SUB-MODULE

COMMUNICATING PROJECT RESULTS

INTRODUCTION TO SUB-MODULE: COMMUNICATING PROJECT RESULTS

The effective communication of project results are crucial elements in successful advocacy strategies, but are often overlooked by busy project managers and implementers as they are immersed in the actual work.

This sub-module focuses specifically on training participants in how to use communication channels and produce appropriate material in order to communicate project results.

Aim of the sub module
To provide tools and methodologies that allow project implementers to effectively communicate project results

Key concepts and ideas introduced in this module:
- Different Channels of communication and how to use them to disseminate project results
- How to engage project stakeholders and keep them involved
- How to write a targeted flyer
- How to write a press release

Topics in this module:
- How to sustain relationships and monitor impacts
- How to write a flyer and use it
- How to write press releases

Target group:
People working in the field of energy or gender who want to communicate project results to a wide range of stakeholders.

Time needed to complete the sub-module:
This sub-module could be completed in approximately 1 day with unit 1 completed in the morning, unit 2 spanning a lunch break, and unit 3 completed in the afternoon. It is advisable to have short breaks between the blocks in the morning and afternoon sessions, and longer lunch breaks between the morning and afternoon periods.

The light-grey cells are the sessions in the course (called Hands-On Activities – HOA) where you will practice particular project communication skills.

	Morning		*Afternoon*	
Day 1	Unit 1	Unit 2	Unit 2	Unit 3

Training methods:
The following training methods are used in this module:

- Reading the material: together with a trainer the theory is read and the trainer explains the content;
- Discussion points: issues relevant to the part of text they accompany; meant to facilitate a discussion between all the participants and the trainer;
- Examples: small real-life examples meant to clarify the presented theory;
- Exercises: tasks that are to be completed individually or in groups, and which test understanding of the theory.

Sources:
Most of the material in this module is adopted from many sources, freely available on the internet but does take information from:

1. Getting into the kitchen-making strategies for research, Panos 2006

2. Working with the media- a guide for researchers, Panos 2006

Structure of the sub-module:
This sub-module is structured around three units. Each unit is built up in a similar way. The first part presents the theory on a certain subject. This theory is accompanied by discussion and some examples. To get a better understanding of the theory exercises are also included.

UNIT 1: HOW TO BUILD NETWORKS AND KEEP RELATIONSHIPS

Aim of the unit:
To show how to manage relationships with stakeholders to effectively disseminate project results

Learning objectives:
After this unit, the participant should be able to:

- Use different channels of medium to communicate project results
- Develop a strategy to engage stakeholders in communication project results
- Monitor impacts of project results

Time schedule:
In total: approximately 2 hours;

- Study of the theory: 40 minutes;
- Discussion points: 25 minutes;
- Exercises: 50 minutes;

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Key concepts and ideas introduced in this unit:
- Importance of sustaining relationships with stakeholders
- The need to target information carefully at your selected audience

Topics in this unit:
- Sustaining relationships
- Flyer development and production
- Writing a press release on project results

1   How to build networks and keep relationships

To disseminate results effectively partners need to identify their key stakeholders

Most projects, such as TIE-Energia, will build new and strengthen old relationships during the course of the project. Such relationships can be in the country that the project is being implemented but also regionally and internationally. In order to ensure that the results and conclusions are disseminated to these organisations, that there are follow on activities, and that the impacts of the results are tracked and monitored we need to do the following:

1. Each partner should identify the channels they could use to communicate the results for different forms of media. The key stakeholders that they deal with through these channels should also be identified.

A. Speech: where are the places or people that you have given a speech, presentation, or explanation at or to? Who do you interact with to make these speeches and talks? This could include

The medium through which the partners interact is also important: speech, print, online

- forums on energy, development and gender that you regularly participate in (i.e. CSD, local energy forums)- names of people and organisations that organise these events

- regular meetings with stakeholders and network meetings- names of key people who organise and chair the meetings

- workshops and conferences- name of people and organisations that organise these events

- TV and radio shows- key media contacts in TV and radio stations

B. Printed word: what places have published something by you? Who do you contact, and who contacts you, to publish. This could include

- Journals- name of editor and other contacts

- Newsletters- name of person who contacts you for an article

- Newspapers- contacts at daily and weekly newspapers, details of press officers

C. Online: what electronic and web based forums do you actively participate in? Who are your main contacts for providing with information and how do you interact with other network and newsgroup members? This could include:

- Websites- names of ones with links to your project and other work you do, contacts that disseminate project information on their pages

- Newsgroups- the ones that you have participated in and disseminated information about your project

- Online networks- ones that disseminate project materials and names of managers of such sites

>> Exercise 1.1: Stakeholder Analysis

Strategies for engaging with each key stakeholder is important

2. For each of the above a strategy should be formed on how to engage them with the project results. This should include

- Timeframe- when is the right time to deliver information

- Content- what part of the results are of most relevance

- Responsibility- who is going to do what

>> Exercise 1.2: Developing a plan for engagement

Need to track impact of communication strategy on policy so can show evidence for future work

3. Track and monitor impact of project results

It is often difficult to tell policy changes that are a result of projects that aim to influence policy as processes that influence policy are not linear (Panos, 2006) but for evidence of the need for future follow on projects we should try and collect as much information as possible. This could include:

- Document enquiries (verbal, electronic, written) about your project, (surveys, training, reports, workshops, etc. After communicating the results through a flyer, press release, speech, etc monitor the increase (or not) of interest

- Document extent of media coverage- number of newspapers, circulation, time of TV coverage, etc

- Track website hits

- Document any key references to the project results (good quotes) by policy makers- these are always effective and are proven to be influential

- After key dissemination activities (press release, speech, flyer distributed) make a few select phone calls or emails checking that they received the communication and asking for comments. Document and keep comments.

>> Exercise 1.3: Developing a timeline for engagement

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EXERCISES UNIT 1

Exercise 1.1: Stakeholder analysis

In order to successfully build a network around your project for communicating project results it is necessary to identify the relevant stakeholders involved. It is also important to establish what your current knowledge status is of them and how they may affect or be affected by the project.

In this exercise, you are first asked to perform a stakeholder analysis connected to a project. This exercise is to be carried out individually and takes about 30 minutes. The second part of the exercise involves discussing your analysis in small groups for 15 minutes followed by 15 minutes discussion by the whole group.

1) Imagine you and your team are trying to develop a list of all the potential stakeholders to whom you would need to communicate project results during and after your project. Fill in the table below putting the stakeholders you consider most important to communicate to at the top of the table.

Stakeholder	Assessment			
	Key issues, concerns, perspective	How supportive?	How affected?	How influential?

2) In small groups discuss your stakeholder analysis table. Has the table helped to highlight the stakeholders that are most important for your project to network with?

Exercise 1.2: Developing a plan for engagement

Once you have identified the stakeholders to whom you intend to communicate project results, it is necessary to develop a plan in order to engage them with your project.

In this exercise, you are asked to develop a plan/timeline over which to engage all potential stakeholders. This exercise is to be carried out individually and takes about 30 minutes.

Stakeholder engagement plan

Stakeholder	Action Plan			
	How will we engage them?	When will we engage them?	Who is responsible?	How will we track how well we engage with them?

Exercise 1.3: Developing a timeline for engagement

We now need to turn the stakeholder engagement plan into an operational tool. To do this we create a 'controlling calendar' which takes the engagement plan and translates it into discrete and specific benchmarks that will accomplish the results you want. Use the template below to create a monthly plan and get a feel for how it would be done for other months.

Activities to engage stakeholder:	Month:																										
	1	2	3	4	5	8	9	10	11	12	15	16	17	18	19	22	23	24	25	26	29	30	31		
Ex. Trade show																									

UNIT 2: HOW TO WRITE A FLYER AND USE IT

Aim of the unit:
To show how to write a targeted flyer aimed at policy makers that will be read

Learning objectives:
After this unit, the participant should be able to:

Construct a flyer that has targeted messages, logical structure, and project information

Time schedule:
In total: approximately 2 hours;

- Study of the theory: 40 minutes;
- Discussion points: 25 minutes;
- Exercises: 50 minutes

Key concepts and ideas introduced in this unit:
- Importance of using language to attract attention
- Use of pictures, colour and tables to attract attention

Topics in this unit:
- Use of flyers
- How to produce a flyer

2_____How to write a Flyer?

Flyers are short leaflets aimed at disseminating strategic information at a selected audience, such as policymakers. They are usually produced to communicate a certain part of a project and so the messages need to be focused, concise and clear.

Flyers are an important dissemination tool to communicate a particular part of the project to a targeted audience

In order to illustrate how to produce a flyer we will use the example of the flyers that were produced for a project on energy and gender (TIE Energia) and how it was constructed.

The purpose of the flyer is to specifically disseminate the results of certain strategic results to policy makers, both in the country that the audit has been carried out and internationally.

In the project, TIE Energia gender audits were an important part and a flyer was produced to disseminate the results nationally and internationally. Gender Audits are a comprehensive process with extensive data collection, analysis, and interaction with stakeholders. The results cover energy statistics, legislation, programmes and development plans, showing the gaps, how they could be improved and what the next actions should be for different stakeholders.

Flyers should be designed to attract attention and promote action

This usually results in a report that is over a 100 pages and while fascinating for us, as the project implementers, the average policy maker is not going to read it! The purpose of the flyer is a four page leaflet which has a key message and will attract the attention of a busy decision makers.

National Flyers
The objective of national flyers is usually to show the results of a particular activity and inform policy makers in the particular country in order to influence decisions.
In the case of the gender audits the purpose was to persuade national policy makers to implement the actions that have been proposed by the audit and workshops. We wanted the national policymakers to think' 'Ah yes, the gender audit has shown how important it is that I change the way I do something'

International flyers
The objective of international flyers may be different from the national ones. Although the results from the national project may be of interest, the message we want to get across is to convince policy makers to do similar projects or research in their country.

In the case of the gender audits we wanted to show how important it is to do a gender audit and persuade policymakers in other countries to undertake an audit. We wanted them to think 'Ah yes I need to do a gender audit and I will contact the project partners to get some more information'.

1. Steps in producing a flyer

Important steps when designing and writing a flyer are:

A. The front page should have a message or question to catch attention.

For example, in the case of the gender audits this was:
Gender Audits can improve YOUR energy policy impacts and
Do you want to ensure that both men and women benefit from policies and projects that aim to increase access of sustainable energy services and thus improve livelihoods? Gender Audits are a recipe for success!

B. It should not contain much more text but have an appropriate photo relevant to the project- try to make this a 'people' picture rather than a picture of a building or equipment

The gender audits showed a photo depicting energy, gender and poverty, as shown below

Front page of a flyer should have a catchy message and a good photo

C. The middle pages should contain the substance of the project results and explain what was done and why it was important. It should include the background in brief, the key findings and next steps.

In the gender audit flyer the middle pages explained what a gender audit is and why it is important to carry one out

- Giving key energy statistics between male and females

- Findings of the gender audit- the gaps in policies and programmes- under clear headings and bullet points

- Actions for the different stakeholders

D. The content should be short and sharp- using tables to present statistics and bullet points rather than paragraphs

E. The backpage should give details on where to get further information on the project, giving clear names and contact addresses, website and logos of the key organisations.

Flyers should have pictures and graphs to get message across in a simple way

F. Use pictures and drawing to break up the text- a picture tells a thousand words.

In the gender audits one of the organisations making a flyer had a graphic designer who produced a cartoon that was a powerful image of a women using the energy to cook while the men used the energy to watch TV!

H. A final important thing to remember is to make sure that all project funders and donors are acknowledged and their logos or disclaimers included if required

>> Exercise 2.1: Identifying key messages for different audiences

EXERCISE UNIT 2

Exercise 2.1: Identifying key messages for different audiences

It is important to ensure that information about your project is written for the audience that it is intended. Therefore it is necessary to identify the key messages to include in information about your project that reflect a stakeholders' prior knowledge, interest and likelihood for future support.

In this exercise you are asked to identify the key messages for one of your stakeholders. This exercise should be carried out in small groups and take approximately 30 minutes.

Imagine that you need to create a flyer about your project for a stakeholder. Choose one of the stakeholders you listed in Exercise 1.1 and answer the following questions:

• Name of stakeholder

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• What does the stakeholder already know about this subject?

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• What additional information does this document supply?

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• What questions are they most likely to have after reading this text?

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• What kinds of details are most important?

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• What tone does this stakeholder expect?

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• What is this document's intended effect on this stakeholder?

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UNIT 3: HOW TO WRITE PRESS RELEASES

Aim of the unit:
The aim is to show how to develop a effective communication tool in the form of a press release

Learning objectives:
After this unit, the participant should be able to:

- Understand the purpose of a press release to communicate project results
- Answer key questions on the purpose of the press release
- Structure and format a press release

Time schedule:
In total: approximately 2 hours;

- Study of the theory: 40 minutes;
- Discussion points: 25 minutes;
- Exercises: 50 minutes

Key concepts and ideas introduced in this unit:
Need for well though out, structured and formatted press releases to communicate results

Topics in this unit:
- Preparation of a Press release
- Content of a Press Release
- Structure of a Press Release
- Format of a Press Release

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3   How to write a Press Release?

The purpose of a press release is to draw the attention of the media. This is achieved by filling the needs of the journalists – to provide the readers with an interesting, relevant and newsworthy story. Thus, in writing a press release, you must think like a reporter, asking yourself not what the press release can achieve for you and your organization, but why the readers of a particular magazine, journal, paper, etc., should care. Remember, papers do not exist to promote your work, nor are they interested in promoting you; they are looking to give their readers headline grabbing stories that will compel them to read their publication. Your goal is to make the journalist's job easier by providing a catchy, persuasive and useful news story that he or she will want to print while also gaining free exposure.

One hint before moving into the actual preparation of a press release: whenever possible, add a 'human interest' element to your press release, as journalists and readers alike are much more apt to take notice. For example, how has that which you are writing about in your press release influenced a government official? Changed the work approach of energy practitioners? Impacted a household, including both the men and women there within? Focus on one individual, interview him or her, write his or her story into the press release, *and always provide quotes*.

Before Beginning
To help you achieve all of the above, ask yourself the following questions before beginning your press release:
- Who is the audience of your targeted media?
- What information will be valuable, interesting, and useable by this target audience? Not 'what is interesting to you' but 'what is interesting for them'.
- Why is it relevant to the targeted audience at the time of writing the press release?
- What do you hope the targeted audience will gain/take away from the press release?
- Who has been directly influenced by your work?
- How do those influenced by your work relate to the targeted audience?

Structure of a Press Release
Press releases must conform to an established format, detailed below.

1.   Letterhead and logos: Press releases should be printed on company letterhead and should include all relevant organizations' logos, including that of TIE-ENERGIA, ENERGIA, EIE (the EU) and your own.

2.   Heading: **PRESS RELEASE** should be spelled out in all CAPS and centred in bold. Immediately below 'PRESS RELEASE' should be contact person's details, numbers and email address. On the next line, on the left hand margin and in all CAPS, should be information regarding when the press release is available for release: 'IMMEDIATE RELEASE' if immediately, and 'EMBARGOED UNTIL <TIME> <DATE>' if the press release should be held until a particular date and time.

3.   The Headline**:** No more than 10 words, the headline should be centred and in bold text. Think carefully about your headline, as this is how you will

Press Releases should be aimed at providing the reporter with a good story not to promote the project results

Press Releases should be aimed at providing the reporter with a good story not to promote the project results

Press Releases should always be constructed in a formal established format

grab the attention of the journalist and reader alike. Journalists and readers are faced with a multitude of headlines competing for their attention on any given day – you *must* grab their attention. As well as being exciting and proving the story's newsworthiness, the headline should summarize the information in the press release. Never rush the preparation of a headline. Consider the following headlines:

a.   "Gender Audit Results"

b.   "TIE-ENERGIA project results"

c.   "Gender Finally Has its Say in Energy Policy and Practice in Africa"

Example a. is only understandable for someone who already knows all about gender audits. And why would someone read that article? What is interesting about the results? And what is relevant for the reader?

Example b. talks about TIE-ENERGIA. Most people won't know what that is. And it doesn't grab the attention of the reader.

Example c. however is much more interesting. While you might be able to come up with something even better, this option says something about the contents of the article, it doesn't use jargon, it sounds quite ambitious… hmmm 'I wonder what that is all about'?

The headline and opening paragraph need to grab your audience's attention and make them want to read more

4.   <u>Opening Paragraph</u>**:** Almost as critical as the headline in grabbing attention, the opening paragraph must include the hook; this is the one element that will compel journalists and readers to keep reading, and thus this is where you must emphasize why the story is relevant, interesting, and newsworthy. In addition to containing the hook, the opening paragraph must also explain the who, what, when, where, why, and how, summarizing the press release and the details which will follow in the remaining paragraphs.

Regarding the format of this paragraph, it should be begin with the date and city of origin; the paragraph should also be double-spaced.

5.   <u>The Body</u>**:** The body of the press release should explain the details, including why the reader should care, who else should care, the implications, information about related activities, etc. The body should be where quotes are placed and the 'human interest' element included. As with the opening paragraph, the body should be double-spaced.

Main content should be sharp, clear and concise

While there certainly is an inclination for people in energy to think that lots of statistics and data is fascinating, this is a sure way to turn off a non-energy audience. Don't try to say everything… choose the one or two most interesting issues, and write about them. If there is a lot more, tell people where they can find more information, but *don't try to describe everything*. If you do, people simply won't read it!

Final paragraphs are standard to ALL press releases regarding your project

6.   <u>Closing paragraph</u>: This paragraph is boilerplate language that should never change from one press release to the next. It should contain information about the message you are conveying and key contact information. Exercise 3.1 gives an example of this

7.   <u>Finishing & Other Formatting Concerns</u>: Immediately centred underneath the closing, or 'boilerplate', paragraph should be ###. These three # symbols signify the end of a press release. Below the ###s, include a sentence which lists the name of a contact person, along with the individual's phone and e-mail address. This should be preceded by a statement such as: 'For more information, or to schedule an interview, please contact <<Name>> at <<Phone>> or <<E-mail>>.

If the press release exceeds one page, the second page should contain, in the upper right hand corner, the words 'Page Two'.

Never exceed two pages and always use a font that is clear and easy to read (*i.e.*, Times New Roman, Arial).

As stated above, the opening paragraph, the body, and the closing paragraph should all be double-spaced.

>> Exercise 3.1: Analysing Press releases

EXERCISE UNIT 3

Exercise 3.1: Analysing press releases

A press release is a useful tool for gaining the attention of the media. In this exercise, small groups of participants will examine and discuss several press releases. This exercise takes 30 minutes followed by a further 15 minutes to present your results to the whole of the group.

EXAMPLE ONE:

PRESS RELEASE

Grant Ballard-Tremeer, Eco Ltd

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IMMEDIATE RELEASE

Gender Finally Has its Say in Energy Policy and Practice in Africa

February 17, 2006, London: Although just over one years since it's initiation, TIE-ENERGIA has achieved great strides in removing one of the major roadblocks to the successful implementation of policies and projects seeking to increase access to improved energy across Africa - the complete disregard of the gender aspects of energy in policy, planning and practice.

This achievement is a result of TIE-ENERGIA's, or "Turning Information into Empowerment: Strengthening Gender and Energy Networking in Africa", straightforward, yet groundbreaking, approach - direct education of the energy policy-makers and practitioners themselves on how to integrate gender into energy. To do so, twelve national workshops attended by a select group of development practitioners are being conducted, in addition to the implementation, in three countries, of gender audits which will identify gender gaps in energy-poverty policies.

With the process and methodologies developed as part of this project all being adaptable to other countries, activities such as the dissemination of training packages and the creation and maintenance of a knowledge repository are crucial to ensuring not only that the integration of gender into energy issues across all of Africa becomes second-nature, but that such methods are constantly being updated given the experiences and outcomes of others. The importance of this point is underscored by the impressive results already emerging from the very initial stages of capacity-building – just one of the three country-level gender audits is underway while just one of the three workshops in which the trainers of the national workshops themselves are trained is complete.

As one workshop participant, Francis Songela of the Tanzania Traditional Energy Development Organization (TaTEDO) relates, 'Before, gender was hidden. People were talking about gender and the need to consider it, but no one knew how to approach it.'

Now no longer the case, Mr. Songela is already putting to use his newly acquired knowledge by both integrating gender into TaTEDO's upcoming energy projects and by planning a workshop for those within TaTEDO, this in addition to the Tanzanian workshop he is planning for March.

Indeed, such an outcome has been the rule, and with the bulk of capacity building yet to come, the long-term impacts are likely to be deeply felt across Africa. As Lydia Muchiri of Practical Action - Eastern Africa relates, 'the fact that I can now pick up the phone and call colleagues [across Africa] to discuss mainstreaming gender into energy is very gratifying to me'.

Thus, to ensure that such benefits are not limited to the participants alone nor static, Eco Ltd., as the partner responsible for the dissemination and knowledge repository component of the project, is catalysing change from project results by building the capacities of project partners in communicating project results so that projects are not just events that happen till end of project period, but are processes of desirable and sustainable change. Eco is also responsible for establishing and managing the TIE-ENERGIA website - *www.energia-africa.org*. By the end of the project, Eco Ltd and its TIE-ENERGIA partners, which include ENERGIA and ITDG-EA, will have proactively informed 180 African change makers on energy and gender issues. Eco will also act as a peer reviewer for materials produced under the programme.

TIE-ENERGIA builds on the existing network, ENERGIA-Africa, which is a regional network on energy and gender and is part of ENERGIA, the *International Network on Energy, Gender and Sustainable Energy*. The project works in 12 countries in Africa and continues until June 2007 with support of the European Union's COOPENER programme and co-funding from SIDA. For more information and resources on TIE-ENERGIA and ENERGIA please visit the website or contact the African Regional Co-ordinator, ENERGIA Africa Gender and Energy Network.

Email: co-ordinator@energia-africa.org

Web: www.energia-africa.org

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EXAMPLE TWO:

HEDON
Household Energy Network
w w w . h e d o n . i n f o

press release (insert individual organisational logo)

??, month 2007

GOVERNMENT MUST TAKE URGENT ACTION AT THE UN TO TACKLE INDOOR AIR POLLUTION

GOVERNMENTS across the world are being urged to take action at the UN and tackle indoor air pollution which claims the lives of 1.5 million people in developing countries every year.

According to (**insert organisation's name**) the (**insert country**) government needs to take urgent action and commit to policies which will tackle indoor air pollution and improve access to household energy.

Strong evidence links indoor air pollution with acute lower respiratory infections such as pneumonia and chronic lung diseases including chronic bronchitis and lung cancer.

Around three billion people worldwide rely on poor quality fuel such as wood, dung, coal and crop residue for cooking and heating. When burnt, these fuels release toxic fumes which turn kitchens into death-traps.

Include statistic or example local to your country. Example of case study of someone who has or would benefit

The call for political action comes ahead of the United Nations Commission on Sustainable Development (CSD) which takes place in New York from April 30 to 11 May.

The CSD will provide an important opportunity for international action to tackle indoor air pollution by facilitating energy access for developing countries. (**Insert organisation's name**) is calling for the the (**insert country**) government to support the call for establishing an international household energy target

 (Insert name of spokesman, title, organisation) said: "The international community – including (inset country's name) government needs to sit up and take notice of this problem. Globally indoor air pollution is responsible for more deaths than malaria – someone loses their life every 20 seconds.

"The UN's Millennium Project emphasises that access to energy for all is essential for achieving the Millennium Development Goals. But in order to do this we need a policy commitment from world leaders to provide cleaner and more efficient fuels and technologies to those most at risk of indoor air pollution."

ENDS