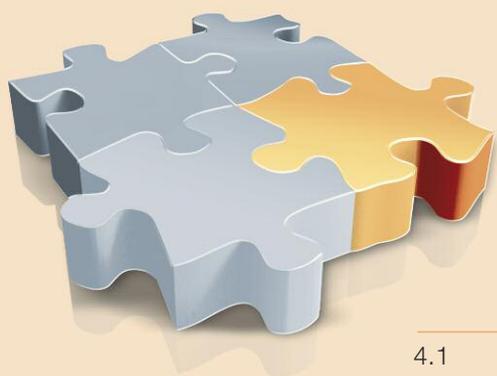


4

How to use the findings and recommendations of the TEEB country study



- 4.1 Stakeholder engagement for using the TEEB country study findings
- 4.2 Communicate the findings
- 4.3 Think beyond the TEEB country study



Dissemination of results should be an integral part of a TEEB country study. Policy makers and stakeholders with different, or even conflicting, interests were involved in determining the priorities for your TCS, have ideally contributed their knowledge and were involved in the review of the study. Now policy makers and stakeholders receive the results. By effective communication and outreach you can tremendously increase interest and uptake of your results. In this final dissemination phase, the challenge is to make the TCS results available and accessible to a much wider range of audiences and to create spaces for dialogue on results and recommendations which can lead to interesting and valuable inputs and ideas for policy formulation.

In this section you will find some good practice tips for achieving stakeholder engagement during dissemination of a TEEB country study. For hands-on advice on communicating with policy makers about research results and policy priorities see the briefs produced by the SPIRAL project: www.spiral-project.eu/content/documents#jump2briefs.

Insights in this chapter build on the TEEB series of reports and similar country based assessments as TCS are not yet completed.

4.1 Stakeholder engagement for using the TEEB country study findings

Key Messages

- Connect with on-going policy debates for translating study results into relevant arguments.
- Revise the stakeholder engagement that was started in Phase 2 to ensure that all those who may be interested in the results are included, even if they have not been involved in the TCS process.

A crucial part of the remit of stakeholder involvement that started in Phase 2 should be to ensure that the methodology and findings are geared to the interests and information needs of decision makers. In many cases this means to jointly with policy makers or with other stakeholders discuss and interpret results. It involves revisiting the policy questions which initially guided study design: how has the policy setting evolved? What is the current decision situation? What arguments can be built with the study result? What case needs to be made?

TEEB country studies will best inform policy debates if they can meaningfully contribute to them: study results need to be related to key points of a debate, in appropriate language, metrics, scale, and timing. This can best be achieved by working together with opinion leaders and those versed in the debate.

There are many case-specific factors that affect policy uptake, some of which are beyond TCS's control (e.g. political agenda). What is in control of the TCS is to select the

methodologies, examples, and communication style. For example, some stakeholders may prefer top-down methodologies, while others prefer participatory bottom-up approaches. Each choice with regard to these elements of a TCS has its pros and cons and the choice is specific to the scope of a TCS.

There will likely be a wider range of stakeholders interested in the findings of your TCS than those who have been involved in the process (Phase 2). Seek options for connecting results to other processes:

- Discuss with key opinion formers and leaders in the country from different organizations and sectors to match the coverage of the TEEB country study.
- Continually revisit the windows of opportunity identified in Phase 2 and team up with the process or launches of other studies such as CBD plans, development plans, green economy / low carbon economy policies, poverty alleviation and sustainable livelihood projects, other guidance documents / manuals / training programmes.



- Engage with organizers of events at which TCS can be presented – environment focused days (e.g. World Earth Day) but also more national days like independence days where both the past and the future of a country are discussed. There are several further opportunities to present findings of a TCS e.g.: at universities, youth groups, schools, thematic exhibitions at a national museum, national fairs (e.g. agriculture, tourism) etc.

4.2 Communicate the findings

Key Message

- Communicate the results in ways that are relevant and engaging for different audiences

Three key factors that have played a major role contributing to the high level of interest in the international TEEB study are also relevant for TEEB country studies:

- Five reports published for different audiences brought out targeted key messages (i.e. for national policy makers, regional and local policy makers, business and citizens, see Box 1.1);
- Full use was made of mass, specialist and social media (newspapers, special features, Facebook, Twitter, corporate or individual blogs etc.);
- Reports were released successively release and dissemination of further information and materials was continued, including the findings of other studies and news to inform and maintain interest (via TEEB Brief, TEEB4me website, social media, and workshops).

These activities keep TEEB fresh and help new stakeholders not previously involved to begin following the findings. This does not mean, however, that TEEB country studies will need to become an institution that continues at the same or increasing scale beyond the completion of the study, but rather, that TCS should include budgets and make time allowances for dissemination to continue beyond the publication of the results.

Each TEEB country study should have a communication plan agreed at the start and regularly updated to respond to changes, both within the study (e.g. updating or adding new results) and externally (e.g. responding to windows of opportunity that come up).

The following tips are developed from experience and are intended to help TCS teams avoid common mistakes:

Present the findings in a variety of ways to suit different stakeholders

While, it is a good idea to have one big report that contains the whole process and findings, make sure this is not the only product from your TCS. It is recommended to produce a full main report (for the experts) with an executive summary / synthesis report (for decision-makers) and accompanying presentations (for society at large). Box 4.1 gives advice on how best to convey information in support of your case/arguments.

Focus the results to **show the relevance and benefits for each stakeholder** and make recommendations specific to their needs. Think about who is going to read TEEB country study report(s) and what context are they reading it in, e.g. are they generally exposed to discussions around biodiversity and ecosystem services or is the TEEB country study the first time they've engaged with these topics? Are there certain ecosystem services particularly interesting or relevant to them, what are their ways of addressing issues (e.g. more action-oriented / solution oriented vs. more reflexive / analysis oriented)? Carefully select examples the audience can relate to.

**Box 4.1: Presenting information and making your case**

In its primer on making the economic case for the environment in development planning, UNPEI provides some advice on how to convey a strong and effective message (UNPEI 2008, p. 38):

“From the start, be clear about the points you want to make and the arguments you are trying to support with economic figures, statistics and examples.

Think carefully and logically about the steps that are required to build this case, and summarize the key data which proves, demonstrates or illustrates each stage of your line of reasoning.

Identify any potential inconsistencies or sources of ambiguity in the data you are putting together, and be prepared to defend the particular interpretations you have made and conclusions you have drawn.

Remember that your argument revolves around the statements you are making, not the qualitative or quantitative data alone. Statistics and figures should be used to back up and illustrate your reasoning, and to confirm your arguments, and always require careful explanation.”

Ensure to have **different avenues** through which to release the findings. For example:

- Briefings for government and other relevant stakeholders;
- Press coverage at the appropriate level;
- Launch events / workshops (before and/or after publication);
- Publication of the reports/studies;
- International coverage (e.g. international conferences, workshops, TEEB website and newsletter)

Use **suitable language** targeted to the audience, for example: is it more effective to address a certain audience with active vs. passive, formal vs. informal language?

Don't rely on terminology and jargon to convey a message. It is possible to explain the process and findings of a TEEB process in everyday language. If, however, certain stakeholders prefer more technical language, then engage in this way (see above).

Use specialist writers. It would help if the TEEB country study team included at least one good 'journalistic' writer and/or collaborated with writers and expert amongst stakeholders as well as all the necessary experts. Writers can be seen as 'translators' who are skilled at working between science, policy and private sector and civil society spheres, i.e. they understand the language, culture and logic of all sides, and can help to remove jargon and build bridges.

Focus on the key messages - don't present all the data all at once. Write in a journalistic style by which we mean that the readers can read the first sentence of each paragraph, skip the rest and still understand the key messages. Interested readers can always search the annexes of a report for the full data. Also, avoid using several decimal places: this can give a false sense of accuracy.

Highlight key results and messages by using **imaginative visual tools** and graphics. Make use of charts, graphs, pictures, scatter plots, Venn diagrams, simple tables and infographics, TEEB ecosystem services icons.

Make the most of all types of media

- Ensure press coverage at the appropriate level. Decide whether to use local or national newspapers, specialized journals (of sciences and business), popular magazines, etc.
- Make the most of the social media (Facebook, Twitter, own blog, contribution to others' blogs) and ensure to provide continuous coverage over a reasonable time period rather than 'once-off' posting or publications.

Continue to regularly update the TEEB country study website designed in the scoping phase

- A TCS website will be a main reference for most stakeholders. The website should be the main database providing all of the different report materials.



- A newsletter to be distributed to stakeholders can be useful to remind them about the TCS on a periodic basis and inform them of latest updates in the TEEB country study and on additions in the website (e.g. new report formats, events, press coverage).

Use champions to spread the messages from TEEB country study

- Include 'champions' in each sector who can communicate the process and the results of the TEEB country study in their sectors. Champions should be sought amongst the leaders of the sectors who are opinion formers and trend setters (e.g. CEOs of large companies,

union leaders, newspaper columnists and even artists and celebrities in addition to politicians and academics). Be sure to be balanced (for example, use not only NGOs or not only CEOs), so the results do not appear biased by one particular kind of group or person.

International Coverage

- International conferences, workshops and international press coverage can be useful for finding new opportunities for influencing new stakeholders (e.g. neighbouring countries or regions) and can help create interest at the national level as well.

4.3 Think beyond the TEEB country study

Key Message

- Think beyond the end of the TCS, both for taking its recommendations forward and for continuing the research and engagement process it set in motion.

Make the most of the TEEB country study findings

A TCS is designed and run to be policy relevant, not policy prescriptive. It will provide evidence of the pros and cons of policy options that were identified as worthwhile by the stakeholders. It is a starting point. More work will likely be needed before the TCS policy recommendations can be implemented in full. However, TCS will be more effective in influencing the rest of the policy development process if it makes clear recommendations about the next steps:

- Help stakeholders prioritize which policy options to take forward for further analysis – It is likely that TEEB country study will broadly consider several options in several policy areas. The guiding questions under Step 5 can help to guide discussions with stakeholders in the identification and broad prioritization of policy options to take forward in further analysis.
- Bear in mind that in real world policy making, there are many other factors to consider when deciding which policy area(s) to prioritize, such as: the cost of implementing policy options, existing interest / political support, financial resources, time, data requirements and so on. Thus, prioritization does not always mean tackling 'worst things first' or protecting 'the most valuable things first'.

- Recommend the issues that should be included in a full impact assessment of the selected policy option(s) – As outlined under Step 5 above, the outputs of the TCS will, in most cases contribute to, but not necessarily lead, the wider policy appraisal process(s) or full impact assessment of policy options. This requires a more detailed understanding of the options including the analysis of their environmental effectiveness, economic impacts, distribution of the costs and benefits, social and political acceptability, etc. (see also Annex 3.6 for a case example from South Africa). Some countries have official regulation or guidance on what a policy impact assessment should do. In this case, your TCS should try to produce results in formats compatible with such assessments.

The TEEB country study team could face the following challenges: Most countries have well established policy design, assessment and implementation processes. TCS aims to provide evidence for these and help connect different policy areas to create positive synergies. There is, therefore, a delicate balance between providing policy-relevant evidence and being seen as policy prescriptive – where the latter is unlikely to be helpful.

**Box 4.2: Case Example UK NEA: choosing the right time and content for maximum policy impact**

An ecosystem assessment is carried out at the interface between science and policy (or between ‘knowledge’ and ‘action’) and therefore its primary role is to inform policy decisions (UNEP 2009a). However, the policy impact of assessments is not often assessed (IPBES 2013).

After the release of the UK NEA’s key findings, the impact on policy became immediately visible. This could be partly attributed to good timing as the final stage of the UK NEA coincided with the development of the Government’s Natural Environment White Paper (NEWP). The NEWP outlines the Government’s vision for the natural environment of England over the next 50 years. The UK NEA played an important role by contributing to the evidence base in the NEWP, which was used to formulate priority actions for the Government to ensure the sustainable management of the country’s environment. Recognizing the value of the UK NEA, the NEWP set out a number of commitments. These included supporting “a further phase of ground-breaking research”, “to investigate the mix of future actions most likely to secure the most benefits for nature and for people” it will also develop practical tools to assist decision makers in applying the lessons of the UK NEA” (Defra 2011). The follow-on phase of the UK NEA is currently underway and is addressing some of the knowledge gaps identified in the first phase, which it will report in early 2014.

The UK NEA illustrates that timing of the process can strengthen the impact of an assessment. This is in terms of both delivery of the assessment and identifying opportunities when policy may change, as opposed to producing policy-relevant information when there are no immediate plans for policy to be revised (Wilson et al. under review). The importance of having the correct authorizing environment and close engagement with key stakeholders is also highlighted in the UK NEA (IPBES 2013).

In addition to these considerations when planning an assessment, it is well documented that increasing the likelihood that knowledge within an assessment will have influence can be attributed to three other characteristics: relevance, credibility and legitimacy (IPBES 2013; Ash et al. 2010). These characteristics are described in more detail in the context of the UK NEA in (Wilson et al. under review).

Presentation of the results of an assessment can assist, or hinder, the communication of findings to decision makers. The UK NEA presented the information in various forms, from concise high level messages to detailed, technical documents. In addition, key graphics were carefully developed with a range of audiences in mind (UK NEA 2011).

If stakeholder engagement is not effective from the beginning of the TCS process, presenting the policy options for further recommendation will likely invite hostility rather than collaboration. Make sure to reconnect with stakeholders and include further relevant groups to support the uptake of TCS recommendations.

Finally, the planning of a TCS should include time and budget for engaging in and monitoring the policy assessment process that follows it. This is crucial to ensure that the process and momentum survives beyond the production of results and remains relevant and useful.

An advisory board or an independent monitoring team (representing a balance of interests) can advise also during the phase of implementation of policy options and could help increase transparency of, and hence, trust in the entire process.

Keep the TCS process alive beyond the production of the findings

A TCS does not stop with the publication of its final reports. One of its key outputs is to create a community of stakeholders whose continued engagement should be facilitated by the TEEB team or others. The following are some ways for such facilitation. It’s not an exhaustive list and each TEEB country study team should think about the ways most suitable and effective for their country:



- Organize events open to external audiences to present the TCS process and findings;
- Present TCS process and findings at events organised by others (locally, nationally and internationally);
- Organize annual (or initially more frequent) meetings in which stakeholders can come together and report on their progress with TCS findings;
- Publicly report the progress of the further work that follows the TCS findings;
- Keep TCS website and its use of social media alive so that visitors are encouraged to keep coming back for more information. This should include all relevant news in the areas covered and not only on what the TCS initiative does.
- Support others in working with TCS results by relating your results to their concerns and jointly deriving possible implications for their work.
- Provide training for stakeholders that are likely to take the results forward. This can be done through training sessions, meetings, presentations and summary materials. It is important that interested stakeholders are aware of how the TCS was carried out and what its results mean.
- Geographical expansion of TCS. If, for example, the original TCS was for a region of a country, other regions will likely show interest in repeating the TCS for their own region. It is therefore useful to invest the time and effort to involve decision makers from other regions, especially at key milestones of the TCS process. However if this is not possible, presenting the TCS results to them could still inspire further involvement.
- Content expansion of TCS. Stakeholders interested in ecosystems, economic sectors and policy areas which are not studied in the original TCS will likely show interest in applying the TCS process to their areas. For example, if you did a forestry TCS, other sectors in contact with forestry (i.e. those who sell to / buy from forestry as well as those who have physical boundaries and are hence beneficiaries of its ecosystem services) may want to engage in the TCS process or do a similar study for themselves, which may also better prepare them for negotiation with forestry.

Expand the scope of TEEB country study

TEEB country study team should keep the following typical areas of extension in mind when designing the process and dissemination (the list is of course not exhaustive):

- Address the gaps in knowledge, data, institutions etc. identified by TCS. For example, the UK National Ecosystem Assessment identified 11 priority areas that needed further research. Funding was sought for these and found – as the areas were of interest to a variety of funders to make better use of the evidence provided by the UK NEA. A second phase (UK NEA Follow on) started soon after the UK NEA (compare Box 4.2 above).

Once the TCS process delivers inspiring results, decision makers will likely want to see other scenarios explored. In our experience TEEB can develop rapid momentum and the good team spirit has compensated for the immense amount of hard work that was often required to meet expectations. To take this further, a lot of exiting work lies ahead. We hope this manual has provided some useful support and look forward to your feedback and learning about your experiences.