each type of intelligence are limited. Improved skills-sector matching would help increase returns to skills.

Policymakers should also aim to reduce existing constraints facing entrepreneurs in Indonesia.

Further research is needed to establish the most effective ways to achieve these recommendations.



This brief summarizes outcomes from PMMA-20026 supported under the PAGE II initiative (2016-2020). To find out more about the research methods and findings, read the full paper, published as part of the **PEP working paper series**.

PAGE II is a global research and capacity-building initiative for Policy Analysis on Growth and Employment in developing countries. PAGE II is supported by the Department for International Development (DFID) of the United Kingdom (or UK Aid) and the International Development Research Centre (IDRC) of Canada.

The views and opinions expressed in this publication are those of the authors and do not necessarily reflect those of PEP.



Or like this!



Policy Brief



IMPROVING COGNITIVE SKILLS FOR ENTREPRENEURIAL PRODUCTIVITY AND GROWTH IN INDONESIA

By Niken Kusumawardhani, Daniel Suryadarma, Luca Tiberti and Veto Tyas Indrio

BACKGROUND

Indonesia's **60 million** Small and Medium Enterprises (SMEs) contribute



Improving SMEs' competitiveness and productivity is a key element in the government's Mid-Term Development Plan.



RESEARCH OBJECTIVE: Investigate the returns of two types of cognitive skills (fluid intelligence and crystallized intelligence) of Indonesian non-farm household enterprises on the performance of their businesses.

THE ANALYSIS

FLUID INTELLIGENCE

Capacity to think logically and solve problems in novel situations.
Highly influenced by genetics and biological factors.
Measured by Raven's Progressive Matrices test (shape-matching test) from the IFLS.*



CRYSTALLIZED INTELLIGENCE

Ability to use skills, knowledge and experience.
Acquired through education, experience and interaction with an environment
Measured by mathematic test score in IFLS.*

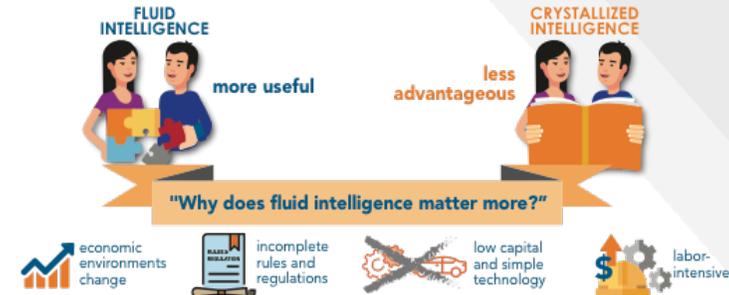


*Indonesian Family Life Survey; data from 2007 and 2014.

KEY FINDINGS

- A one standard deviation increase in fluid intelligence leads to:
 - ↑ 5.7% increase in profit and
 - ↑ 7% increase in business value.
- We do not find evidence that crystallized intelligence, once fluid intelligence and education attainment are controlled, has any effect on business performance.
- Crystallized intelligence leads to higher profits only when an entrepreneur is engaged in the sector that is most appropriate given her or his skills.
- We find no evidence of entrepreneurs sorting into sectors based on intelligence or education, presumably due to labor market constraints.

CONCLUSIONS



POLICY MESSAGES



How to communicate research

5. Your PEP tools

- a) Policy Brief
- b) Slide Presentation
- c) National Policy Conference



How to communicate research

Your PEP tools – policy brief

- A good policy brief should:
 - **Highlight “urgent” policy issue** that needs addressing
 - **Outline recommendations** (policies) that can address the issue
 - **Provide evidence** – justify why should your recommendations be applied?
 - **Provide insights to policymakers** on what they need to know to formulate sound policy
- **Not** simply summary of your working paper



How to communicate research

- A good **PEP** policy brief is:
 - **2 to 4** pages
 - For a **non-scientific** audience
 - **Attractive** (pictures) and **accessible** (infographics)
 - **A starting point** for more specific/tailored policy briefs (in your language, if appropriate)
- **Key objective**
 - To highlight need for policy change and to present a viable policy option
- **Key target audience**
 - For PEP: general
 - For your project: Policy actor? NGO? Media? Adapt message!



How to communicate research

- **Structure** (e.g. 3 pages)

- Title
- Key messages
 - 2 to 4 bullet points summarizing your key findings and recommendations
- Background/context – 1/3 page
- Research questions and brief methodology – 1/3 page
- Key findings – 2/3 page
- Conclusions and policy implications/recommendations – 2/3 page

While writing, keep in mind:

- Your objective
- Your target audience



How to communicate research

- Title
 - Not the same as your project title
 - Appeals to a more general audience
- For example, the working paper:
 - *Informal employment and labor market policies: The case of domestic workers in Uruguay*
- Becomes the policy brief:
 - *Uruguay's domestic workers boosted by minimum wage policy*

While writing, keep in mind:

- Your objective
- Your target audience



How to communicate research

- Key messages
 - 2 to 4 bullet points summarizing your key findings and recommendations
 - The “distilled” version – the absolute essentials.

While writing, keep in mind:

- Your objective
- Your target audience



How to communicate research

- Key messages

- 2 to 4 bullet points summarizing your key findings and recommendations
- The “distilled” version – the absolute essentials.

While writing, keep in mind:

- Your objective
- Your target audience

- Example

- *Minimum wage policy can be a powerful instrument for setting decent wages.*
- *Broad labor policies, that include compliance inspections and minimum wages, are needed to achieve the desired effects of the policy.*
- *The introduction of minimum wages in Uruguay’s domestic work sector helped increase wages for formal and informal workers but led to decreased labor formality.*



How to communicate research

Exercise

Identifying key messages

1. Read “policy brief” text
2. Find (highlight/underline) key messages info

Extra: Reformulate for PEP policy brief



How to communicate research

Exercise

Identifying key messages

- Youth employment interventions should be reoriented to promote labour market experience alongside education, rather than after high school graduation.
- Additional measures are needed to support young women who wish to enter the labour market.
- Working while studying is found to reduce the duration of the transition period for men and for youth who have graduated from secondary school.



How to communicate research

- Key messages
 - Also: use visual tools!

IMPACTS OF OFF-FARM EMPLOYMENT



- Has a positive impact on farmers' welfare in Tanzania.
- Complements farming households' income.



- Has a negative impact on agricultural production.
- Competes with farming for family labor.



Leveraging the Trade-off

- Policies that aim to minimize the trade-off and enhance the synergy between off-farm employment, agricultural production, and welfare are vital.



How to communicate research

- Background/context
 - About 150 words
 - Present and explain issue
 - Show knowledge gap/evidence need

While writing, keep in mind:

- Your objective
- Your target audience



How to communicate research

- Research questions and brief methodology
 - ≈120 words on research questions/aims and your approach
 - May include
 - The data source (primary/secondary data)
 - Key methodology (experiment/simulation)
- Note for non-PEP brief: cut the methodology if you can!
 - THINK! Will your audience understand it?

While writing, keep in mind:

- Your objective
- Your target audience



How to communicate research

- Key findings

- Summary of your most pertinent and interesting findings
 - In order of relevance/importance
- Shows the quality and credibility of your research
- Some simple illustrative statistics
 - Should include a graph/chart/**infographic** to better illustrate your findings
- Visual tools to organize or group information
 - E.g. bullet points or colored text boxes

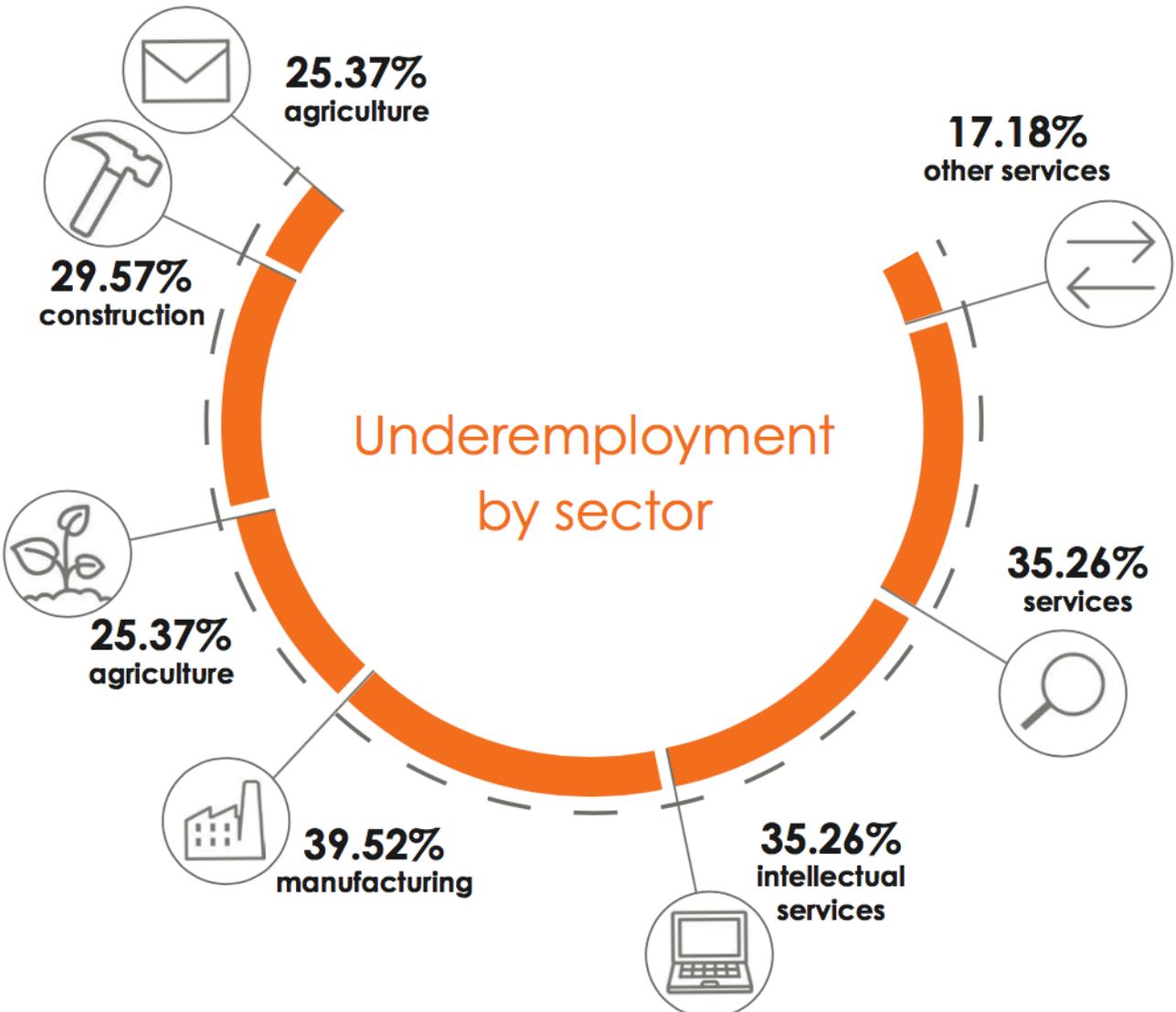
While writing, keep in mind:

- Your objective
- Your target audience

PEP will assist –
contents and visuals!



How to communicate research



- A **graph/chart/infographic** to share your findings quickly



How to communicate research

While writing, keep in mind:

- Your objective
- Your target audience

- Conclusions and policy recommendations

- Your key policy messages – adapted to target audience
- Clear and actionable – how can they do it?
- Based on your findings – **only suggest something you have investigated!**



How to communicate research

- Example of good recommendation:

Finding (answers policy question):

The success of the policy for increasing the wages of all domestic workers, even those not covered by the policy, indicates that **minimum wages are a powerful instrument for setting decent wage floors.**



How to communicate research

- Example of good recommendation:

Finding (answers policy question):

The success of the policy for increasing the wages of all domestic workers, even those not covered by the policy, indicates that **minimum wages are a powerful instrument for setting decent wage floors.**

Recommendation: Working conditions inspections and awareness campaigns are vital to achieve the recognition of domestic workers' labour rights and mitigate possible negative effects on formality of wage fixing.



How to communicate research

- Example of good recommendation:

Finding (answers policy question):

The success of the policy for increasing the wages of all domestic workers, even those not covered by the policy, indicates that **minimum wages are a powerful instrument for setting decent wage floors.**

Recommendation: Working conditions inspections and awareness campaigns are vital to achieve the recognition of domestic workers' labour rights and mitigate possible negative effects on formality of wage fixing.

Proposed action: To be more effective, formalization campaigns should target geographic differences in compliance with regulations, as well as the most vulnerable groups to informality (young women).

While writing, keep in mind:

- Your objective
- Your target audience



How to communicate research

Your PEP tools – national policy conference

1. Strongly encouraged
2. \$2,500 grant
 - For any related expenses
 - Upon approval of report
 - Check report before planning



How to communicate research

Your PEP tools – national policy conference

General national policy conference objectives

1. Speak directly to target audiences
2. Increase visibility of research and findings
3. Receive feedback from a variety of sources
4. Network
 - Could lead to further research



Organizing a national policy conference

1. Find a co-organizer, sponsor or partner
2. Prepare proposal/concept note
3. Find a venue, set a date
4. Promotion and invitations
5. Prepare (policy!) presentation



- **Step 1: Find a co-organizer, partner, or sponsor**
 - Reach, credibility, funds, venue, collaboration and networking
 - Identify key invitees (main stakeholders or research users)
 - **Pair up!** With other research teams/projects (same topic or not)



- **Step 2: Prepare concept note/proposal**

- State main objective/theme
- Structure/program – should include:
 - Contributions from key invitees
 - **Interactive** discussions, comments, debate

Focused on policy

Choose your panelists & discussion topic to serve your objective/theme



How to communicate research

- **Step 3: Find a venue and a date**

- Venue checklist: comfort, access, audiovisual, etc.
- Date checklist: conflicting events and availability of top guests

- **Step 4: Promotion and invitations**

- Invitations adapted to audience (VIPs, media representatives, NGOs, colleagues, etc.)
 - Depending on your objectives for the event
 - Use the right tools, channels, contacts
 - Policy brief, press release/kit, champion
 - Media – if appropriate (ID, reserve area for cameras, etc.)



How to communicate research

- **Step 5: Prepare your presentation**

- Think about your audience and your objective
 - Best way to communicate with them?
- What you will show AND say (practice before!)
- Slide presentation supports what you are saying
 - Bullet points, colors
 - Graphs, charts, infographics
 - Key statistics



How to communicate research

- **Step 5: Prepare your slide presentation**

- 1. Deconstruct your text**

- Hierarchy of ideas - Main vs sub-ideas
- One line for each idea (max 2)!!!
- Full sentences (subject, verb, complement) NOT necessary!

- 2. Select and highlight KEY WORDS/IDEAS** – use **bold**, CAPITAL, colors

3. Create **SPACE** around your key words/ideas

4. Use lines that start with stats/numbers

- 5. Use images/visual illustrations** (e.g. infographics, pictures..)



Announce findings and/or national policy conference (outcomes)

Tip for media: MAKE IT EASY FOR THEM

- As close to a newspaper article as possible – “copy-paste material”
- Include all the information **most important to your objectives**
- Provide credible sources and quotes
- Structure:
 1. Key (policy) message
 2. Current situation/debate - Why is this relevant now? – What do you add?
 3. Contact/references - Sources of more information (Policy brief, web page, researchers). Make yourself available, and follow up



How to communicate research

Accompanies the press release

- **Fact sheet**

- Quick key statistics
- Include your [infographic!](#)
- About your project
 - Link PEP project page
- About you/your institute
 - Link website & social media accounts

- **Illustrative photos** (high resolution)

- If they are yours to sell/share
- Illustrate your topic

- **Interviews/press reports**

- Links to videos/radio reports



- The Knowledge Translation Toolkit (IDRC)
 - <https://idl-bnc-idrc.dspacedirect.org/bitstream/handle/10625/46152/IDL-46152.pdf>
- Tools for Policy Impact: A handbook for researchers (ODI)
 - <https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/194.pdf>
- Communicating Research: A beginner's guide for researchers in Vietnam (ODI)
 - <https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/7183.pdf>
- *La recherche appliquée en économie - Méthodologie, communication scientifique et financement* (Research Methodology and Scientific Communication in Applied Economics) by Abdoulaye Seck
 - <http://www.editions-harmattan.fr/index.asp?navig=catalogue&obj=livre&no=61637>



Thank you !

Supported by:



International Development Research Centre
Centre de recherches pour le développement international



www.pep-net.org

