



Integrated Environmental Assessment Workshop for the National Reporting Toolkit

Module 3: *Developing an impact strategy for your IEA*

Dr. Laszlo Pinter
CEU and IISD
December 10, 2013

9-12 December, 2013
Abu Dhabi, UAE

Session at a Glance



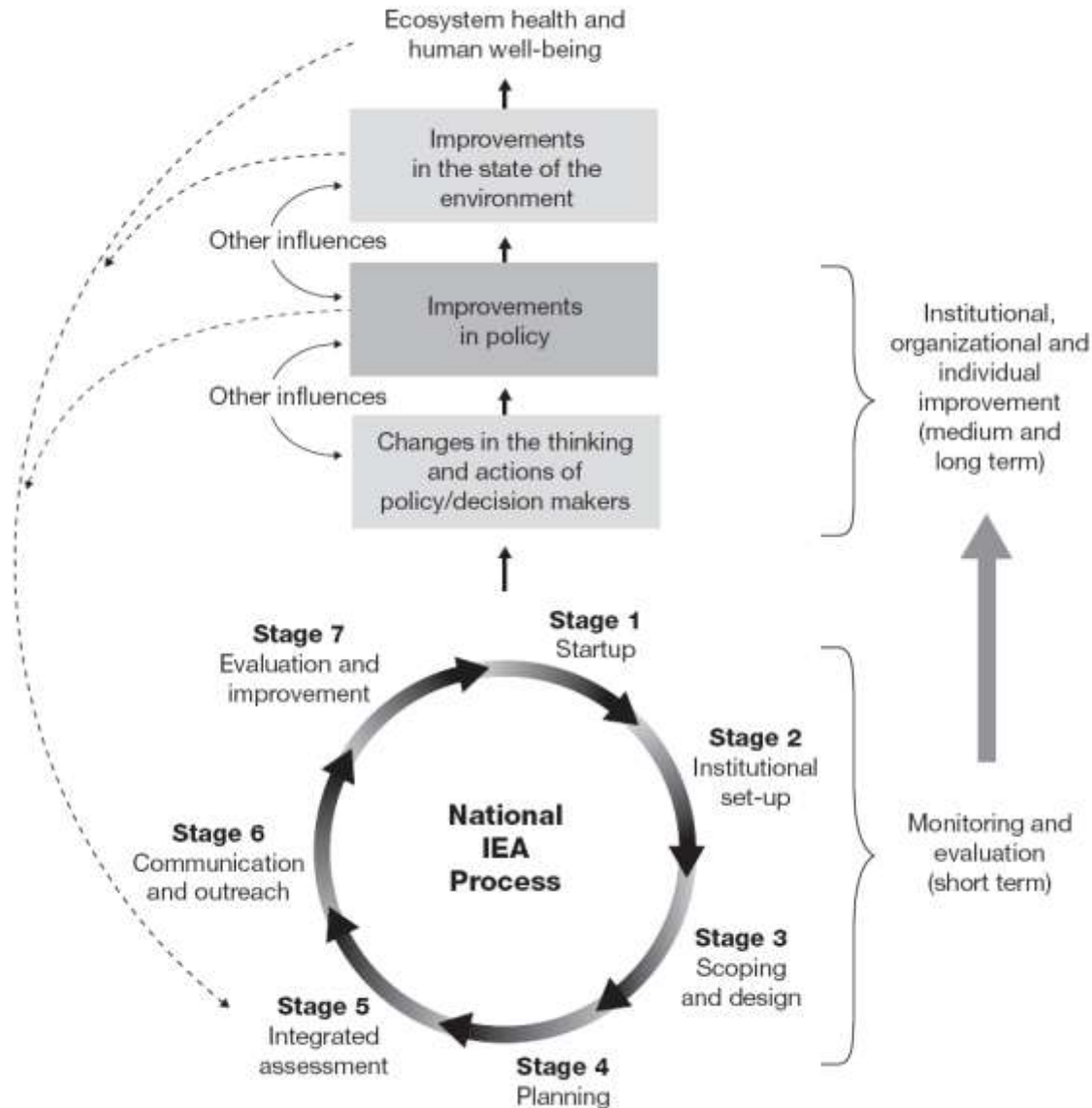
- Session 1: **Introduction**
- Session 2: The Impact Process
- Session 3: Building an Impact Strategy

Learning Objectives



- Be able to **articulate** the reasons for conducting an Integrated Environmental Assessment.
- **Understand** the political context for implementing the results of an IEA. How are changes made in policy and practice in your country.
- **Move** beyond awareness of the importance of impact and communications to develop strategies to achieve impact.
- **Increase** recognition of who you want to reach and how that will affect how you undertake your work.
- **Recognize** that a meaningful impact is a dynamic result, requiring an ongoing strategy which is much more than a single product at the end of an assessment.

Conceptual Understanding of the National IEA Process



The impact of Science on Policy and vice versa



- Assessment practitioners need to use credible scientific knowledge to impact decision-makers.
- They should also be sensitive to the information needs of social stakeholders, including political actors.
- If you are sensitive to the information needs of people, then you are in a better position to influence them.



Definition of IEA Impact



- The ability of the assessment to lead decision-makers into adopting different (more effective) policies and behaviors from what they originally intended.

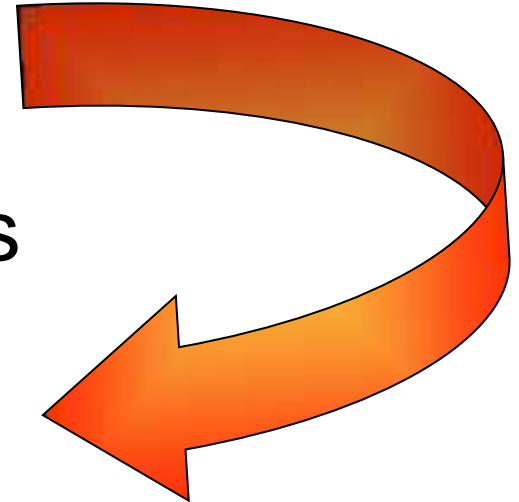


Broader Meaning



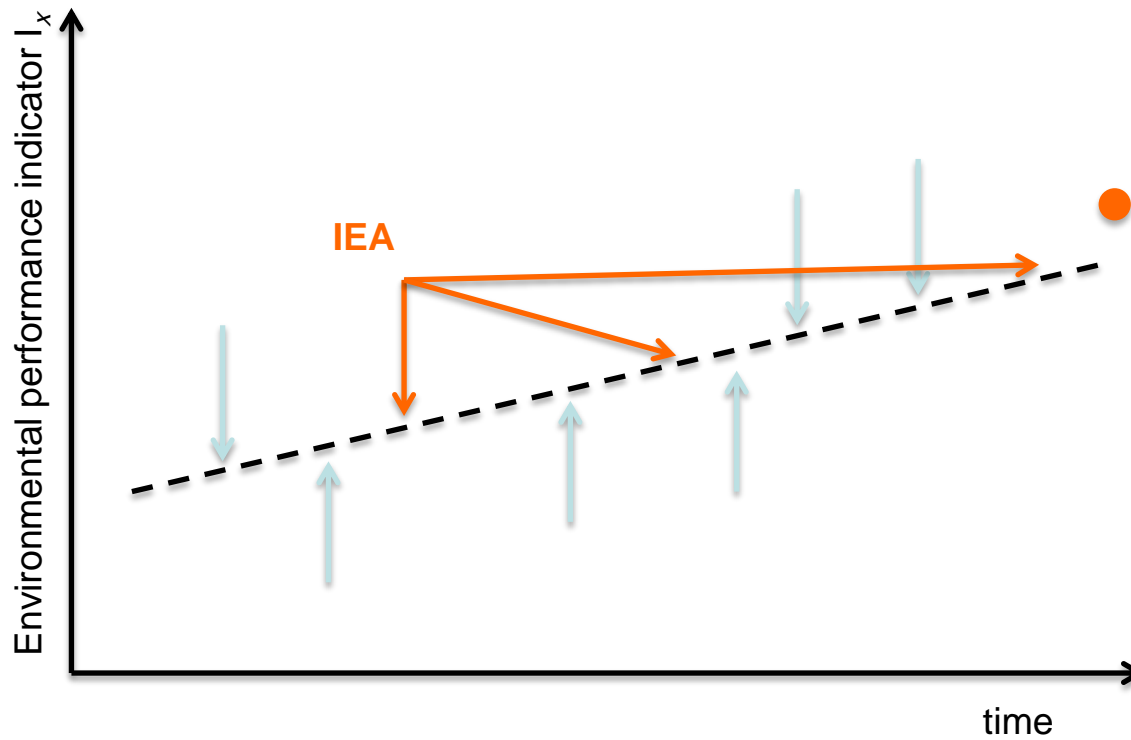
- Changes to an issue domain.

Defined as the areas in which relevant actors seek to address an issue of common interest, characterized by different beliefs and policy preferences.





There is also a need to acknowledge the non-assessment related factors like, social and technological solutions, that could bring about change In the issue areas



IEA impact



Impact of other contextual factors (events, policies, technology shifts etc.)



Environmental policy target



- Potential users must view the assessment as:
 - Addressing actual issues
 - Legitimate
 - Credible

Session at a Glance



Session 1: Introduction

Session 2: The Impact Process

Session 3: Building an Impact Strategy

The Impact Process



- What is an impact strategy?
- When do you prepare an impact strategy?
- Why would you need an impact strategy?

What is an Impact Strategy?



- An impact strategy consists of the steps you take to ensure that the work you do will lead to real progress on key issues or concerns.
- It is proactive in nature, and adaptive in a public policy environment where priorities of governments and citizens can shift and change.

Considerations for an Impact Strategy



- Assessment mandate
- Lessons from past IEAs' impacts
- IEA participants and their legitimacy
- Getting a sense of current policy priorities and climate
 - New legislation debated by policymakers
 - High profile issues in the media
 - Extreme events
 - New scientific discoveries
 - NGOs
 - High-profile international issues that are relevant nationally
 - Etc.

Exercise: Setting the Stage for an Impact Strategy



Discuss the context of a previous national assessment in your country with others around your table

(10 min, then discuss in plenary)

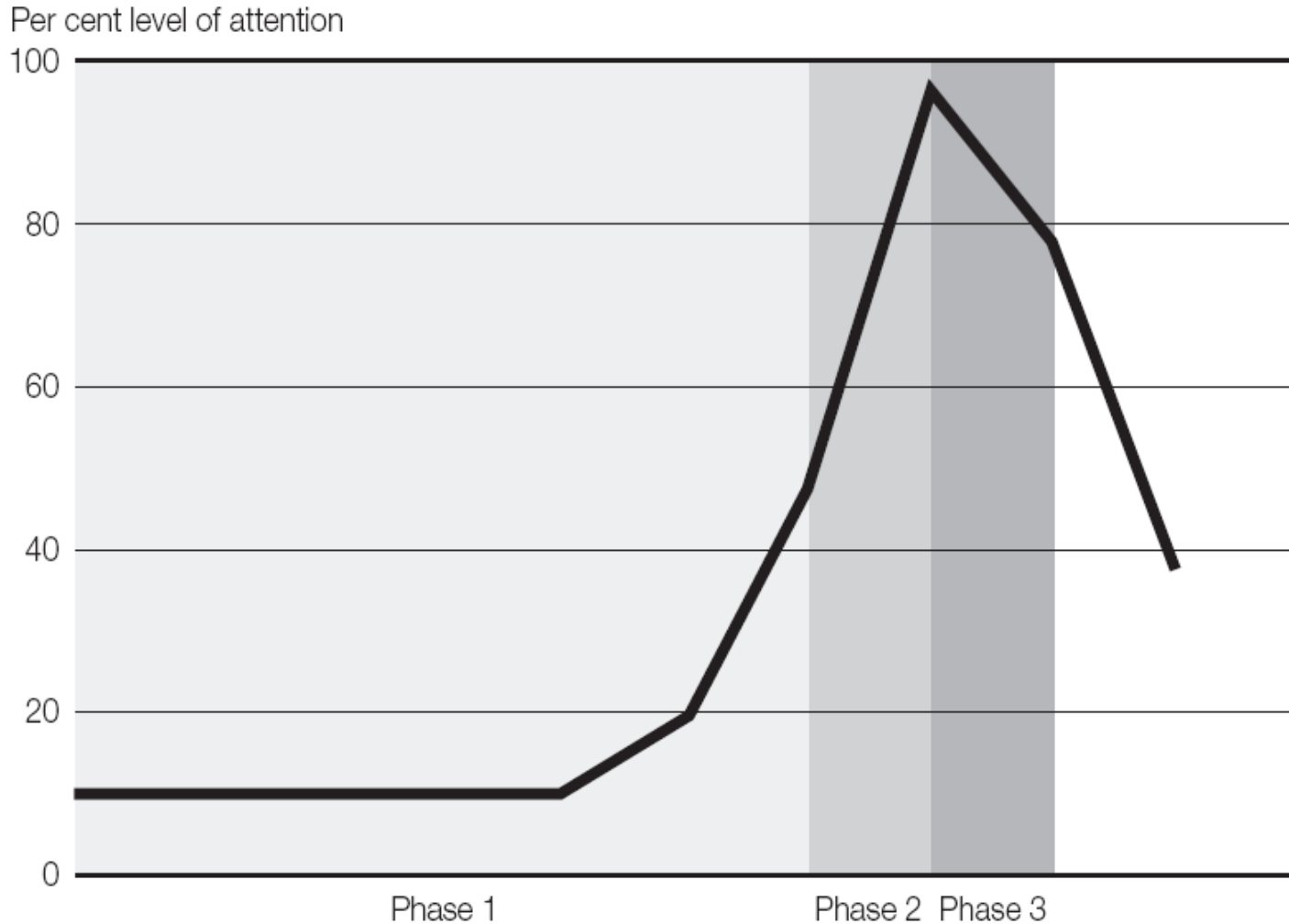
- What was the context for a previous high-profile assessment with which you are familiar?
- Why was the assessment conducted?
- Was the assessment seen as a priority by decision-makers? Why or why not?
- How were the results used?



Phases of Issue Development According to Level of Attention



Phases of an issue attention cycle (adapted from Social Learning Group 2001).





Understanding what the **issue attention cycles** are will help in choosing actors to engage with and when to engage them.

- What is on the public, political and bureaucratic mind?
- Where will new information and recommendations for action be most useful?

Understanding Issue Attention Cycles



- In **West Asia Region** as well as other regions the **social attention** to global environmental risks has tended to **lag** years and even decades behind scientific and technical developments.
- A cycle can **rise relatively rapidly**, remain high for a short period of time, and then drop off again.
- In other cases, **there may be two cycles** for a specific issue.

Three Phases of Issue Development



Phase 1:

- **Gradual build-up** of scientific and analytic capacity through research, monitoring and assessment activities.
- Over a long period; characterized by **relatively low public attention**, society's capacity to address new issues gradually accumulates.
- It is **unlikely that new institutions will become involved** to a major extent with the issue.

Three Phases of Issue Development



Phase 2:

- **Rapid rise in public attention**, a renegotiation of leadership, and an emergent need for new institutions.
- The **need for coalitions of actors to push the issue forward** becomes recognized.
- **Coalition building** is encouraged over increased participation by individual or isolated groups of actors.



Phase 3:

- Linkages between the **knowledge**-intensive and **action**-intensive **management** functions increase in frequency and run in both directions: knowledge influences action and vice versa.
- There is also a general decline in public attention to the issue.

Discussion: Issue Radar



- What are examples of high-profile environmental issues of most concern to citizens in your country right now?
- How is your political leadership responding?
- Are there related assessment needs? What are they?

The climate change issue in West Asia Region



- Attention to climate change issues in West Asia Region and particularly in GCC states was illustrated by the decisions taken during the 3rd OPEC Summit held in Riyadh. The “**issue linkage**” appears to have been a critical factor in getting climate change onto the agenda of the public and the policy-makers. A large fund (\$750 million) was committed during the summit by Saudi Arabia, Kuwait, Qatar and United Arab Emirates to support research and development of cleaner technologies toward reversing the current trends in global warming.

Session at a Glance



Session 1: Introduction

Session 2: The Impact Process

Session 3: Building an Impact Strategy



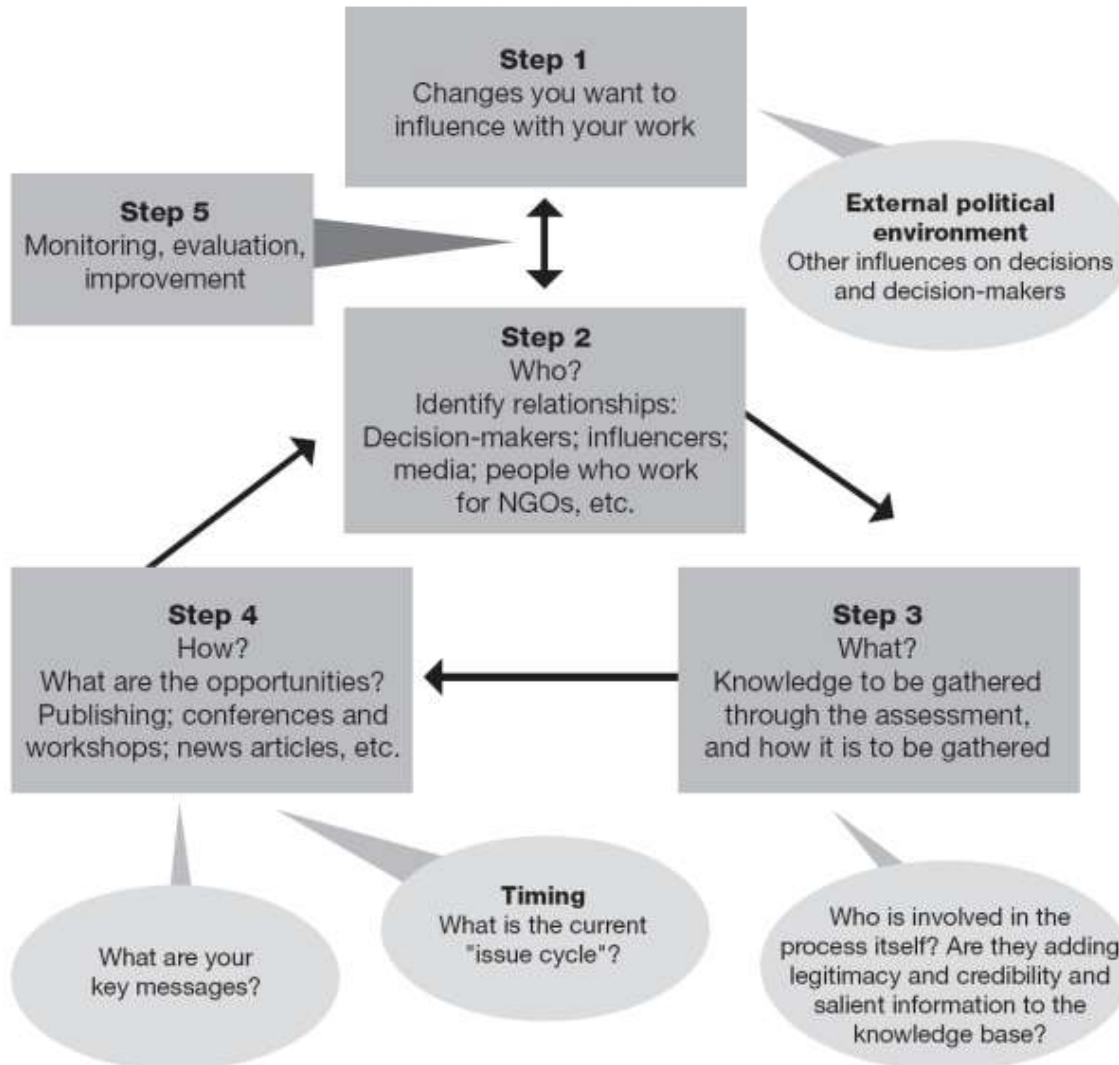
An Impact Strategy Builds on Communications Activities



	Impact Strategy	Traditional Communications Activities
Purpose	Goal is to effect change and to identify your potential role as a change agent.	Goal is to ensure people understand the findings and recommendations.
Audience	Small group of key actors and those who have access to those actors.	Broader audiences.
Timing	Developed at the beginning of the assessment process, monitored and adjusted throughout the process.	Part of the impact strategy; usually implemented towards the end of the strategy when findings and recommendations are known.



Model for an Impact Strategy



Steps in Building an Impact Strategy



1. **Creating the change statement.** What you would like the impact of your assessment to be?
2. **Relationship management.** Identify the key actors that you are seeking to influence, and build connections to them.
3. **Knowledge management.** Gather and analyse the knowledge for the assessment.
4. **Opportunity management.** Move the knowledge into the hands of those you want to influence.
5. **Monitoring and improvement.** Determine whether your impact strategy is working, and adjust it as necessary.

Considerations for building an Impact Strategy



- Who is involved in the process, are they adding:
- **Legitimacy**, which ensures that the assessment is carried out in a fair and politically acceptable way, taking the views and values of the respective audiences into account;
- **Saliency**, which means that the assessment addresses the information needs of its users, and
- **Credibility**, which means that the technical and scientific reliability of the information.

1. Creating the Change Statement.



- An impact strategy is anchored by the “change statement”. What would you like to see changed or done differently as a direct result of your assessment?
- An impact statement may be broad, may identify key policy mechanisms, or may focus on one priority area.

Examples of Change Statements



- A change statement may be broad, such as getting policy-makers to use the IEA.

For example...

Key departmental decision-makers will use the information gathered during the assessment to develop policy priorities, departmental strategic plans and budgets.

Or:

- State, as well as national, level planners will review the findings of the assessment, and prepare internal policy briefs on how they will address the recommendations of the assessment.

Examples of Change Statements



- The change statement could also identify key policy mechanisms.

Example...

The Poverty Reduction Strategy Paper planning and implementation process is adjusted to increase attention to environmental degradation, protection and rehabilitation, based on the findings of the assessment.

Examples of Change Statements



- The change statement could focus on one key priority you want your findings to address.

Example:

The government institutes a national watershed management plan that takes into consideration the responsibilities and capacities of villagers to protect and rehabilitate their water sources.

Step 2 : Relationship Management



- Identify the people you want to reach and obtain a better understanding of their perspective.
 - How do these people acquire information?
 - Who do they trust?
 - Who are the people they listen to, and how can you reach them?
- Central to determining who to reach is the core concept of relationship management: maintaining the connections and influence over time.

Audiences



Step 3 : Knowledge Management



Analyse what they need to know, and what you need to know that will help them take or influence the decision.

- Consider how to **build trust** in your final product.
- Increase the **relevance and salience** of your findings by including participation of decision-makers in the process.
- Ensure greater **legitimacy** through participation of scientists in the knowledge development process.

Step 4: Opportunity Management



- Move knowledge into the hands of those you want to influence.
- Take advantage of key windows to move the assessment findings into the hands of others, and creating opportunity directly.
- The development of “key messages” is essential in this step.

Key messages are short, simple, plain language statements that capture the essence of the work.

Step 5: Monitoring, Evaluation and Improvement



- Measure incremental changes in attitudes, actions and behaviors that are a direct outcome of your work.
- Monitoring, evaluation and improvement should be in place to identify and map incremental changes that will lead to decisions or changes you are seeking.
- Track interactions with your contacts and the media.

Example of a Database



Jane Doe - Contact

Save and Close

File Edit View Insert Format Tools Actions Help

General Details Activities Certificates All Fields

Full Name... Jane Doe

Job title: Deputy Minister

Company: Department of Environment

File as: Doe, Jane

Phone numbers

Business... +99 (999) 9999-9999

Home...

Business Fax...

Mobile...

Addresses

Business...

This is the mailing address

E-mail... jane.doe@doe.anywhere

Display as: Jane Doe (jane.doe@doe.anywhere)

Web page address:

IM address:

March 15 2004: Requested meeting to brief Deputy Minister on SOE process

May 2 2004: Meeting with Deputy Minister for 30 minutes

May 3 2004: Submitted notes on meeting to Deputy Minister; added Deputy Minister to SOE stakeholder mailing list

October 2004: Deputy Minister requested progress report on SOE

Contacts...

Categories...

Private

A Possible Continuum of Behavior Changes in Target Actors



- **Receiving information**
 - Information sent to target actors
 - Meetings are set up with target actors
- **Seeking and processing information**
 - Target actors seek information from others to verify information in the IEA
 - Media reports messages that are consistent with IEA
- **Acting**
 - Target actors issue new policy briefs, white papers, frameworks, regulations, other responses.
- **Demanding**
 - Target actors ask for more work from IEA process leaders (e.g., follow-up investigations, more in-depth assessments).

Case Studies of Assessments that had Impact



- Social Learning Group (2001) found that self-conscious process evaluation was rare in the management of global environmental risks.
- Consequently, there are few examples of formal “impact strategies” to draw from
- Nonetheless, we can learn from assessments that have had some impact success.
- These can provide the participants from the Region pointers for the development of an impact strategy



- Millennium Ecosystem Assessment (MA).
- Kingdom of Bahrain Strategy to enhance Public Awareness and Decision-making.
- Yemen National State of Environment Report (2001).



- **Step 1:** *Impact statement: what did the strategy want to see changed as a result of the assessment?*
- Bahrain's awareness strategy stated that, a key step towards meeting the challenges posed by a changing climate is to initiate a national dialogue to raise awareness among key policymakers, civil society organizations and NGOs about its causes and potential consequences.
- A shared understanding among these individuals and institutions is essential, not only for mobilizing public support, but also for undertaking the range of participatory activities that will undoubtedly be needed.



Objectives:

1. **Identify** and increase levels of environmental awareness among key segments of Bahraini society.
2. **Protect** the environment, rationalize natural resource use, and reduce resource depletion rates.
3. **Inspire** in the younger generation a set of values and ethical standards that will lead to proactive attitudes and behavior toward climate change and environmental protection.



4. **Facilitate** public participation and support for resource conservation.
5. **Enhance** institutional capacities of various government departments, civil society, industrial and economic organization relevant to climate change, environmental management, and resource conservation.
6. **Establish** networks for influencing social, economic and environment policies to be more conducive to sustainable development
7. **Target** influential private and civil society groups for raising awareness campaigns regarding specific adaptation, mitigation and vulnerability reduction policies and measures that could be effectively implemented.



Step 2: Relationship Management

Communication strategy identifies several categories of civil society groups:

1. Children, youth and teachers.
2. Governmental policy and decision makers.
3. Non-governmental and civil society organizations.
4. The media.
5. Scientific and academic community.
6. Religious leaders.
7. The private sector.



Step 3: Knowledge Management

- The public awareness strategy was planned as a parallel component of the climate change activities, but its implementation workshop was conducted as the last activity. Because it was based on the data and information gathered and analyzed to achieve the objectives of the climate project .
- However, core knowledge management functions and the relevancy, saliency and credibility of the findings of the assessment were ensured during the series of the workshops conducted to various stakeholders.



Step 4: Opportunity Management - how to reach key actors and broader audiences:

- The strategy identified distinct areas of action to deliver the knowledge into the hands of those the awareness strategy wanted to influence, these include:
 - The need for planning activities to inform and **engage** stakeholders throughout the interactive process. These were realized through the series of the workshops.
 - The preparation of **key messages**
 - **Encourage community-based** initiative through knowledge sharing and grass-roots communication.
 - **Encourage and enhance the NGO** formulated plans to strengthen the adaptive capacity of the local communities to various environmental stresses including climate change.



Step 4:

- The need to **strengthen the national capacity** to sustain actions and decision that emerge from the awareness building strategy.
- **Education, on-the-job training**, formal and informal skill development are core requirements to fill the gaps in knowledge that will help stakeholders and communities to be actively and effectively involved in climate change issues.
- The **communications strategy** identified a broader range of opportunities to deliver the various components of the awareness strategy which includes:
 - Workshops and meetings with NGOs.
 - The Media.
 - Formal presentations to departmental and parliamentary committees.
 - Training and teaching programmes.
 - Exclusive events with private sector.

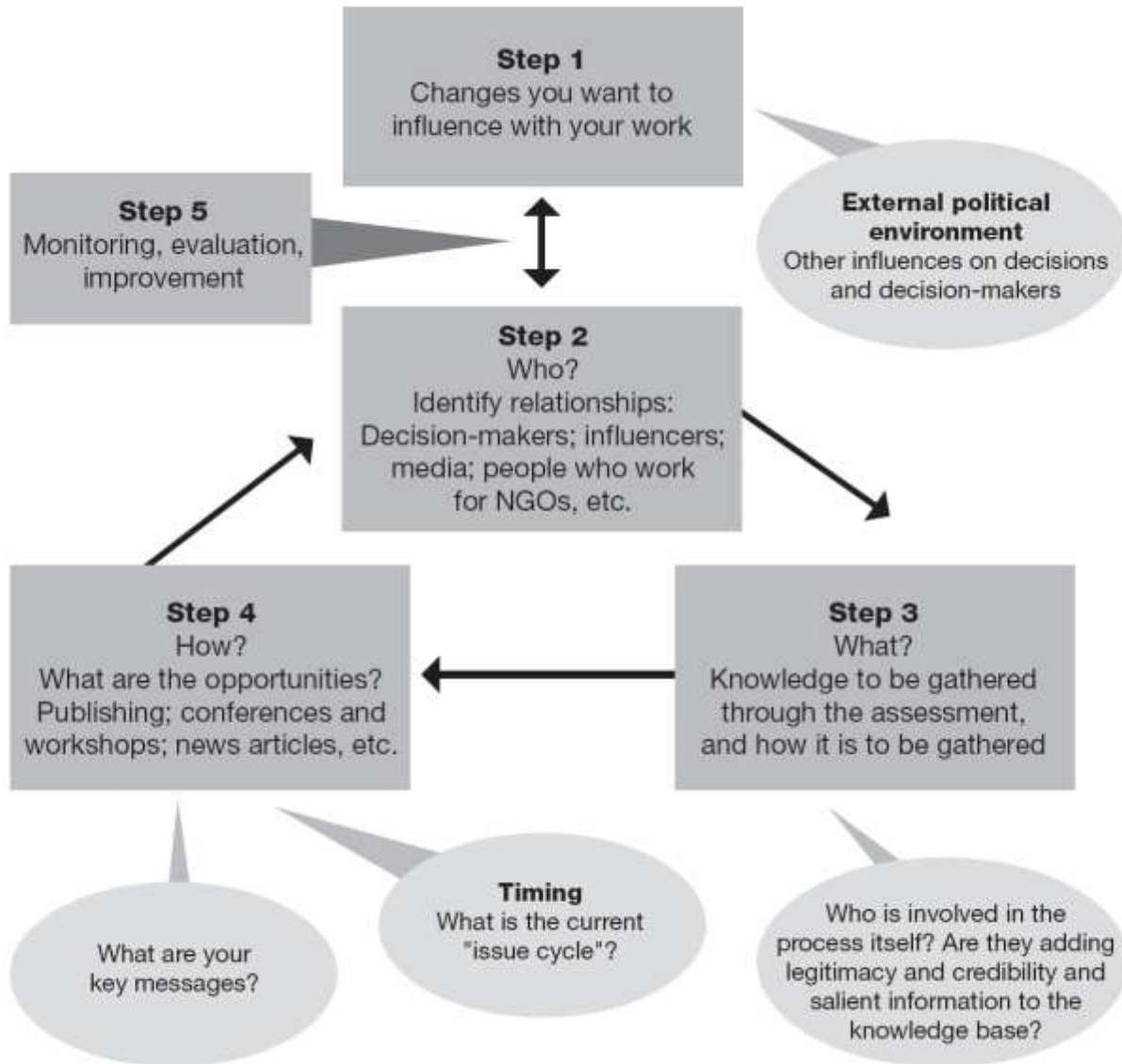


Step 5: Monitoring, evaluation and improvement

- These were essential components of the climate change including the awareness activity, planned to measure and evaluate the question of success. Monitoring and evaluation were essential:
- To measure incremental changes in attitudes and behavior and to adjust the awareness strategy accordingly.
- Identify and map incremental changes that will lead to decisions and changes you are seeking through the implementation of the strategy.
- Redesign the communications strategy in light of the impact assessment to achieve desired impacts.
- Some of the above ideas were never implemented-but they are a good set of objectives for continuous improvement.



Exercise: Building an Impact Strategy



Questions to discuss



1. Select high priority environmental issue
2. Formulate impact statement
3. Identify key actors WHO you want to influence
4. Discuss WHAT these people need to know that helps their decision-making
5. Consider HOW you will bring your results to their attention
6. How will you know your work had an impact and how will you learn from that?

Select chairperson, nominate rapporteur who will briefly tell the story of your impact strategy.



Thank you