Delivering Ecological Monitoring Information to Decision Makers:

A Draft Strategy for Effecting Change

Worksheets

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Prepared by Carissa Wieler

International Institute for Sustainable Development (IISD)
Secretariat for the Canadian Sustainability Indicators Network (CSIN)
cwieler@iisd.ca

Introduction

The Ecological Monitoring and Assessment Network (EMAN) contracted research to identify practices for effective information delivery by community based monitoring organizations to policy and decision-makers. At the core of this work is the desire to build capacity in monitoring organizations to better understand the "pull" for data about the environment by those they are trying to influence with their data, in addition to continuing to refine practices on the "push" side of the equation. Effective information delivery involves a number of key principles, which can be summarized as ensuring information is needed, desired, useable, accessible and timely.

This research undertook to identify good practices that monitoring organizations are already using to effectively deliver their data. Case study research was conducted with 5 community based monitoring groups and over 15 interviews were conducted. In addition a literature review identified relevant issues and additional practices. The outputs of this research will include training worksheets and a paper with full results.

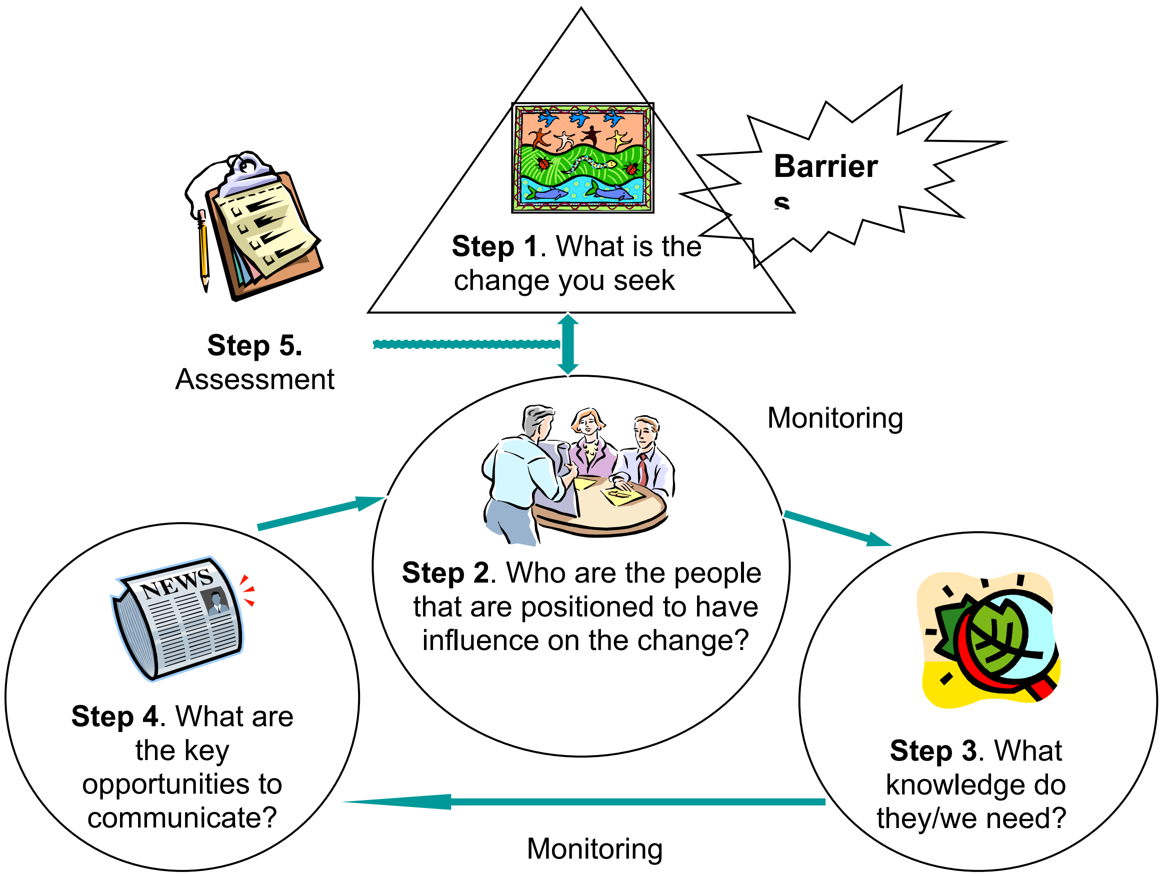
In the process of conducting this research, it became apparent that by understanding the "pull" for environmental data, community organizations are able to be increasingly strategic about how they deliver their monitoring data. The development of strategies to better target decision-makers with monitoring and assessment information is occurring in other assessment contexts as well, at national and international levels. To this end, the International Institute for Sustainable Development (IISD) has been working on a strategic framework to influence decision making with assessment information for a number of years. Recently, the framework developed by IISD was adopted by the United Nations Environmental Program in relation to the Global Environmental Outlook (GEO). The work is being published as a training module in the GEO Integrated Environmental Assessment Resource Book, currently in press[1].

The following worksheets are a first attempt to integrate aspects of the case study research with IISD's Impact Strategy. The worksheets consist of descriptive information for each step of the strategy, a preliminary list of good practices identified during interviews, case study examples, and a series of exercises to assist with the development of a strategy. These exercises and some of the information have been adapted from the GEO Resource Book.

As shown on the following page, the strategy is made up of 5 main steps beginning with the identification of the change being sought along with barriers to effecting that change. This serves to anchor the rest of the strategy, enabling identification of who is in a position to influence that change and what information is needed by them and you. From there, opportunities for communication can be identified. At the heart of the strategy is a

[1] Creech, H., Jaeger, J., Lucas, N., Wasstol, M., Chenje, J. (2006) Training Module 3: Developing an Impact Strategy for your Integrated Environmental Assessment. UNEP GEO Resource Book, in press. United National Environment Program.

periodic impact of assessment that tells you whether you are on track with the change you are trying to influence.



As these are draft worksheets, your input and feedback is critical to this work. Please feel free to contact Carissa Wieler cwieler@iisd.ca (204-958-7719) with your comments.

Notes

Step 1: Crafting a Change Statement

Key Message: A change statement is an articulation of the change is you would like to influence. It is an adaptive statement that challenges you to better align the push and pull for your environmental monitoring information.

If you are already collecting monitoring data, you most likely have a good idea of the issue that you are addressing, and perhaps also what factors are causing the issue to happen as well as how your issue is impacting people and environment. Taking all of that into account, this step asks you to fine tune your statement about the change you would like to influence.

For example, at the beginning of a monitoring project, you might say that the change you would like to see is for the water quality to improve in your watershed or for certain species to be protected. You may also go one step further and say that for that to happen, decision makers will need to make better informed decisions, and ideally will use your data in their decision making processes. The more you can articulate the change you would like to influence, the more useful this impact strategy will become.

One way of fine tuning your change statement is to consider the broader context of your issue from as many perspectives as possible. As alluded to at the beginning, there are a number of questions you can ask to place your issue into a broader context. Assuming you already have some information about the general state of your issue, you might ask:

- What other issues are related to your primary issue of concern?
- What are the pressures that are causing your issue(s) to occur?
- What are the main drivers in society that are resulting in those pressures?
- What are some of the impacts on people and the environment?
- How are decision-makers responding to the state of your issue, and related pressures and impacts? This could include relevant plans or policies that are already in place. It is also useful to understand how the public is responding to the issues and related pressures and impacts, and what kind of pressure is being placed on decision-makers.

By articulating how decision-makers are currently responding, you may be able to identify some general or specific processes that you could target with your data. This could require some preliminary research and interviewing, which could also have the added benefit of putting you in touch with potential audiences for your data at the beginning.

Part of being strategic about your change statement is finding a way to more closely align your "push" of information that reflects your interests with the "pull" for information from decision-makers.

These are a few examples of change statements that have been created based on EMAN case study research that point towards a balance between the push and the pull:

- The municipality will use the information gathered from our monitoring when they assess the performance of a current water quality policy.

- The Committee on the Status of Endangered Wildlife in Canada (COSEWIC) will declare the species being monitored a Red Listed Species, as a result of the monitoring work.

- The academic community will use our traditional ecological knowledge indicators to inform further research related to caribou herd migration and climate change.

- A land use plan review process will incorporate our monitoring work to assist with identifying gaps and successes in the implementation of the plan.

Over the course of your monitoring work, you will likely find that as new information becomes available, you will modify your change statement and aspects of your strategy.

Good Practices
…when identifying goals and creating change statements

- Develop a clear goal early on in your work and stay with it. This will bring the benefit of long term, consistent monitoring data and common understandings about what your monitoring work is trying to accomplish.

- There may be external pressures that raise questions about whether you need to change the course of your monitoring work and adapt it. In some cases, it may be strategically in your benefit to do so. Ideally, this would involve collecting additional data to the data you are already collecting.

- Developing a change statement does not necessarily mean you are shifting away from a neutral data provider to an advocate or lobbyer. What it does mean is that you have identified where you would like to have an impact with your work in long term, and who you would like to use your work.

- If you are monitoring a number of different issues, you may choose to develop a series of change statements (and overall strategies), particularly if the target audiences who can influence the issues are different.

Crafting your Change Statement

1. What are the current goals of your monitoring work?

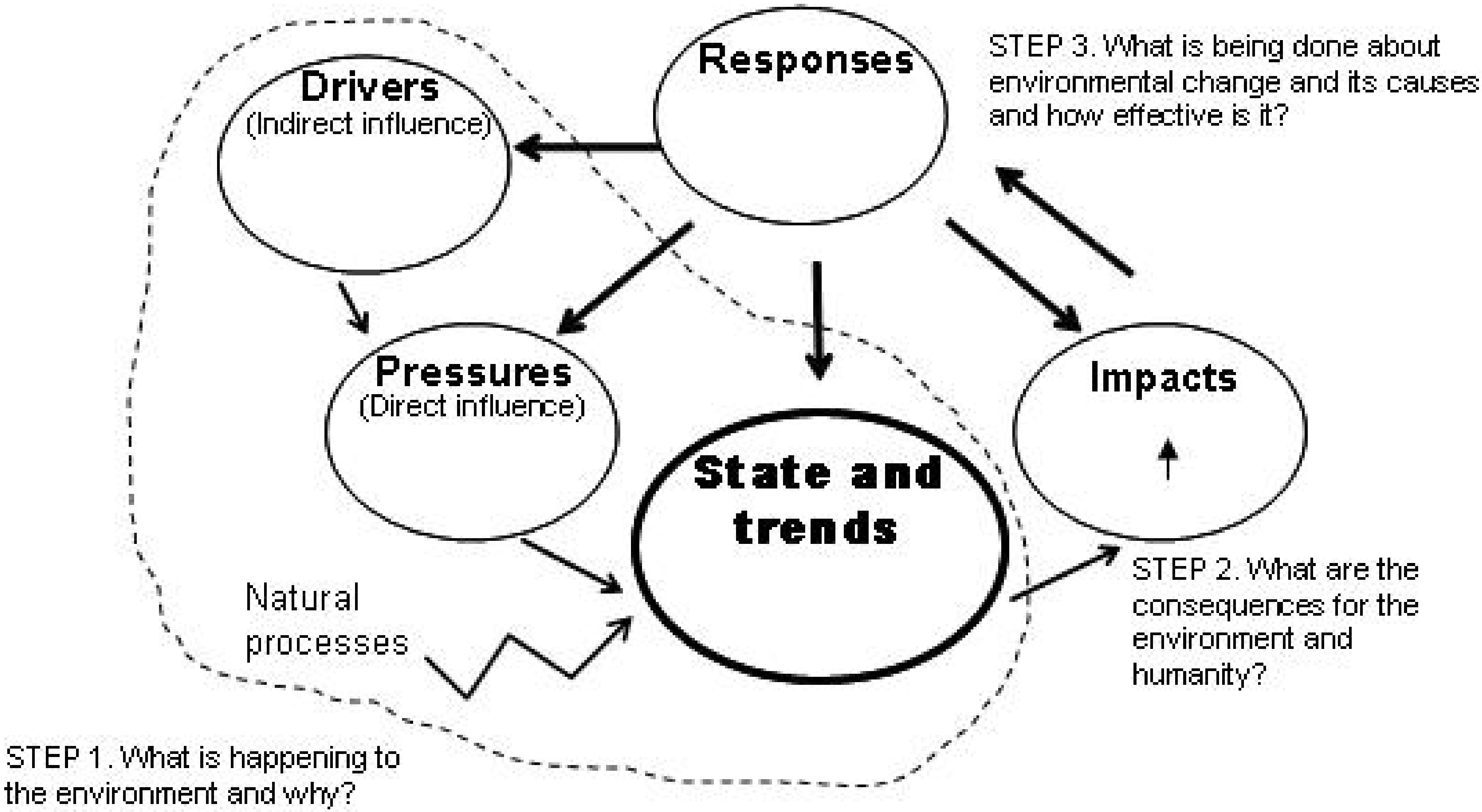
2. What specific changes you would like to see happen as a result of your work?

3. Given what you have heard today, could your change statement could be fine tuned or made more specific? If yes, consider describing the broader context of the issue you are trying to address, showing inter-linkages.

> Option 1: Using the attached worksheet, identify the current state of your issue, as well as related pressures, societal drivers, impacts and responses.
>
> Option 2: Write a paragraph that describes the broader context of your issue.
>
> Option 3: Describe your issue and the broader context to a neighbour.

What is one way of writing your change statement in a way that is concise and targeted?

4. What are some of the constraints or barriers to achieving the change that you identified?


Responses
STEP 3. What is being done about environmental change and its causes and how effective is it?
Drivers
(Indirect influence)
Pressures
(Direct influence)
State and trends
Impacts
STEP 2. What are the consequences for the environment and humanity?
Natural processes
STEP 1. What is happening to the environment and why?

Step 2. Cultivating Relationships

Key Message: Delivering monitoring information to decision-makers involves ensuring you have the correct "address" for the information, that is, that your information is being delivered to people who are in a position to effect the change you are looking for.

If you are already an established monitoring organization, you likely have gone through the steps of identifying those people and organizations that can help you "push" your monitoring information forward. You may have also identified specifically who you most want to use your information in a meaningful way. This step confirms the need to identify and build relationship with key people, and challenges you to further get to know the perspectives of your target audiences as well as other potential audiences that are connected to your target audience.

In addition to decision-makers, related audiences might include people who "whisper in the ear" of decision-makers; those in civil society who can pressure decision-makers; those in the academic community who can support your recommendations; and those in the media who can reach the pubic and thereby also influence decision-makers.

One approach that seems to be working well for community-based monitoring groups in terms of relationship building is the formation of a multi-stakeholder forum. The role of the group can range from advisory to partnership, resulting in more or less direct influence in the process. Including stakeholders can provide a number of benefits to a monitoring program. This research identified a number of benefits, some of which are listed below.

1. Cultivate a collective understanding of "bigger picture" that includes economic and social considerations. This will help with placing your information into a broader context that can reach multiple levels of decision making.
2. Identify the goals of the stakeholders early in the process and from there, strive towards common ground, and identify potential knowledge gaps that could be filled by the monitoring work.
3. Begin long term trust building with stakeholders by including them in the decisions about what monitoring protocols to use and how the information will be analyzed.
4. Learn about how best to deliver your results to different decision making audiences by seeking input from stakeholders who are involved.
5. In some cases, develop a direct link to the decision-makers who are in a position to actually use the information and information being developed out of the process.
6. Develop a long term process that stakeholders want to partner in and support financially.

Notes from the Field

Monitoring the Moraine is a collaborative project between Citizens' Environment Watch (CEW), STORM Coalition (Save the Oak Ridges Moraine), and Centre for Community Mapping (COMAP). The group engages community volunteers in areas of science, stewardship, monitoring and decision-making. During the start-up phase, a stakeholder advisory group was formed, and included volunteer champions, environmental and citizens' groups, provincial and regional government, conservation authorities and the private sector. By drawing on a diversity of expertise, the initiative has been able to tap into information about a variety of potential audiences for their work. In one instance, a municipal representative on the committee was able to provide insight into better linking the monitoring work to local policy at the conceptual level. For more information about Monitoring the Moraine, visit www.monitoringthemoraine.ca/index.htm.

Good Practices
…when identifying and building relationships

Building relationships can be challenging at the beginning. Here are some of the practices mentioned by community-based organizations in a series of interviews.

- Spend time finding out who is who at the beginning. Talk with people who are well connected in the community and can tell you who the "opinion" leaders are. Ask those people to help you connect with others in the community.

- Begin by cultivating a core group of key partnerships. Having support from local academia and a government agency will show that your group is striving to be both credible (by having scientifically sound information) and relevant to issues faced by policy makers.

- Emphasize drawing linkages between your goals and issues, and the goals of other stakeholders who could potentially use your information and information.

- Build your network by attending events held by your stakeholders and meeting with people one on one in both casual and formal settings.

- Host workshops and invite the community and local decision makers to attend. The people who attend will likely be your "champions".

- When a new mayor and council are elected, set up a meeting with them. Provide succinct information about your group. Find out what the goals of the new municipality leadership are and look for linkages with your goals.

Additional Resource: The Social Network Analysis Survey assists with identifying monitoring initiatives in your area. Available through the Canadian Community Monitoring Network http://www.ccmn.ca/english/tools.html#govanalysis

Identifying and Building Relationships

This exercise is intended to help you identify people you would like to influence, and to consider the feasibility of developing relationships with those people, as well as with those people who are connected to those you would like to build relationships with.

1. Using the table provided on the other side of this worksheet, list the names of 5 people you most want to reach with your monitoring information. If you don't know their names, list their position titles. Avoid listing categories of people (e.g., members of parliament, private sector). It is important to be as specific as possible.

2. Why do you want to reach them?

3. How feasible is it that you can reach them?

4. Are there other people who can reach them better than you can? Who might they be?

5. Are there timing issues related to building the relationships (i.e. certain relationships need to be built sooner rather than later)?

6. What are possible next steps to building the relationships?

7. Are there broader categories of people such as reporters, influential NGOs, or university departments that are part of the broader community of interest who you may wish to work with your findings?

1. Who do you most want to reach (names and/or positions)	2. What is your purpose for reaching them?	4. What is the feasibility of your group being able to reach them?	5. Who else may be able to assist you with reaching them?	Is there a timing issue related to building this relationship?	What are the next steps to building the relationship?

Additional organizations representing broader interests:

Step 3. Identifying the "Pulls" for Knowledge

Key Message: Ensuring that the information you are delivering is relevant to those you are delivering it to involves understanding their perspective on the situation, what knowledge they are looking for and where they are looking for it.

Many of you are likely already familiar with the broader context within which your goals and issues are taking place. Being able to articulate how your monitoring information fits within this broader story is an important part of delivering your information to decision makers. This is also where understanding the perspectives of your target audiences comes in handy. What part of the broader story are they most interested in? Are they focused on a larger social driver related to the local economy, or are they focused on certain pressures such as expanding development in the region? What linkages can be made between your goals and the topics that are receiving most attention in decision making? Essentially, this step is about understanding the pulls for monitoring information, as well as the larger context within which those pulls (and pushes) are occurring.

In addition to understanding what types of information your target audiences are interested in, it is useful to find out where your audiences typically look for data, and what kind of data they use when making their decisions. This type of information is embedded within the context of the decision making process, and finding it out is not always a straightforward task. It involves understanding the larger context within which your target audience operates, as well as long term relationship building processes that engender trust.

Notes from the Field

In St. John's, Newfoundland, the lack of sewage treatment was a significant issue to the **Northeast Avalon Atlantic Coastal Action Program** in the early 1990's. At the time, the issue ranked #40 on a list of priorities for the region. To effect change, the ACAP group decided to build a factual evidence base in favour of addressing the issue of sewage treatment. After a decade of awareness raising, water quality sampling, toxic contaminant measures, assessing biological impacts on biota, an irrefutable case was formed that the lack of sewage treatment was having significant ecological impacts. In addition, a socio-economic analysis was conducted showing that if $93,000 were invested in a sewage treatment plant, positive impacts on housing prices, tourism, restaurant, and cruise ship industries were likely to result. The tipping point came when the issue priority went to the top of the list for the municipality. This was due to a combination of providing scientific information to decision makers, and awareness-raising. The end result was that all three levels of government, who had been involved in the ACAP process decided to cost share the new sewage plant. For more information about Northeast Avalon, ACAP, visit www.naacap.ca/index.htm.

H_2O Chelsea monitors water quality and quantity in the municipality of Chelsea. It was formed in 2003 as a partnership between the municipality of Chelsea, the University of Ottawa, and an environmental NGO, Acres. Because the municipality has been a partner in the initiative from the beginning, mechanisms were developed in early stages that enabled a two way communication between the municipality and H_2O Chelsea. For example, each year H_2O Chelsea produces an annual report highlighting their water quality monitoring findings. This report is developed in coordination with the Sustainable Development Coordinator for the municipality, who assists the group with identifying where the priority areas will be for council. The findings of the report are then presented to city council at an annual meeting, where the lead scientist working at the university delivers the data results, thus promoting credibility of the data. City Council then decides how they will respond to the report, and presents their response at a public meeting, along with a presentation of report findings. For more information about H_2O Chelsea, visit www.h2ochelsea.ca/.

Good Practices
…when identifying the "pull" for information

1. Identify people who can help you bridge with those you are trying to influence. They may assist with two-way communication and "translating" science to policy makers.

2. View change as a long term process. Credible data provided over several years may be what is needed to effect change.

3. Be willing to research and provide other types of information to key decision makers, in addition to environmental monitoring data. Consider, for example, conducting socio-economic analysis if you think it will more likely be the kind of information they are looking for.

4. There is a fine balance between ensuring your information is both neutral and policy relevant. If it is viewed as being too closely aligned with certain advocacy goals, there may be criticism that the data will be skewed. At the same time, efforts to align with policy relevance may lead to skepticism from the public that the data is not neutral.

5. Before collecting data, find out what other monitoring initiatives are occurring in an area. You may find that you need to start a new effort if previous efforts are carrying too much "baggage" such as politically-charged relationships. At the same time, you may want to join forces with other efforts, such as at academic institutions, as they may already be well linked to decision-making processes.

6. One approach is identifying knowledge needs of policy makers is to investigate whether there are certain policies or plans that are being implemented though not monitored (as may be the case due to lack of resources). A joint project could then be developed to assist the decision-making body with providing monitoring data related to that policy.

Placing Data into Context and Identifying the "Pulls"

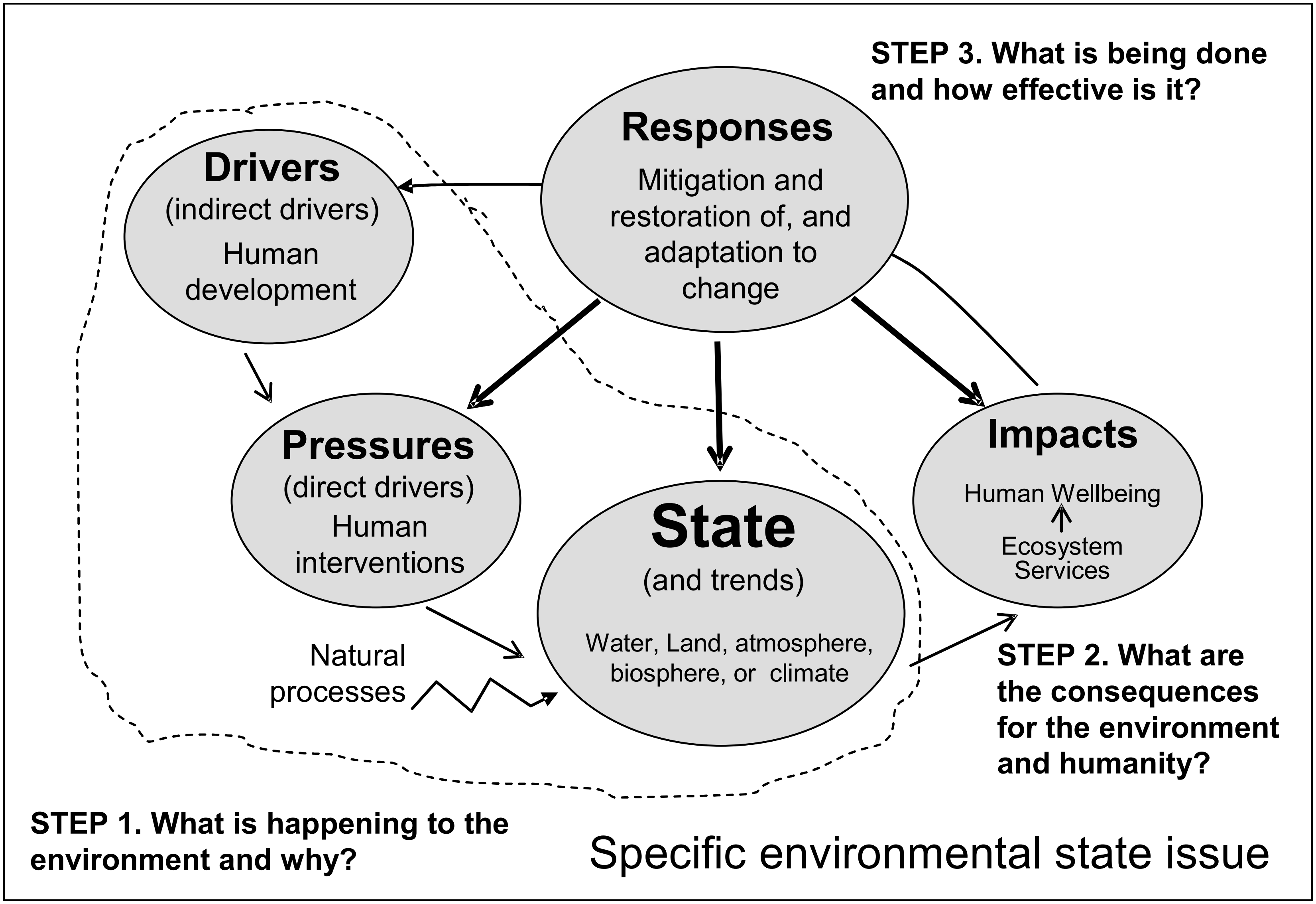
Now that you have identified who the key audiences are for your environmental monitoring information, you can take the next step of identifying their knowledge needs, that is, their "pull" for information.

1. Referring to the diagram shown below, identify the areas where you think the attention of key audiences are most focused at present. An example of how the Driver-Pressure-State-Impact-Response framework can be used to understand the broader context of an issue is shown on the reverse of this page.

2. What are potential linkages between the attention focus of your target audience is looking for and the change you would like to influence? What are the challenges in making those linkages?

3. What steps could you take to find out what specific knowledge your target audience is looking for?

4. What might be some of the timing issues related to the knowledge your audience may need?



STEP 3. What is being done and how effective is it?
Responses
Mitigation and restoration of, and adaptation to change
Drivers
(indirect drivers)
Human development
Pressures
(direct drivers)
Human interventions
State
(and trends)
Water, Land, atmosphere, biosphere, or climate
Impacts
Human Wellbeing
Ecosystem Services
Natural processes
STEP 2. What are the consequences for the environment and humanity?
STEP 1. What is happening to the environment and why?
Specific environmental state issue

Step 4. Opportunities to Deliver Information

Key Message: Finding the right opportunities to deliver your information is a creative process of both identifying those opportunities and creating them. Having a clear message, understanding of issue cycles and a strategy are tools to help you get there.

This step involves moving the knowledge you have developed as a result of your monitoring work into the hands of those you want to influence. There are many tools available to help you do this: reports and related projects to release, workshops to hold, as well as ways to amplify your communications with electronic mailing lists and websites that reach a much broader audience. At the heart of this step is the creative management of opportunities that allow you to take advantage of both windows of opportunity for delivering your information and creating opportunities directly.

A core element of this process is the development of "key messages", a series of short, plain language statements that capture the essence of the work. Though it may seem trivial, it actually takes skill to draft statements that both capture what you want to say and expresses it in a way that is relevant to those you wish to influence and inform. To this end, be useful to test your key message with end users and focus groups. The following example of a key message is thought to have been very influential in a decision making process that eventually led to the UN Framework Convention on Climate Change in 1992;

> The world is likely to see "a rate of increase of global mean temperature during the next century...that is greater than that seen over the past 10,000 years."

Another aspect of identifying opportunities is to understand "issue cycles" as they will help you recognize the importance of timing as you try to position your findings in light of other competing or comparable public and political interests. Social attention to environmental risks appears to follow issue attention cycles as identified by the Social Learning Group[2].

> The **first phase** consists of a gradual build-up of scientific and analytic capacity as research and monitoring activities take place. At this point, there is little widespread public attention. During this time, society's capacity to address new issues accumulates gradually among a small group of institutions that, by historical circumstances, are collecting the information.
>
> The **second phase** is a rapid rise in public and political attention for the issue. At this time, new leadership and institutions emerge to address the issue. It is also at this time that coalitions form to develop shared understanding of the issues and to push the issues forward. Usually in this phase, collective efforts become more prominent than increased participation by individuals.

[2] Social Learning Group (2001). *Learning to Manage Global Environmental Risks.* MIT Press, Cambridge, MA.

Follow a peak in public attention, the **third phase** involves increased flow between knowledge and action as knowledge is used to influence action and vice versa. The following graph shows the issue attention cycle.

In the **first phase**, it is likely that most attention to the issue is in the scientific and technical community. Those most interested in your information will likely be in this realm, and it will take more effort to get the attention of the general public, and private and political interests. During the **second phase**, when the public and political attention to the issue is on the rise, there may be a "window of opportunity" to reframe the issue and attract new actors to become involved. In the **third phase**, when the issue is already on the agendas of the scientific, public and political communities, it may be that your impact could be the most obvious and immediate. It is important to remember that an impact strategy developed in the third phase is much less effective than one developed early on in the process. One of the benefits of an impact strategy is that it helps to mitigate reduced public attention and to shorten the attention cycle by bringing the issue back into the public eye more frequently.

You can also manage opportunities through the development of scenarios based on your findings. Scenarios help decision-makers deal with uncertainty and identify options for action. In this type of process, you can walk through the implications of your monitoring findings with your target audience. You may choose to use mapping software that enables visualization of different scenarios.

Responding to opportunities to communicate your work may arise unexpectedly, requiring some amount of creativity in communicating your work. At the same time, you can prepare by having a communications strategy that includes a range of products and approaches.

Notes from the Field

Formed in 1994, the Arctic Borderlands Traditional Ecological Knowledge Co-op formed to bring together science and local and traditional knowledge to monitor the ecology of the Northern Yukon. The group focuses on ecological monitoring, climate change, contaminants and regional development. An important factor of success for the co-op has been a communications approach that has focused on keeping messages "simple and…relevant. They should be clear and plain language for all audiences". Their strategy, developed in 2002, set out to answer the questions[3]:

- Who needs to know about the Arctic Borderlands Co-op and its programs?
- What do people need to know?
- How would they like to learn it?

For each of their target audiences, they developed communications goals. An example of a communication goal for Academic and Research Institutions reads as follows:

Should have access to the results of monitoring done by the Co-op and have an awareness of the unique model used by the Co-op. This awareness may spur further research and aid in the sharing of information by researchers who work in the North.

[3] Arctic Borderlands Ecological Knowledge Co-op (2002) Communications Strategy. http://www.taiga.net/coop/business/CommunicationsStrategy.pdf

The strategy then lists 16 different types of communication products targeting different audiences.

For more information about the Arctic Borderlands Ecological Knowledge Coop, visit www.taiga.net/coop/.

Good Practices
…when identifying opportunities to deliver your information

- Provide annual reports to a target audience (like city council).
- Have your report "translated" by someone working at city hall (i.e. a sustainability coordinator) to better reach policy makers.
- Keep it simple, be relevant, and use clear and plain language for all audiences.
- Follow issue cycles in the media and develop messages that "stick".
- Make use of in-kind donations from partnering organizations by asking them to print and distribute communications.
- Use maps, photos and be aware of the possible need for language translation.
- Pre-test products and messages where possible to ensure effectiveness.
- Watch for issue cycles and timing of messages.
- When hot topics related to your topic appear in the media, use it as an opportunity to highlight your work. Be "press ready" and build a rapport so they begin to come to you when looking for information on that topic.

Identifying Issue Cycles

1. How would you describe the attention cycle related to your issue? Consider browsing the media and reading about public opinion polls. Is awareness about your issue on the rise as momentum slowly starts to build in your community, or was it high for a while and has since dropped off?

2. How might you time your communications to help either help build momentum around your issue, or, if the attention cycle has already peaked, how might you keep consistently the public and politicians informed about your work?

Developing a Communications Strategy

Following the example set out by the Arctic Borderlands Ecological Knowledge Co-op, you may choose to develop a communications strategy with the following elements, as shown in the table below.

Product	**What / How**	**Target Audiences (s)**	**When or how often should it be done?**	**Who will do it?**

Step 5. Monitoring and Evaluation

Key Message: Monitoring and evaluating your impact through seemingly small and incremental changes in behaviours and actions provides you with feedback you can use to adjust your impact strategy over time.

Monitoring your impact on decision making can be challenging, especially when a direct impact, such as one's efforts having resulted directly in decision, is not obvious. One approach is to measure incremental changes that are pointing towards changes and decisions you are seeking with your work. Based on this monitoring, you can adjust your strategy over time.

The signals for understanding the whether your strategy is working may seem small and insignificant, and may appear as very incremental changes in attitudes, actions and behaviours that are a direct outcome of your work. Are people returning your phone calls? Are you being asked to participate in processes or sit on committees that were closed to you in the past? Are key people returning your phone calls? Are they coming to your meetings? Are more stories being published about your issue than before? Have people been asking to see your monitoring work?

Because monitoring can be a time intensive process, it is helpful to identify a few key indicators and to set up some easy ways to monitor those indicators over time. One approach might be to track your interactions with people including when you sent them information and when they requested information or accepted invitations.

There are a number of incremental behaviour changes of your target audiences you can monitor. The following is a checklist

- **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 from monitoring report
  - Media reports messages that are consistent with monitoring information

- **Acting**
  - Target actors issue new policy briefs, white papers, frameworks, regulations, other responses

- **Demanding**
  - Target actors ask for more work from monitoring group (e.g., follow-up investigations, additional monitoring parameters)

One way of tying together the previous four stages of this strategy are to consider the flow of activities and outputs into longer term outcomes, and to measure changes in each of those.

OUTCOMES

Changes in Decision-making
- Measure changes in policies and decisions that are relevant to your monitoring work
- Compare with the desired impacts of your strategy

Effective Relationship Management
- Measure aspects of the relationships you have identified and engaged
- Measure changes in actions and vocabulary of decision-makers

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ACTIVITIES AND OUTPUTS

Timeliness of key activities and outputs
- Measure completion of activities and outputs in a timely way

Effective Knowledge Management
- Measure the policy relevance, scientific credibility and public legitimacy of the monitoring work being communicated

Effective Opportunity Management
- Measure the identification and leveraging of opportunities to communicate your work

The following table provides an initial list of different measures that could be used for relationship management, as one example.

Possible Measures for Effective Relationship Management[4]		
Key Question	*Possible Measures*	*Possible Targets*
Have key decision-makers and potential influencers been identified?	*An assessment and ranking* of the relative influencing power of identified key decision-makers and other influencers. *Validated evidence* that you targeted the key decision-maker(s). *Number of key persons identified for each relationship group*, including specific names from each of the potential audience categories identified.	At least one key name for each target audience.
What important changes in the thinking and actions of key decision-makers have been observed? •	*Receiving behaviour observed* Number of decision-makers as subscribers (individuals and organizations) to listserve/e-mail newsletter. Receive and request monitoring reports. . *Seeking behaviour observed* Number of targeted users attending new types of meetings and using your monitoring vocabulary in interviews with media. *Acting behaviour observed* Number of times monitoring experts are contacted by decision-makers for consultation on decision-making activities. *Demanding behaviour observed* Number of cases targeted users (i.e., decision-makers) contact your monitoring group to request new information or process changes to be included in the next monitoring cycle.	Increasing numbers of key decision-makers identified between

[4] Adapted from: Creech, H., Jaeger, J., Lucas, N., Wasstol, M., Chenje, J. (2006) Training Module 3: Developing an Impact Strategy for your Integrated Environmental Assessment. UNEP GEO Resource Book, in press. United National Environment Program.

Monitoring and Evaluating your Impact

1. What steps could you take to ensure that monitoring and evaluating your impact is incorporated into a periodic review of your work?

2. What are possible indicators that you could use to monitor the impact of your work on decision-making? Consider both outcomes and outputs.

3. How might you collect and store information on those indicators in a way that is easy and straightforward?