

# Communicating research for evidence-based policymaking

A practical guide for researchers in  
socio-economic sciences and humanities



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Directorate-General for Research  
Directorate L – Science, economy and society  
Unit L.2 – Research in the economics, social sciences and humanities – Prospective

Contact: Louisa Anastopoulou

European Commission  
Office SDME 7/38  
B-1049 Brussels  
Tel.: (32-2) 29-61239  
Fax: (32-2) 29-79608  
E-mail: [louisa.anastopoulou@ec.europa.eu](mailto:louisa.anastopoulou@ec.europa.eu)

EUROPEAN COMMISSION

# Communicating research for evidence-based policymaking

A practical guide for researchers in  
socio-economic sciences and humanities

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# ▼ Foreword

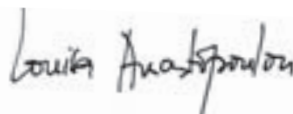
Cutting-edge research should be the hallmark of the EU Framework Programmes. From conception, throughout their lifespan and in their conclusions they have the potential to provide answers to many of the challenges faced by our societies. Research in the socio-economic sciences and humanities in particular provides us with important insights to support evidence-based policymaking in Europe. Better policies are particularly needed in the current difficult social and economic climate.

The social and economic challenges which we face require policymaking at all levels – regional, national and European – to move beyond traditional paradigms and create responses which offer sustainable solutions now and in the future. The European Economic Recovery Plan<sup>(1)</sup> and the EU 2020 strategy<sup>(2)</sup> create the broad policy context for this approach. “Smart” investment, which focuses on the skills that are needed for the future, is seen as a major pillar of Europe’s strategy to respond to the challenges it faces. The research projects funded under the Framework Programmes can play a major role in giving shape to this approach.

The Directorate-General for Research is supporting researchers and project coordinators in meeting these challenges. In wide-ranging discussions with policymakers and researchers it has explored how to best ensure dialogue between both areas. This dialogue is crucial if the policy messages provided by the research supported by the EU are to contribute to the development of the strategies and approaches necessitated by the realities we face.

This guide is the most recent stage of this process of identifying needs and developing appropriate support. It builds on the work undertaken in our earlier publication “Scientific evidence for policy-making” which identified the key priorities for deepening communication and strengthening the transfer of knowledge and experience between research and policymaking.

This publication is designed to offer an easy-to-read guide which identifies the most important stages in the development of a dynamic communication strategy and which will ensure that the projects funded under the Framework Programmes make a real difference in enabling policymakers to respond to the significant challenges we face. Divided into three parts – Concept, Policy Briefs and Practical Means – this guide is intended to help exploit research concepts into genuine policy action.



Louisa Anastopoulou

<sup>(1)</sup> A European Economic Recovery Plan, 26.11.2008, COM(2008)800 final.

<sup>(2)</sup> Consultation on the future “EU 2020” strategy, 24.11.2009, COM(2009)647 final.

## ▼ Acknowledgements

This guide was inspired by the “Scientific evidence for policy-making”<sup>[3]</sup> publication produced by the Directorate “Science, Economy and Society” within the Directorate-General for Research.

It is part of an ongoing effort within the European Commission to foster fruitful interaction between researchers and policymakers and to ensure that the considerable body of research undertaken within the EU Framework Programmes contributes to policy development at European, national and regional levels as appropriate.

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Louisa Anastopoulou conceived the publication and supervised its creation with the helpful contributions of Domenico Rossetti di Valdalbero together with the valuable inputs of Henrike Ülger from DG Research during the finalization of this guide.

This guide was written by Terry Martin, a journalist who has drafted numerous policy briefs for the Science, Economy and Society Directorate and is committed to improving the communications interface between policymaking and research.

[3] [http://ec.europa.eu/research/social-sciences/pdf/scientific\\_evidence\\_policy-making\\_en.pdf](http://ec.europa.eu/research/social-sciences/pdf/scientific_evidence_policy-making_en.pdf)

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## ▼ The concept



## Setting the scene

### **Strengthening cooperation between research and policymaking**

Evidence-based policymaking depends, first of all, on the existence and availability of reliable evidence. No less importantly, it requires that researchers and policymakers communicate with each other effectively. Both parties stand to benefit from this interaction.

Tackling socio-economic challenges is definitely a cooperative enterprise. Cooperation between policymakers and researchers, however, does not always come naturally. A familiar set of obstacles – cultural, linguistic and institutional – can make interaction difficult.

Fortunately, important steps have been taken to overcome the communications deficit in recent years. The trend towards evidence-based policymaking has provided impetus for productive interaction between researchers and decision-making entities around the globe, including the institutions of the European Union.

Within the European Commission, the principles of evidence-based policymaking are reflected in the Framework Programmes for Research, which are administrated by

the Directorate-General for Research (DG Research). Because of its focus on public policy themes, the DG's Science, Economy and Society Directorate is particularly interested in strengthening the interface between researchers and policymakers. With that in mind the Directorate has solicited input on the subject from leading academics, decision-makers and knowledge transfer specialists throughout Europe. Their insights provided the basis for this guide.

Researchers, in order to meet the objectives of the Framework Programmes, need to communicate with policymakers effectively.

This publication is intended as a practical guide to support that collaborative endeavour specifically in the field of socio-economic sciences and humanities.

## The big challenge

### **Making research accessible to policymakers**

Though research alone cannot solve Europe's complex social and economic problems, it can help us understand those problems more clearly and develop better strategies for dealing with them. This consultative capability makes research hugely valuable to the policymaking community. For without fresh, reliable evidence to base their decisions on, policymakers have only tradition and ideology to guide them.

Today, with the European Union facing challenges on an unprecedented scale, the demand for policy-relevant research is greater than ever. Successive waves of enlargement have created a bloc that is larger and more heterogeneous than many could have imagined. Embracing 27 countries and nearly 500 million people, the European Union has reached a size and complexity that make it very difficult for the policymaking community to accurately judge the socio-economic status quo, much less change it.

European Union policymakers have recognized that a massive research effort is required to accurately assess the bloc's problems and propose coherent strategies for tackling them.

Representing the cornerstones of the largest public research initiative in the world, the Framework Programmes and the European Research Area illustrate the European Union's determination to harness its collective intellectual power in the search for policy solutions.



## The seventh Framework Programme

### **Supporting research in Socio-economic Sciences and Humanities**

Since European integration began in 1951 (European Coal and Steel Community), research at European level has sought to advance scientific, technological and human knowledge.

In the mid of 1980, through the launching of the first “Framework Programme for research and technological development” (1984-1988), research became a key European priority.

The current seventh Framework Programme for Research (2007-2013) covers a broad spectrum of technological and scientific subjects. Among them is a group of subjects referred to “Socio-economic Sciences and Humanities” (SSH). Research projects in this category aim to generate “an in-depth, shared understanding of complex and interrelated socio-economic challenges Europe is confronted with”.

These challenges include among others: growth, employment and competitiveness; social cohesion; cultural and educational challenges in an enlarged European Union; sustainability; migration and integration; quality of life; and global interdependence.

The aim of this research is to provide an improved knowledge for academic community as well as for support to EU policies. Specific dissemination activities are foreseen focusing

on particular groups and the general public. Researchers are given the opportunity to exchange views with policymakers and other stakeholders through workshops, dialogue sessions and conferences.

SSH researchers should keep in mind that their projects are problem-oriented and policy-relevant. Aside from enhancing knowledge in the academic community, the objective is to make available to policymakers the best possible scientific evidence. Generating useful knowledge and putting it into practice, however, is easier said than done. The channels of communication between policymakers and researchers often remain underdeveloped.

Anyone reading this guide has probably recognized that policymakers and researchers operate in different professional contexts with divergent frames of reference and incentives. They are subject to different pressures, have developed different traditions, follow different schedules and have cultivated different modes of discourse. While they may focus on the same socio-economic phenomena, they approach them from different angles with different sets of priorities.

SSH researchers and policymakers are pursuing the same overarching goal. The Framework Programme reflects the hope that this cooperation will ultimately yield benefits for society.

## Defining issues

### Effective identification of policy-relevant issues

Whatever you prefer to call them – issues, challenges or problems – they loom particularly large in the socio-economic realm. Because these issues are so complex, addressing them systematically requires a differentiated approach.

Thus, one of the first tasks for researchers is to make sure the policy-relevant issues at the heart of the project have been clearly defined and communicated. To increase relevancy, external actors could be involved into this process. The more clearly defined the policy issues are, the easier it will be to identify potential beneficiaries of the research and establish communication links with concerned parties.

Each research project has its own specific policy profile, designed to support the objective of the given work programme. Ideally, the policy dimension of a project will have been identified in the proposal and further refined during the negotiation process following initial approval. Everyone involved in a project should be familiar with this policy profile and keep it in focus continuously. It is of paramount importance that policy questions be identified at the outset of the research.

Though the policy dimension of a project may seem obvious at the beginning, some researchers are apt to lose sight of it once they become absorbed in the routine of implementing the work packages. Project coordinators, therefore, should be vigilant in assuring that policy relevance does not become an afterthought. The project should have a strategy for monitoring the evolving policy environment and adapt its profile accordingly.





## Knowledge transfer

### Two-way dialogue

Fortunately, much has been learned in recent years about the mechanisms of successful knowledge transfer. The Science, Economy and Society Directorate has been tapping into a wealth of expertise, profiting from the insights of communications researchers throughout Europe. Among those experts who have contributed to the Directorate's understanding of the subject are Prof. Thomas Tydén, Director of Sweden's Darlarna Research Institute, and Dr. Alister Scott of the University of Sussex. Both stress an urgent need to move beyond the one-way model of dissemination in which researchers present their results *en bloc* as a *fait accompli* at the end of a project.

Tydén and Scott are adamant that researchers actively cultivate dialogue with the intended beneficiaries of their work (i.e. policymakers and the public) and sustain that dialogue throughout the lifetime of a project.

Drawing on his experience in the public and private sectors, Scott maintains that the "relevance and impact of knowledge can be transformed through engagement" – engagement being Scott's preferred term for effective two-way communication. Tydén, too, emphasises the importance of involving knowledge recipients in the research process: "A basic rule for the transfer of knowledge is that interest in assimilating the results of a study is promoted by one's own participation in the planning of a project – responsibility engenders interest<sup>[4]</sup>". Tydén's insights are particularly interesting to the European Union as they are based on Sweden's three decades of experience with progressive research dissemination policies.



<sup>[4]</sup> Tydén, T.; Nordfors, D. INFOPAC – Researchers Learn Research Dissemination by Doing; published in Science Communication, Vol 21 No. 23, March 2000, 296-308.

## Teamwork

### Creating the right communication and dissemination team

Taking a structured approach to policy coordination in a multinational research consortium requires a careful allocation of human resources. Ideally, this will have been factored into the tasks outlined in the research proposal. In any case, one of the first steps a coordinator should take in launching a Framework Programme research project is to create a communication and dissemination team.

This activity deserves a certain amount of effort in both material and human resources. This should be budgetized in the part related to the dissemination activities. The call to professional communication specialists (journalists, graphists, etc.) would ensure a higher potential impact of the research proposal to a large audience: academic community, industry, trade unions, civil society organizations, EU citizens.

This team will have several tasks. It should introduce a corporate design which is suitable for both printed material and web pages. It will be responsible for internal and external communications. And it must also ensure dissemination of the interim and final results, involving all relevant stakeholders.

Building a team starts with the designation of one individual from each partner in the consortium to serve in the group. This person should be responsible for sharing policy-relevant data from their unit with the rest of the team and reporting back to their own unit on important policy developments in the project as a whole. This person should also be tasked with monitoring host country policy development and needs.

Project coordinators are reminded that they could also include partners from the world of policymaking in their project team or at least to involve them, for example in an Advisory Board. The participation of policymakers helps to ensure that research addresses key societal questions and is not only theoretical. They should be identified during the proposal planning stage and integrated into the team as early as possible.

Having identified a desire for increased linkages between new research initiatives and policymakers at the European level, the Science, Economy and Society Directorate facilitates contacts between researchers and members of the European Parliament. Those working in national and regional governments and representatives of NGOs may also be invited.

The communication and dissemination team should include at least one member who, in cooperation with the coordinator, is responsible for producing policy-relevant dissemination materials for the project as a whole. Given the crucial importance of the policy communications task, this person should possess particularly strong writing skills.

## Identifying audiences

### The relevant target groups

**“Who does this research matter to?”** That question should be asked frequently during a project, for the answer reveals exactly who the consortium should be communicating with. It is a simple but effective way of identifying your audience.

Research activities from FP collaborative projects concern subjects that are of great interest to the European Commission and the European Parliament. Furthermore, as the projects are transnational in nature, the findings are also of interest to policymaking groups (governmental and non-governmental) in the various European Union Member States where the research was conducted.

Other potential beneficiaries include cross-border regional entities, human rights groups, industry associations, trade unions and environmental organizations. All of these represent potential audiences and interlocutors who should be identified, contacted and integrated into the project’s development and dissemination activities.

Moreover, each of these potential audiences will have their own particular questions about the research project. These questions should be solicited from key stakeholders and answered to the best of the project’s ability.





## **The policy brief**

Engaging and sustaining interest





## The policy brief

### Relevance

The SSH policy brief series was launched in 2008 as part of an initiative by the Directorate-General for Research to improve the uptake of Framework Programme research results by the policymaking community. As the term "Policy Brief" implies, this form of publication is specifically intended to provide orientation for those dealing with policy-relevant subject matter, whether that be on a practical or a theoretical level.

Clearly, some research projects do not lend themselves to proposing any particular course of policy-related action. Many projects, however, do. And in those cases, where appropriate, SSH policy briefs offer researchers the option of articulating their conclusions in the form of constructive recommendations.

Of all the publications a research project produces, the policy brief is the one most likely to be read first in policymaking circles. If you succeed in capturing a decision-maker's interest with this document, your findings have a good chance of entering the policy debate. Conversely, if a project fails to produce convincing policy briefs, the capacity of your findings to support the policymaking process will be greatly diminished.

A policy brief can only be as good as the research it is based upon. Its success, however, also depends to a large degree on how the results are presented. The policy brief should present the project's policy-relevant findings in the most convincing terms possible, without overstating or understating their significance.

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## The policy brief

### Form and style

Regardless of whether you are producing a policy brief for an ongoing or a finalized project, the form and style will remain basically the same. Aimed at an audience of intelligent non-experts, the writing should be succinct and accessible, “professional” instead of technical. The information should be logically organized and largely free of jargon. Long sentences (more than 30 words) and complex-compound formulations should be used very sparingly; footnotes should be avoided. Acronyms are to be employed judiciously and clarified on first reference. The Directorate asks that special care be taken to assure that all SSH policy briefs are both “attractive” and “understandable”.

The information provided in this guide is intended to serve as orientation for those preparing additional contributions to the SSH policy brief series. If you require assistance with formatting or layout of briefs for your project, please contact your Project Officer.

For an overview of previously published briefs, please consult the Europa Research SSH website: [http://ec.europa.eu/research/social-sciences/policy-briefs\\_en.html](http://ec.europa.eu/research/social-sciences/policy-briefs_en.html). An example can also be found in Annex 7.1 of this guide. As one can see from the previously published examples, SSH policy briefs adhere to a standard form, though there is room for some variation.

### Length

Generally, the length of an SSH policy brief should not exceed ten pages. Experience suggests that most briefs can be accommodated in eight pages, though some may be as short as six. Bear in mind the possibility that some

members of your policymaking audience may skim the brief or read only the first page before delegating the task of detailed examination.

Strive to provide a clear and convincing account of what your research has found and what it means in policy terms. Regard the policy brief as a tool for explaining the significance of your project in a nutshell. Should you succeed in capturing a policymaker’s interest with this document, they will dig deeper.

The five parts of an SSH policy brief	
1	<b>Introduction</b> Succinctly describe the relevant policy problem and relate your evidence to the task of addressing it (1 page).
2	<b>Evidence and analysis</b> Enumerate your most policy-relevant findings with basic contextual orientation (3 to 4 pages).
3	<b>Policy implications and recommendations</b> State the policy implications of your findings and, where appropriate, offer recommendations (1 to 2 pages).
4	<b>Research parameters</b> Describe the project’s objectives and methodology (1 page).
5	<b>Project identity</b> Provide details about the research consortium, project funding, time frame, etc. (1 to 2 pages).



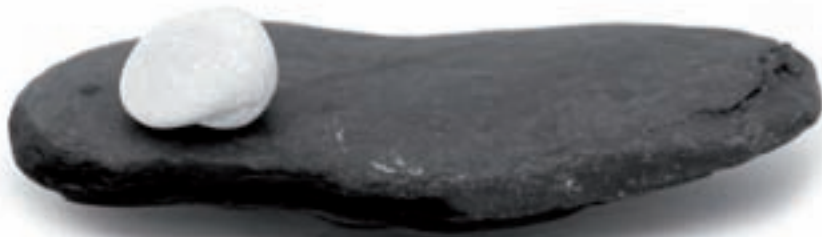
## The policy brief

### **The power of page one**

Vulnerable to the power of first impressions, people routinely judge policy briefs by their covers. It is essential, therefore, that a policy brief's first page represent a project's very best work. The form should be visually appealing and the writing must be highly coherent.

Page one of the brief presents the project's policy relevance in condensed form. It identifies the project, outlines the main policy problem it was designed to address, introduces key findings and advocates a specific course of action.

Given the unique burden of responsibility this page carries, putting extra effort into it is justified.



## The policy brief

### Title bar

A good title serves two functions: it identifies the topic and inspires interest. Both are important. In order to fulfil these functions, a title has to capture the essence of a research project in very few words.

Depending on the nature of the research project, the title may introduce wordplay. It can incorporate metaphor or other turns of phrase.

Here are some good examples from FP6 and FP7 SSH projects:

#### **Chasing work:**

The mobility dilemma

#### **Business on the edge:**

Cross-border cooperation  
in the context of EU enlargement

#### **Rattling the value chain:**

Work in the age of flexibility

**Remember:** Brevity and astute word choice are the keys to a good title. A long-winded title that fully describes the topic but bores or confuses the reader will benefit no one. Equally undesirable is a cute title that fails to accurately identify the topic or skews the project's character. Title writing requires imagination and skill.

The title is then followed by a descriptive phrase (blurb) beginning with the words: "Policy implications of". The blurb continues with the project acronym and one or two explanatory details. For example:

#### **Policy implications of SOCCOH**

(the challenge of socio-economic cohesion in the enlarged European Union), an EU-funded research project involving eight institutions led by the London School of Economics and Political Science

#### **Policy implications of CBCED**

(Cross-Border Cooperation and Entrepreneurship), an EU-funded research project on entrepreneurship in European border regions

#### **Policy implications of WORKS**

(Work Organization and Restructuring in the Knowledge Society), a pan-European research project

If considered essential for reader orientation, an additional descriptive passage can be inserted two lines below the blurb (though keep in mind that this will reduce the amount of space available for the introduction). This passage should be printed in italics. For example:

*Findings based on analysis of current literature and empirical investigations in border regions of Finland, Germany, Poland, Greece, Bulgaria and Estonia.*

The **project logo** should appear directly opposite the blurb, in the left-hand column.

The last line of the title bar contains the designation "Ongoing project" or "Finalized project" and indicates the publication date (month and year).



## The policy brief

### Introduction

The amount of space available for the introductory statement on page one is limited. After accommodating the European Policy Brief masthead and title bar (with logo, descriptive blurb and publication date), there is room for only three or four introductory paragraphs running to a total length of 200 words. This length, however, is sufficient for fulfilling the introduction's purpose.

Begin your introduction with a paragraph explaining the specific policy challenge the project was designed to address. This section should succinctly state the project's main objective, echoing language found in the Call. The focus is likely to be a particular socio-economic phenomenon (e.g. mobility in the work-place), a cultural construct (e.g. the European public sphere) or some thematic element in the Framework Programme's agenda. Seek to quickly establish the topic in a policy context while communicating the urgency of the policy challenge.

Having identified the project's main EU objective, your next task is to contrast that with the status quo. Some of your project's key observations will come into play here. Depending on the project's findings, this thumbnail assessment may acknowledge progress being made, but it is more likely to identify deficits, obstacles and risks.

Finally, having described the project's thematic challenge and presented some key observations, the introduction should conclude with a paragraph explaining the main (policy-relevant) implications of the research findings. If appropriate, the introduction should end with an appeal to pursue a particular course of action, noting the rationale for the recommendation and its potential benefit.

On the basis of this short introduction, policy-makers should be able to judge whether your project is relevant to their own discussions and warrants closer scrutiny.

**Note:** The introduction to a policy brief is not an academic abstract or a summary of the research project. Procedural details and methodology are described later in the brief.

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## The policy brief

### Evidence and analysis

**This is the heart of the policy brief.** The Evidence and Analysis section contains the most important policy-relevant information your project has produced: empirical data and cogent analysis – in other words, **new knowledge**. When policymakers go searching for the added value of EU-funded SSH research, they should find it here.

#### Selecting information

Choosing what to include and what to omit in your Evidence and Analysis section can be difficult, especially if the task has been postponed to the end of a project. Sifting through reams of deliverables, trying to pick out the embedded policy-relevant bits retrospectively, is tedious and inefficient. It is also unnecessary.

The task is much easier if the project establishes a strategy for collecting the data it needs early on. With clearly defined priorities, team members can quickly spot policy-relevant activity on their radar screens when it appears. They can then capture and collate the data, and the Evidence and Analysis can be drawn from this data set.

Obviously, the kind of information that will appear in this section of your policy brief depends on the nature of your project. New knowledge generated by the project should be granted top priority, but that knowledge must be presented in a context relevant to policymakers, who may require certain background information the researchers themselves take for granted. All published Evidence and Analysis should support the task of advancing a policymaker’s understanding of your topic.

In general, SSH policymakers value research that:

- a. provides solid and timely empirical data
- b. identifies trends
- c. anticipates potential challenges
- d. improves measurement capabilities
- e. evaluates policy effectiveness

**Remember:** The data and analysis offered in the Evidence and Analysis section of the policy brief should support the recommendations that follow.

#### Organization

Depending on the structure of the research, the Evidence and Analysis section may be divided into two or more subsections. Each subsection should be given a separate heading.

Regardless of whether subsections are used or not, the material should be logically arranged into thematic blocks. The blocks should contain patterns of related information that speak to policy-relevant questions (which may or may not have been formulated at the beginning of the research project). These questions should appear in the left margin opposite the thematic blocks and serve as signposts to assist the reader in navigating through the brief.

Structure the information according to its scientific weight and, above all, its policy relevance. Strive to create coherent compositions, but do not hesitate to include “stand-alone” observations if their relevance warrants it.

Follow the contours of the landscape your research has revealed; unleash the narrative potential of your work.

## Elucidation

Since few Framework Programme projects are truly pan-European in scope, it is important that the limitations of your investigative sample be acknowledged. Though the scope of the research should be established on page one of the policy brief and implicit throughout, it may be useful to further explain the limitations in a preface to the Evidence and Analysis section.

Elucidation should be added wherever necessary to avoid the reader ascribing a representative character to findings based on samples unsuitable for extrapolation.

A more detailed description of a project's scope should be provided in the Parameters section.

## Graphics

The visual impact of a policy brief can be greatly enhanced if graphic elements are used to illustrate the evidence and analysis. Charts or tables of any kind may be employed as long as they are pertinent and comprehensible and do not exceed the brief's spatial capacity. Original graphics generated by the project itself are preferred, but those originating outside the project may also be used if they are especially pertinent.

Policy teams are encouraged to factor statistical and/or analytical graphic elements into their dissemination plans.



## The policy brief

### Policy implications and recommendations

Encouraged to provide orientation for policy-making where appropriate, researchers are invited to offer recommendations on an optional basis and according to the nature of their research.

Again, not all SSH research projects lend themselves to the task of producing policy-relevant recommendations. But for those projects with a clear policy component, research findings can be highly valuable for the policymaking community.

Research-oriented policy briefs communicate policy implications based on solid evidence and cogent analysis. Any advice offered derives its authority from the excellence of the research and probity of the consortium that produced it. For those researchers who do produce recommendations, it is an opportunity to possibly "make a difference" and directly impact the policymaking process.

Some researchers may not be accustomed to communicating with policymakers in this way. Yet the practice is both useful and necessary. Indeed, done in good faith, it arguably constitutes the *raison d'être* of socio-economic sciences. By identifying policy implications and formulating recommendations, researchers fulfil one of the main objectives of the Commission's evidence-based policymaking effort.

#### Approach – How to get started

Imagine various groups of dedicated decision-makers (governmental and nongovernmental) have asked you for orientation on exactly the issue your consortium is investigating. They

genuinely want to know, on the basis of your research, what you think can be done to improve conditions relative to that issue particularly in Europe. They invite you to be open and express your views in straight-forward terms. This is your starting point.

Projects that do produce policy recommendations should be mindful of the fact that the usefulness of this advice depends to a large degree on how specific it is. This applies to both the advice itself and its intended benefactors. Researchers can assume that the European Union has a profound interest in the policy relevance of their findings.

#### Organization – Clustering implications

Depending on the research project, policy implications may be ordered thematically, geographically or institutionally.

If your implications/recommendations apply to specific groups of policymakers, name the groups and cluster your material accordingly. The addressee (group) should be listed in the left-hand column. Begin at the international policymaking level and move on to the national, regional and local levels. If certain points apply to all audiences, group them under the heading "General".

Some projects, especially those dealing with more abstract, pan-European subjects (e.g. the European public sphere) may yield general orientation only. In such cases one need not specify a target policymaking audience.

## Stating policy relevance

So, in light of the evidence, what should be done to address the challenge at hand? That's a question policymakers themselves ultimately have to answer. But researchers can offer expert advice based on a thorough examination of the problem.

Policy briefs frequently offer suggestions expressed in the form of recommendations. In an ongoing project still in the process of gathering and analysing data, findings will be preliminary and any recommendations offered are likely to be expressed in conditional terms. A finished project, however, should be in a position to offer clearer orientation.

Where appropriate, researchers should utilize final policy briefs as an opportunity to articulate recommendations based on their findings. Obviously these recommendations are in no way binding, but – reflecting the results of expert research and analysis – they can provide valuable orientation for the policymaking community.

From a policymaker's perspective, the more directly stated these recommendations are the better. Though one might consider it good form to use polite language to express recommendations, equivocal phrasings should be avoided (e.g. "The evidence suggests that it might be advisable for policymaking body x to consider the merits of action y").

In formulating recommendations, researchers are encouraged to use the infinitive verb form (omitting the "to"). Thus, the key clause of a recommendation might begin with a word like "adapt", "avoid", "create", "develop", "improve", "increase", "promote", "strengthen", "support", etc. Examples of how to formulate recommendations can be found in previously published SSH policy briefs on the Europa Research SSH website: [http://ec.europa.eu/research/social-sciences/policy-briefs\\_en.html](http://ec.europa.eu/research/social-sciences/policy-briefs_en.html)



▼

## The policy brief

### Research parameters

To borrow an angling metaphor, the Research Parameters section should explain where the project went fishing, what kind of tackle it used and what it set out to catch.

For the purpose of the policy brief, Research Parameters are divided into two categories – Objectives and Methodology – prefaced by an introductory statement describing the project’s overall objective.

#### Introductory statement

Begin the Research Parameters page with the project acronym followed by the project’s complete name (in parentheses) and a phrase summing up its main objective. For example:

**CBCED** (Cross-Border Cooperation and Entrepreneurship) was a research project that sought to assess the potential for cross-border entrepreneurship in contributing to development in EU border regions.

**WORKS** (Work Organization and Restructuring in the Knowledge Society) was a pan-European research project aimed at improving our understanding of major changes in work in the knowledge-based society.

#### Objectives

List the primary objectives your project set out to achieve. These should be delineated in a series of bullet-points, introduced with the phrase: “The main objectives of the project were to:”. State each objective using an infinitive verb (without repeating the word “to”).

#### Verbs commonly used to describe research objectives:

- Assess
- Determine
- Develop
- Evaluate
- Identify
- Investigate

Remember that policymakers often scan through a policy brief searching for a specific kind of information that might be helpful in addressing a particular policy challenge. Your objectives should be stated clearly enough to enable policymakers to determine whether the information they are looking for might conceivably be found in your project’s other deliverables.

#### Methodology

Policymakers want to know how you arrived at your findings. Explain in as few words as possible where, when and how you gathered your key data. If field surveys were conducted, indicate the size of the samples and provide a general profile of interviewees. Specify the project’s geographical parameters.

Though some technical terms may be required to describe the project’s formal methodology, keep them to a minimum. If several methodological approaches were utilized (and each warrants mentioning) they may be presented in bullet-point format. There will not be sufficient space to accommodate all details. Prioritize the information according to its value to policymakers for weighting the project’s findings.

## The policy brief

### Project identity

The final section of the brief provides basic information about the research project itself and those who participated in it. Importantly, this section includes contact details for members of the consortium and contains the URL (internet) address of the project website.

There might be eight or nine parts to this section, depending on whether Further Reading is included. For easy navigation, the parts are identified with a “slug” in the left margin. The parts are arranged as follows:

- a. Project name** – Give the full name followed by the acronym in parentheses.
- b. Coordinator** – Indicate the name, institution, city, country and e-mail address.
- c. Consortium** – List all participating entities (institutions). Order the institutions alphabetically, on the first line, followed by the academic unit on the next line. Below that, place the city and the country.  
**Examples:** Hellenic Foundation for European and Foreign Policy – ELIAMEP – Athens, Greece  
 Lehrstuhl Sozialgeschichte, Institut für Geschichtswissenschaften, Humboldt Universität zu Berlin. Berlin, Germany
- d. Funding scheme** – Provide details of the specific funding programme.  
**Examples:** FP6 Framework Programme for Research of the European Union – Specific Targeted Research Project (STREP)  
 Thematic Priority 7 – Citizens and Governance in a Knowledge-based Society  
 FP7 Framework Programme for Research of the European Union – Collaborative project  
 Activity 3 – Major trends in society and their implications
- e. Duration** – List the dates (month and year) when it began and ended, then the total number of months the project was funded for (in parentheses).  
**Example:** September 2004 – August 2007 (36 months)
- f. Budget** – Indicate the EU budget contribution.  
**Example:** EU contribution: 1 895 000 €
- g. Website** – Give the URL of the project website.
- h. For more information** – Provide the names and e-mail addresses of one or two project participants who have agreed to serve as general contact persons. Place the word “Contact” in front of the first full name.
- i. Further reading** – List up to five current or forthcoming publications the project has produced that might be of interest to policymakers.

▼  
**Some practical  
means**





## The website

### An interactive platform

Dynamic and multilayered, the project website is a potentially powerful communications platform. It serves as an information clearing-house, allowing project participants to share information with one another efficiently. It also facilitates interaction with external communities who make, use and evaluate policy.

A project should have a professional website. It must be well structured, presenting its content in an accessible and usable way. It should publicize project results and clearly identify consortium members. Keep in mind that the consortium's web presentation will remain online even after the project has finished and can reach an indefinite number of people.

If properly developed, project websites can acquire an interactive policy communications capacity. Aside from being able to disseminate policy-relevant findings in a targeted fashion, a project website also has the potential to accommodate input from the broader policy-making community.

A website's policy communications capacity, however, must be actively cultivated. It is not enough simply to have a static homepage with a project description and an email address.

A project should have a section or "corner" of its website dedicated specifically to policy issues. This section should feature a policy database with downloadable files from the project itself and links to relevant third-party documentation such as legislation, directives and position papers. If possible, the site should include interface mechanisms (i.e. forums, chat rooms or blogs) for capturing external input. Properly constructed and maintained, the website can facilitate dialogue between all relevant stakeholders and increase a project's policy responsiveness.

In order to exploit a website's policy communications potential, a project must allocate resources (time, expertise and funds) for that purpose. The Directorate recognizes that special skills are needed to build and properly maintain a website. Therefore, project coordinators may wish to engage professionals for these tasks and factor their services into the dissemination budget.

Basic guidelines on designing an SSH project website may be found in Annex 7.2.

## The project flyer

### Attracting potential interest

As soon as the project proposal has been approved in its final form, the consortium should begin producing a **promotional flyer** for mass distribution. The flyer should be aimed at generating interest in the research project among the broadest possible audience.

Like any promotional tool, the flyer should be geared towards capturing an audience's attention. The look should be appropriately professional, with graphic design and copy-writing playing important roles. Colour should be used. The project logo should be prominently displayed. The EU flag and Framework Programme logo must be visible on the front cover.

To heighten the visual impact, the flyer should have only a moderate amount of text. It should contain one paragraph explaining the rationale behind the project and another outlining the methodology. Some information (the project's main objectives, for example) should be presented using bullet points. Bullet points can also be used in listing potential beneficiaries of the research (target audiences). The consortium members are presented together on a separate panel.

One format option for a standard flyer is a DIN A4-sized document (210 x 297 mm) tri-folded to form six panels (three front and back). Paper and electronic versions should be produced and distributed widely (see example in Annex 7.3).



## The project brochure Stimulating the interest of key stakeholders

Containing far more information than the flyer, the **identity brochure** provides a detailed overview of the research project. Its purpose is to create further awareness and stimulate interest among concerned actors.

Like the flyer, the brochure should be visually appealing and reflect the corporate design, but it can bear greater textual weight. It should contain a more thorough explanation of the project rationale and delineate in greater detail the questions that the research is trying to answer. One can be much more specific about the scientific methodology the project is utilizing. Importantly, the brochure should provide information on the project's major activities and identify their relevance for target audiences. The brochure also offers scope for providing further details about the consortium.

As the brochure is considerably larger than the flyer, it provides space for graphic elements such as tables and charts. Photographs and other illustrations may also be used.

The brochure format is variable. It can be folded or staple-bound and usually has a DIN A5 face size (210 x 148 mm) or slightly smaller. Paper and electronic versions should be produced and distributed to a targeted audience (see example in Annex 7.4).



## Communicating with stakeholders

### Finding the right language

In order to capture the attention of those who can apply your research, you may need to adjust your linguistic register. A turgid text, brimming with jargon might be perfectly acceptable in academic circles, but it can leave policymakers perplexed. It may be necessary to translate your findings into terms non-academics can appreciate.

Your potential audience may include: authorities at local, regional, national and European levels; corporate decision-makers; works council and trade union representatives; and civil society organizations.

While scholars and policymakers may share certain terminology, the debates of academe are often alien to those involved in the practice of policymaking. Keep in mind that you are dealing with divergent modes of professional discourse. Overcoming this cultural-linguistic gap will require conscious effort.

Making your research results comprehensible for policymakers means adapting your presentation style to accommodate that particular audience. It demands a straight-forward approach and an understanding of the policymaker's unique frame of reference.

Regularly forced to make decisions in the face of incomplete or contradictory evidence, policymakers do not expect researchers to deliver comprehensive solutions to their policy problems. They are looking for fresh insights and solid data that will possibly shed some light on an aspect of an issue they are dealing with.

Aware that socio-economic issues are notoriously tough to crack, policymakers appreciate any reliable input that can help them make a well informed decision. They are grateful when researchers make an effort to bridge the communications gap and share their insights in a spirit of collegiality.

If you have compelling evidence, you must strive to present it in appropriately compelling terms. Once interest has been piqued, a policymaker is likely to consider more erudite material.

DG Research understands that researchers need training in presenting the results of their work in plain language. Obviously, this brief guide provides no substitute for that training. But it will have achieved much if it succeeds in convincing its audience of the following:

The policy relevance of research findings must be expressed in terms that stakeholders can understand. Otherwise, those findings – no matter how significant – will be ignored in policymaking circles. If policymakers cannot comprehend the implications of your work, it will have no policy impact, regardless of its merit.

## Meet the press

### Attracting and maintaining appropriate media attention

By and large, research projects benefit from media attention. Aside from generating interest in a subject dear to the researcher's heart, publicity opens the door to further validation of a research team's accomplishments. Most importantly, media coverage expands the pool of policymakers who can put research findings to good use.

Because SSH research often concerns matters that are relevant to society at large, its results can have significant news potential. If a project produces strong data challenging a popular assumption or reveals an important socio-economic trend, media outlets may wish to publicize it – and not just in their designated “science” section (assuming they have one). Because SSH research has an inherently human focus, many projects end up generating information that is at the centre of public debate throughout Europe.

Some researchers may be reluctant to communicate with the media for fear that their findings will be distorted or misunderstood. Yet the scientific community does have a duty to share its new-found knowledge with a broader public<sup>[5]</sup>. The best way to cope with this ambivalence *vis-à-vis* the media is to develop a proactive communications strategy. Rest assured that the benefits of publicizing one's research results generally outweigh the risks.

The greater challenge is attracting media attention in the first place. To do that, a project must not only produce news-worthy research results; it also has to present them convincingly.

Raw, unfiltered research results usually do not resonate outside of academe. As far as the media (and policymakers) are concerned, socio-economic information and analysis only become interesting when the policy-relevance is explained in plain language. A straight-forward policy brief could be a good starting point for a press release.

Include hard data, numbers and diagrams where possible when preparing materials for the press, and try to connect the data to current events. Monitor news stories related to your topic. If your subject matter is making headlines, that may be the right time to draw attention to your research by issuing a report or press release.

There is huge value in building relationships with journalists, even if it is just a selected few. They can also make good chairs for meetings, particularly when you are launching a policy report.

<sup>[5]</sup> White Paper on a European Communication Policy, 01.02.2006, COM(2006)35 final.

## Policy panels and briefing sessions

### **Focused and targeted communication**

Face-to-face dialogue between European researchers and policymakers can be enormously productive, which is why the European Commission is eager to promote it. Organizing and participating in dialogue events, however, tends to be costly and time-consuming. Careful thought, therefore, is required when it comes to planning them.

Project coordinators should be conscious of how policy-relevant factors are evolving and determine when the constituent elements have reached critical mass. When evidence is sufficiently noteworthy and the interlocutors are willing and prepared, dialogue panels and briefing sessions should definitely be arranged.

As far as possible, these events should be timed to correspond with key junctures in the policy cycle. They should also focus on the individuals who can benefit from them most. In other words, they should be highly targeted.

Scientific advisors have suggested to the Science, Economy and Society Directorate that the European Commission should facilitate more interactive small-scale events and “policy-learning type meetings”. They have specifically identified a need for more targeted cooperation and exchange of information. Likewise, organizations dealing with knowledge transfer from scientists to policymakers stress that dialogue panels and similar type initiatives are among the most appropriate mechanisms for efficient knowledge transfer – provided they are “appropriately focused and moderated”. These knowledge transfer organizations have confirmed that short briefings

and small targeted meetings are important for parliamentarians.

For their part, European policymakers note that parliamentary hearings are among the main channels by which they are informed about scientific evidence.

Organizing effective hearings and dialogue panels requires meticulous planning. The participants, the venue, the date, the format, the audience and the content must be carefully selected. Personnel and travel costs have to be realistically calculated and justified. Resources must also be allocated for event-related dissemination activities.

A detailed explanation of how to approach interactive sessions between researchers and policymakers exceeds the scope of this guide. The author, however, offers the following suggestions to those selected to participate in these sessions:

#### **Researchers**

- present your data clearly
- be candid about its implications
- adapt your presentation style

#### **Policymakers**

- clarify the policy (legislative) agenda
- identify opportunities for making research count
- offer advice on policy-relevance

Invite input from one another. Make the best of your chance to learn from each other and collaborate fruitfully.

## The final conference

### Maximising impact

By the time the final conference rolls around, a research project will have generated a lot of fresh evidence and analysis. Hopefully, much of that knowledge will be useful to policymakers.

If the project communications team has been diligent in fulfilling its dissemination duties, target audiences will already have been informed of key results and have an inkling of how the project's research narrative will conclude. Those attending the final conference, therefore, are likely to approach it with certain expectations. At the very least, they will expect a cogent summary of the project's main findings and an assessment of their policy implications. Most will be hoping to learn something new.

The final conference should be stimulating, enriching and generally informative. In addition to presentations from articulate consortium partners, the event should feature input from critically-minded third-party discussants. Engaging a skilled moderator is essential, someone with a capacity for synthesis and critical reflection.

Every effort should be made to maximize the conference's communications potential, making it as media-friendly as possible. The style of presentation should be appropriate for an audience of stakeholders. Invitations should be issued to all relevant parties several weeks in advance, with the press receiving a special invitation adapted to their interests. Project policy briefs and other relevant EU SSH documentation (see SSH e-library: [http://ec.europa.eu/research/social-sciences/library\\_en.html](http://ec.europa.eu/research/social-sciences/library_en.html)) should be

made available on location. A conclusive press release should be issued on the day of the final conference, and coordinators should make themselves available for interviews. Allow plenty of time for informal discussion over coffee breaks, lunch, etc.

Being the last public event for the research consortium, the final "meeting of minds" tends to have a cathartic character. It is an opportunity to take stock, to review the project's achievements and pose questions that merit further exploration.

Basic guidelines for the organization of a final conference may be found in Annex 7.5.

## The final publishable summary report

This is a comprehensive summary of the project's results and conclusions and explains their socio-economic impact. The publishable report shall be formatted for printing as a stand-alone document to be made available on the CORDIS and Europa Research SSH websites<sup>(4)</sup>.

This report should address a wide audience, including the general public.

It is important that this report:

- Is of suitable quality to enable direct publication by the European Commission.
- Is comprehensive, describing the work carried out to achieve the project's objectives.
- Describes the project's main results and conclusions, noting their potential impact and use (socio-economic impact and wider societal implications).
- Identifies policymakers and other target groups (e.g. in the business community and civil society) for whom the research could be relevant.
- Provides clear references to databases that have been developed.
- Features diagrams or photographs and the project logo (where appropriate) illustrating and promoting the work of the project.

- Contains a list of all beneficiaries with contact name and coordinates.
- Includes the project's public website address and contact details.

### Databases Archiving of information produced by the project

The consortium should carry out the project in such a way that databases, survey results, statistics, indicators, methodologies, questionnaires, classifications, models, etc. resulting from the project and used by the consortium to carry out work under the project can, at the end of the project, be centrally archived by the project. Guidelines on how to archive such information are available from CESSDA: Council for European Social Sciences Data Archives – [www.CESSDA.org/sharing/index.html](http://www.CESSDA.org/sharing/index.html)

The objective of this archiving is to give research teams and policymakers access to the information produced by the project in full compliance with data protection regulations and ethical principles governing FP7 implementation. Wherever possible the consortium should use existing international classifications and standards when undertaking the research under this project.

<sup>(4)</sup> The Guidance Notes on Project Reporting can be found at the following address: [http://ftp.cordis.europa.eu/pub/fp7/docs/project\\_reporting\\_en.pdf](http://ftp.cordis.europa.eu/pub/fp7/docs/project_reporting_en.pdf)



## ▼ Ten steps towards an effective dissemination strategy

Communicating effectively with the policy-making community requires a clear strategy. Therefore, a communication and dissemination

plan should be drawn up by researchers at the beginning of a project and regularly reviewed.

**Though each project is different, the communication plan will generally include the following steps:**

1. Form a communication and dissemination team who identify potential beneficiaries (audiences) and anticipate their questions
2. Create a promotional flyer
3. Produce a detailed identity brochure
4. Develop an attractive project website
5. Seek out dialogue with stakeholders
6. Engage the media
7. Write policy briefs
8. Arrange briefing sessions and dialogue panels
9. Organize a final conference
10. Produce a final publishable summary report



## ▼ Glossary

**DG Research**

Directorate-General for Research  
within the European Commission

**FP**

Framework Programme

**FP6**

Sixth Framework Programme of  
the European Community for research,  
technological development and  
demonstration activities (2002-2006)

**FP7**

Seventh Framework Programme of the  
European Union for research, technological  
development and demonstration activities  
(2007-2013)

**NGO**

Non-Governmental Organization

**SSH**

Social Sciences and Humanities  
& Socio-economic Sciences and  
Humanities (in this guide the two terms  
are used interchangeably)

**URL**

Uniform Resource Locator (the address  
of a resource – such as a document  
or website – on the Internet)



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## ▼ Annexes



## Example

### Policy brief – Innodrive



European  
Research Area

# EUROPEAN POLICY BRIEF



## INNODRIVE

### Intangible Capital and Innovation: Drivers of Growth in the EU

An EU-funded research project evaluating intangible capital resources throughout the EU and assessing their capacity to generate growth

Ongoing project

December 2009

## INTRODUCTION

### Setting the scene

Intellectual assets fuel innovation and promote economic competitiveness. The importance of these assets for encouraging growth is reflected in the European Union's Lisbon process. Little is known, however, about the contribution of intangible capital to economic performance.

### Objectives of the research

The aim of this research project is to improve our understanding of intangible capital by providing new data on it and identifying the impact of intangible capital on economic growth. In past decades, the key drivers of economic growth were investment in manufacturing, improvements in educational attainment and investment in R&D. But these factors alone do not explain growth performance today.

This project will enable us to quantify the increasing importance of intangible capital as one of the main factors underlying economic growth. INNODRIVE thus seeks to improve measurement of the capital embodied in intellectual assets (e.g. human capital, R&D, patents, software and organizational structures).

SOCIO-ECONOMIC SCIENCES AND HUMANITIES RESEARCH

## SCIENTIFIC EVIDENCE AND ANALYSIS

### Scientific approach/ methodology

An essential feature of INNODRIVE is the way it combines corporate and national-level analysis (micro and macro). There are considerable synergies from conducting analysis at both the micro and macro level since these components can inform one another.

Results from the company-level evaluation in the micro component may be aggregated up to the national level to provide data to augment the macro approach.

The national-level evaluation in the macro component may be used to supplement the company-level evaluation, particularly where company-level information on intellectual assets is not available (e.g. software, databases and other R&D).

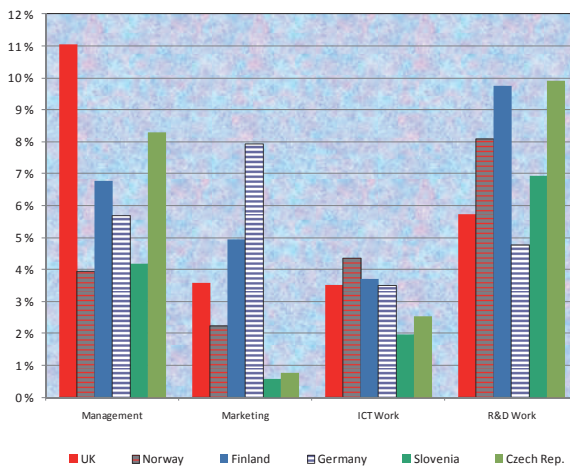
At the micro level, INNODRIVE will assess contributions of intangibles to the growth of companies. This will be done by:

- a) examining linked employer–employee datasets in a selection of old and new member states. (These data sets have only recently been established.)
- b) using a performance-based methodology to analyse how firms exploit knowledge and human capital to increase their productivity. (How mobile workers react to these processes will also be examined.) Organizational capital is valued by estimating the productivity differential between organizational workers and all workers. Using the Hellerstein, Neumark and Troske (1999) approach, the influence of the share of organization workers on output is shown as an approximate measure of organization workers' additional value.

Using ISCO (International Standard Classification of Occupations) codes as a benchmark, we have defined 41 occupational categories which we are using to construct a coherent set of estimates of organizational, R&D and ICT (information and communications technology) capital at the company level.

Initial analysis of linked employer–employee data has already been carried out in Finland, Norway, the UK, Germany, the Czech Republic and Slovenia. The initial findings suggest there is scope for cross-country comparable analysis in the micro part of the project. The share of organization workers (the sum of the share of management and marketing workers) has varied between 5% in Slovenia and 15% in the UK.

**Figure 1.** Share of management, marketing, ICT and R&D workers from all workers 2003



Aggregation to national level in the business sector makes the results comparable to the main results obtainable at macro level. At the country (macro) level, INNODRIVE will provide new estimates of intangible capital for the whole EU27. During the project's first and half years, the macro component of INNODRIVE has:

1. identified detailed criteria for the selection of intangible variables (using Corrado, Hulten and Sichel (2005) as a starting point);
2. outlined a general estimation strategy for INNODRIVE;
3. examined available data sources for intangible variables excluded from gross fixed capital formation and defined an estimation method;
4. provided a first estimate of new intangible assets for the EU-27; and executed growth accounting analysis in a set of countries, where tangible capital data are also available and comparable;
5. executed growth accounting analysis in a set of countries, where tangible capital data are also available and comparable.

#### **New knowledge and/or European added value**

New data on intangible assets and new estimates of the capacity of intangible capital to foster growth will be generated by the project. All data produced at the national level (from the macro part and aggregated figures from the micro part) will be made publicly available on the project's website at [www.innodrive.org](http://www.innodrive.org). We are collaborating with other knowledge capital projects underway in the ENEPRI network, with continuous data interchange among the projects (in particular between INNODRIVE and the COINVEST project).

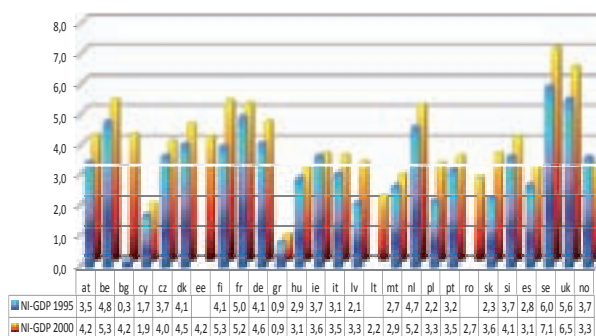


**Table 1** gives the breakdown of the intangibles we use.

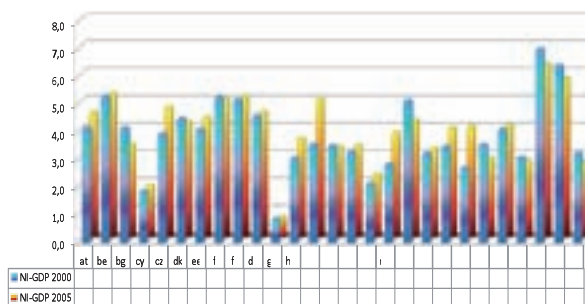
Intangible Capital	
Macro: Corrado-Hulten-Sichel	Micro
<i>Economic Competencies</i>	
1) Brand Equity:	1) Organization capital
- Advertising	- Management
- Market Research	- Marketing
2) Firm-specific resources:	
- Firm-specific human capital (e.g. training)	
- Organization structure (e.g. management)	
<i>Innovative Property</i>	
1) Scientific R&D	1) Scientific R&D
2) Non-scientific R&D	2) Non-scientific R&D
- R&D in social science and humanities	
- Mineral exploration	
- Motion picture films, other entertainment	
- Architectural and engineering design	
- Product development in financial industry	
<i>Digitalized information - ICT capital</i>	
1) Software	1) ICT personnel assets
2) Database	

### Main findings

Progress in the macro component of INNODRIVE has resulted in the construction of initial estimates of gross fixed capital formation in 'new' intangibles as a share of GDP for the EU-27 (excluding Luxembourg) and Norway for the years 1995-2005. New intangibles refer to intangible items not currently included in the national accounts measures: in Table 1 all the items listed under "economic competencies" and those listed under "innovative property" ("mineral exploration" and "new motion picture films and other forms of entertainment" are excluded here).

**Figure 2.** New Intangibles Share of GDP: European Countries 1995-2000

**Figure 3. New Intangibles Share of GDP: European Countries 2000-2005**



Preliminary findings suggest that new intangible capital, measured as a share of GDP, has increased since 1995. Between 1995 and 2005, the increase averaged around 1 percentage point across countries. The Nordic countries, except Norway, were characterised by high levels of intangible capital investment. The UK, the Netherlands, Belgium and France also made significant investment in new intangible capital (measured as a share of GDP) as well as Eastern Europe as a whole. Germany was representative of the average, with intangible capital investment of around 4% of GDP.

The development of intangible capital over time was more heterogeneous across countries between 2000 and 2005. For most countries, there was a slowdown in the rate of increase in the share of intangible investment of GDP, but not in Ireland and Malta. Overall, new intangible shares of GDP are highly heterogeneous across countries:

- from 2 % to 7% of GDP;
- in 1995-2000 the most dynamic countries are the Eastern European economies;
- in 2000-2005 all the Old EU members (EU15) except Austria recorded a decrease of the GDP share of intangibles;
- economic competencies account for the largest share of intangibles, ranging from 45 % to 75% of all intangibles assets across all countries;
- for most of the selected economies, advertising and organizational capital account for the biggest share of economic competencies.

Growth accounting in a set of countries also reveals interesting results. Labour productivity, which in the long term is commonly viewed as connected to the living standards of the workforce, is strongly promoted by the accumulation of intangible capital. Investing in intangibles is therefore an engine of rising social welfare. With the inclusion of intangible capital, the "unexplained" component of productivity growth, the so-called Total Factor Productivity, becomes less important, while physical capital turns out to be strongly complementary with intangible capital:

- In 1995-2000, the capitalization of intangibles increased labour productivity in all countries considered, while in 2000-2005 it had the opposite effect.
- The relative contribution of capital deepening and TFP to labour productivity growth changed considerably after the inclusion of all intangibles; the rate of capital deepening increased and the growth of TFP decreased.
- The fall in the rate of TFP growth indicates that before capitalization a portion of labour productivity growth that was attributed to TFP was actually driven by intangible capital deepening.

In the micro component of INNODRIVE, the Finnish and Norwegian data suggest that the value of organizational capital is around 11% of sales in Finland and 14% in Norway. The value of R&D assets is around 12-13% both in Finland and Norway. Finally, the value of ICT assets accounts for 2-4% of sales. Initial estimates indicated the figure is only half that in the Czech Republic and Slovenia, while no results on organization capital per sales at aggregate level is yet available in Germany and the UK. We can see that intangible capital as the sum of organization capital, R&D assets and ICT personal assets is likely to exceed 30% of sales:

- The micro approach leads to the same conclusion as the macro approach. That is: economic competencies are the main component of intangible capital.
- This is true especially if advertising and national-level measures on training provided by firms are included in it.
- Estimates of intangible capital at micro level are likely to exceed those obtained in national level calculations. Figures are still not too dissimilar to the value of intangibles obtained in the macro approach.

**Key messages for  
policy-makers,  
businesses,  
trade unions and  
civil society actors**

### **Taking intangibles seriously**

An improved understanding of the role of intangibles will have important implications for company-level decision-making and economic growth. These, in turn, will have knock-on effects on savings, wealth and the income share in the economy. In 1990s the expansion of higher education and investment in R&D was perceived to be the engine of economic growth. In 2000s and 2010s intangible capital is to be viewed as the main impetus of economic growth; the significance of a skilled workforce for economic growth lies in its ability to create value added in the form of intangibles.

### **Key messages**

The key messages emerging from the analysis undertaken **in the first year** of the INNODRIVE project are:

1. Intangibles have been a relevant source of growth across European countries, so they cannot be omitted from national account data. The growth potential associated with intangible capital accumulation in manufacturing, service industries and the rest of the economy is substantial.

2. Investment in intangibles appears to have weakened between 2000 and 2005, which may not bode well for European competitiveness. This was not the case – or was less evident – in some of the Eastern European countries (Romania) and in Ireland. The growth in Eastern Europe since 2000 may, in turn, be explained by low initial levels. Further investigation aims to reveal the causes of this weakness.
  3. Intangible capital is particularly important in the service sector, where the relative productivity of organizational capital is highest. Intangible capital plays a stronger role in the UK, where the share of intangible capital from GDP is one of the highest. In the UK production workers account for 20.1% of all workers, while the share is around 40% in Central Europe (including Germany).
  4. The market valuation of firms is correlated with measures of intangible capital even after that explained by economic forecasts and book values.
  5. Open issues include the refinement of the correct range of production inputs, whether to be classified as intermediate consumption or intangible investment. Examples are training provided by firms and double accounting of R&D and ICT investments (database and software investments) as they are often approximated in accounting systems by employment compensation in related occupations.
-

## PROJECT IDENTITY

<b>Coordinator</b>	University of Vaasa (UNIVAASA), Finland
<b>Consortium</b>	<ul style="list-style-type: none"> <li>➤ Centre for European Policy Studies (CEPS), Belgium</li> <li>➤ Deutsches Institut für Wirtschaftsforschung (DIW, German Institute for Economic Research), Germany</li> <li>➤ Statistisk sentralbyrå (STATNO, Statistics Norway), Norway</li> <li>➤ National Institute of Economic and Social Research (NIESR), UK</li> <li>➤ Inštitut za ekonomska raziskovanja (IER, Institute for Economic Research), Slovenia</li> <li>➤ Elinkeinoelämän tutkimuslaitos (ETLA, Research Institute of the Finnish Economy), Finland</li> <li>➤ Národohospodárský Ústav AV ČR (Center for Economic Research and Graduate Education of Charles University), Czech Republic</li> <li>➤ Libera Università Internazionale degli Studi Sociali Guido Carli (LUISS), Italy</li> </ul>
<b>EC contact</b>	Marianne Paasi; e-mail: <a href="mailto:Marianne.Paasi@ec.europa.eu">Marianne.Paasi@ec.europa.eu</a>
<b>Funding scheme</b>	Collaborative Project, funded under the 7th Framework Programme of the European Community, SSH-2007-1.1.2 Intangible investment and innovation in Europe.
<b>Duration</b>	March 2008 - February 2011 ( 36 months)
<b>Budget</b>	EC contribution: € 1.496.523
<b>Website</b>	<a href="http://www.innodrive.org">www.innodrive.org</a>
<b>For more information</b>	Contact: Hannu Piekkola <a href="mailto:hannu.piekkola@uwasa.fi">hannu.piekkola@uwasa.fi</a> or Mikko Lintamo <a href="mailto:mikko.lintamo@uwasa.fi">mikko.lintamo@uwasa.fi</a>

## Guidelines for project websites



### GUIDELINES FOR THE **DESIGN OF A PROJECT WEBSITE** SOCIO-ECONOMIC SCIENCES AND HUMANITIES

Please find hereafter some hints which may help you in the **design / maintenance** as well as the exploitation by users of your project website. **Dissemination, transfer of knowledge and valorisation of results of the projects are amongst our main concerns.**

- 1• Prepare a website within 3 months after the beginning of your project in order to give it the best visibility.  
The project website should contain at least the subsequent elements:
  - A • **EU flag + logo** in accordance with the description part of this (see 2<sup>nd</sup> page)
  - B • Project acronym
  - C • Project title
  - D • Project number
  - E • Consortium with a short description of partners
  - F • Project duration (start + end dates)
  - G • Project budget (EU contribution)
  - H • Important events and conferences (place, date, agenda, presentation material) as well as key messages resulting from these scientific events on the website. **Pictures** of seminars, conferences in connection with the project considered render a website more attractive.
  - I • Present your project as being part of the 7<sup>th</sup> Research Framework programme and don't hesitate to show relation with other projects if relevant.
  - J • Upload your deliverables on regular basis.
- 2• Right from the beginning, **create a specific and visible area for the potential users** of your project by identifying and distinguishing the target groups of the project, possibly adapting the types of message/style of writing in order to meet their needs:
  - **Policymakers** and other decision-makers (at the regional/national/European levels)
  - Multipliers & opinion leaders (media)
  - Interested civil society organizations
  - Public concerned with the topic of the project
- 3• Show clearly on the website the impact that your project could have for the whole society or for any specific sector (usefulness criteria) and optimise the added value of the dissemination activities of the consortium members at different levels (European, national or regional).
- 4• In case your project is **developing databases**, please make them visible for the better accessibility to the research output of the project.

- 5• Indicate **key publications** and **articles** with an introduction of a few lines (title, short abstract, picture of the cover, how to get it).
- 6• Make sure that the website is regularly updated throughout the lifetime of the project.
- 7• Following legal notice should be indicated:

**LEGAL NOTICE:**

The views expressed in this website are the sole responsibility of the author and do not necessarily reflect the views of the European Commission.

### Guidelines for the use of logos

- For 7<sup>th</sup> Framework Programme projects, the homepage of the website should contain the generic European flag and the FP7 logo which are available in electronic format in one composed image at the Europa website:

- Address for the logo of the 7th FP:

[http://ec.europa.eu/research/social-sciences/ssh\\_fp7.zip](http://ec.europa.eu/research/social-sciences/ssh_fp7.zip)

Please only choose one of the logos (vertical or horizontal) as indicated hereafter, following the graphic development you will give to your research project's website:



For any problem regarding these logos, please contact [cornelia.smet@ec.europa.eu](mailto:cornelia.smet@ec.europa.eu)

- As your project will be advertised on Cordis SSH and EUROPA SSH websites, a link to these websites is recommended  
 Cordis SSH : <http://cordis.europa.eu/fp7/ssh/>  
 Europa SSH : <http://ec.europa.eu/research/social-sciences/>



## Example Project flyer

### Recto

p. 5

#### What is PLATON+?

PLATON+ is an innovative EU-funded dissemination initiative, aiming to increase awareness and understanding on European research in the Socio-economic Sciences and Humanities (SSH) area and popularise the use of related research results in technology oriented research areas.

#### PLATON+ has two main objectives:

- + Disseminate and capitalize socio-economic research results across other scientific areas
- + Exploit horizontally the competences of European SSH researchers for the benefit of European research

PLATON+ uses the latest information and communication applications to achieve a wider diffusion of SSH-related information across other scientific disciplines in the areas of information technologies, health, food, sustainable development, etc. PLATON+ operates as a virtual knowledge hub for the dissemination of SSH research.

#### Why is research in Socio-economic Sciences and Humanities (SSH) so important nowadays?

Research in the SSH area helps us to understand the way societies are being organised and changing throughout time. Furthermore, it enables researchers to study complex challenges such as growth, employment, competitiveness, quality of life and social welfare. Knowledge on such issues allows researchers to provide useful insights and advice to policy makers, business executives, other researchers, etc. concerning social, economic, political, cultural but also technological issues of special importance.

p. 6

## platon+

progress through  
socio-economic research

[www.platonplus.net](http://www.platonplus.net)  
[info@platonplus.net](mailto:info@platonplus.net)

### Consortium

 Q-PLAN N.G. (GR) <a href="http://www.qplan.gr">www.qplan.gr</a>	 H&K (EE) <a href="http://www.hilandknowledge.com">www.hilandknowledge.com</a>
 APRE (IT) <a href="http://www.apre.it">www.apre.it</a>	 ESRI (IE) <a href="http://www.esri.ie">www.esri.ie</a>
 ICOR (IT) <a href="http://www.icor-international.org">www.icor-international.org</a>	 ALBA (GR) <a href="http://www.alba.edu.gr">www.alba.edu.gr</a>
 TEALAP (HU) <a href="http://www.tealap.hu">www.tealap.hu</a>	 INSEAD (FR) <a href="http://www.csl.insead.edu">www.csl.insead.edu</a>
 uni transfer LUH (DE) <a href="http://www.uni-hannover.de">www.uni-hannover.de</a>	 ALMA (FR) <a href="http://www.almaesg.com">www.almaesg.com</a>
 WCTT PWR (PL) <a href="http://www.wctt.pl">www.wctt.pl</a>	 TUBITAK (TR) <a href="http://www.tubitak.gov.tr">www.tubitak.gov.tr</a>

Strengthening the  
role of Socio-economic  
Sciences and  
Humanities on the  
European Research  
Area

platon+

p. 1



Funded by the EC under the  
Socio-economic Sciences  
and Humanities theme

[www.platonplus.net](http://www.platonplus.net)  
January 2008 - June 2010

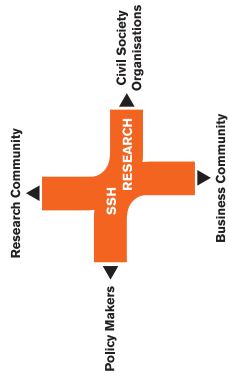


p. 2

Who can benefit from PLATON+?

Any organisation or independent researcher who is interested in socio-economic research can benefit from the activities and services of PLATON+. The designed activities and services address four specific target groups:

- + **Research Community**
  - + in the Socio-economic Sciences and Humanities (SSH)
  - + in other scientific disciplines
- + **Policy/ decision makers**
- + **Business Community**
- + **Civil Society Organisations (CSOs)**



p. 3

Are you a Policy Maker / member of a Civil Society Organisation and wish to maximise the impact of SSH research? Platon+ offers you:

- Access to valuable information on key socio-economic issues
  - + through the promotion of selected **SSH research results** and 'hot' topics
- Increased awareness on socio-economic research results for successful policy planning
  - + through various publications, such as **SSH Policy Briefs** and **SSH Policy Reviews** discussing specific policy-related topics
  - + through events, such as **Policy Dialogue Meetings, round-tables, conferences**

Are you a member of the Business Community and find SSH research useful for your work? Platon+ offers you:

- Knowledge about socio-economic research results and understanding of key socio-economic issues and trends of direct business interest
  - + through publications, such as **SSH Fact Sheets** that popularise SSH research topics, and advanced **training sessions** based on simulation games
- Participation in European socio-economic research projects and networks
  - + through **online databases** and **web-tools** (supporting partner search, networking)
  - + through events (**info-days, networking events, conferences**)

p. 4

Are you a Researcher and wish to learn more about SSH research in Europe? Platon+ offers you:

- Increased awareness and understanding on socio-economic research results
  - + through advanced **training sessions** based on simulation games and information feeds (**newsletters, publication of news**)
- Access to valuable information on key socio-economic issues
  - + through the promotion of selected **SSH research results** and by **mapping SSH research in technological fields**
- Knowledge on the benefits of integrating relevant SSH research results into your activities
  - + through publications, such as **SSH Fact Sheets** that popularise SSH research topics
- Locating potential partners for future collaboration
  - + through **online databases** and **web-tools** (supporting partner search, networking) and events (**info-days, networking sessions, conferences**)



## Example Project brochure

# EERQI



## European Educational Research Quality Indicators

### Presentation of the project

#### Project rationale

EERQI is funded by the European Commission under the 7th Framework Programme for Research in the Socio-economic Sciences and Humanities (SSH).

The goals of the EERQI project are to reinforce and enhance the worldwide visibility and competitiveness of European education research.

The contribution of European research in the fields of social science and humanities is hampered by the modality it is organized. Traditional methods of assessing research quality of scientific publications depend on ranking methods according to metrics like e.g. journal impact factor which does not reflect adequate coverage of European scientific publications. Hence, EERQI is aiming to:

- I. put up an advanced prototype framework for relevance assessment of research publications in the social science and humanities,
- II. contribute significantly in this vain to policy development and evidence-based policy decisions as well as to decisions on research funding and assessment of institutional effectiveness,
- III. and raise visibility and competitiveness of European researchers.

### Specific objectives of the research

More specifically, the project aims to:

- develop new indicators and methodologies to determine quality of educational research publications,
- compose a prototype framework for establishing such indicators and methodologies,
- produce a search and query engine for resource harvesting and text analysis,
- make this framework operational on a multilingual basis (starting with English, German, French and Swedish),
- test transferability of the EERQI indicators onto other fields in social sciences and the humanities,
- develop a Sustainability Plan for quality assessment of European educational research publications.

The project will improve the current standards of research quality indicators, especially for the field of social sciences and the humanities.

## Target groups

- **Research community both in the social science and the humanities** – Within the project an alternative methodology for assessing quality will be developed which reflect coverage of European publications in the fields of social science and humanities much better than traditional methods like e.g. citation frequency and journal impact factor.
- **Policy / decision-makers at European, national and regional level** – Because the processes involved in this project will contribute to improve new, profound knowledge of research quality.
- **Research funding bodies, science and research foundations etc.** – The new indicators will enable them not only to measure the impact of their research quality, but also of the impact of their funding programmes and policies.
- **Publishing houses** – A competitive product for the European market and context to offset insufficient coverage and indicators for the European context in the U.S. – based SSCI is desired not only by the scientists but also by publishers. Moreover the project is to publishers' advantage because their products gain greater visibility and become more competitive in the scientific world.

## Research activities

Based on evidences the project will propose a prototype framework that depends on new knowledge about determining quality and relevance in research publications by using new indicators and methodologies. Thus advantages and disadvantages of existing indicators and methodologies for quality assessment will be analysed and a list of possible new research quality assessment indicators will be determined.

To test these new indicators a federated content base filled with journal articles, books and other freely-available scholarly publications will be developed. In order to find dynamically new documents in the field of educational research and in order to make the content of all documents available for searching, text mining and analysis a search and query engine will be evolved.

With the help of harvesting tools this engine will be able to recognize further items, institutions, authors or topics. Based on the outcome of this work, indicators will be applied and tested on formal mechanisms including citation analysis and linking as well as on semantically-based full text analysis and co-occurrence of information items. Then test results will be compiled and several times subjected to statistical analysis (including correlation graphs as well as clusters of indicator relationships).

The validation of test results will be determined by duplication of results using different methods of analysis and changing of test parameters. If the results will prove satisfactory, the indicators and methodologies will be applied in a multilingual environment using multilingual terminologies available in the European context.

## Methodology

The activities in the project are divided into three phases:

- I. In the first phase a proof of concept specifications will be listed and built. That means concretely: testing methods to the aggregated relevant documents will be developed; the search and query engine will be evolved; the electronic content will be collected, converted and stored; an overview regarding the type and scope of meta data and full text formats available as well as an overview of server requirements will be made, traditional indicators will be revisited and new ones will be suggested.
- II. The second phase is the testing phase. All new indicators and methodologies agreed upon in the first phase will be tested on the content base. The work on the search and query engine will be specified with integration of the multi-lingual thesauri and refined to accommodate activities in the third phase like duplicating the process on a smaller scale and with a limited test bed within an other field of social science or humanities.
- III. Activities in the third phase will concentrate on the verification of indicators and methodologies by the scientific community and representatives from national research funding agencies etc. Moreover the transferability of these indicators to another field of social science or humanities will be tested and guidelines for implementation the framework into another area will be produced. Finally the project results will be presented to the scientific community and the public.

## Results expected

- Prototype search and query engine
- Prototype research quality indicators
- Text analysis methodology
- Sustainability plan
- Project portal
- Project reports (2 interim annual reports, 1 final project report)
- Policy briefs reflecting project progress (every 6 month)
- Project brochure (in all European languages)
- Guidelines for transfer of EERQI prototype framework to other social sciences and humanities
- Final report to present and disseminate EERI results

## Consortium

### Coordinator:

Prof. Dr. Ingrid Gogolin, University of Hamburg, Institute for International Comparative and Multicultural Education, [www.ingrid-gogolin.eu](http://www.ingrid-gogolin.eu)

### Technical Coordinator:

Prof. Dr. Stefan Gradmann, Humboldt University Berlin, Institute for Library and Information Science, [www.ibi.hu-berlin.de](http://www.ibi.hu-berlin.de)

**Partners: Universities and Information Centres**

Eindhoven School of Education (The Netherlands), [www.esoe.nl](http://www.esoe.nl)  
ITS, Radboud University (The Netherlands), [www.its-nijmegen.nl](http://www.its-nijmegen.nl)  
Umeå University (Sweden), Department of Child and Youth Education, [www.educ.umu.se](http://www.educ.umu.se)  
Lund University (Sweden), University Libraries, [www.lu.se](http://www.lu.se)  
Deutsches Institut für Internationale Pädagogische Forschung (Germany), [www.dipf.de](http://www.dipf.de)  
Institut de Recherche et de Documentation Pédagogique (Switzerland), [www.irdp.ch](http://www.irdp.ch)

**Research Associations:**

European Educational Research Association (EERA), [www.eera.eu](http://www.eera.eu)  
European Association for Learning and Instruction (EARLI), [www.earli.org](http://www.earli.org)  
British Educational Research Association (BERA), [www.bera.ac.uk](http://www.bera.ac.uk)  
Swiss Society for Research in Education (SSRE/SGBF), [www.sgbf.ch](http://www.sgbf.ch)

**Technical Partners:**

Institute for Science Networking Oldenburg GmbH (ISN), Germany, [www.isn-oldenburg.de](http://www.isn-oldenburg.de)  
XEROX SAS, Grenoble, France, <http://xrce.xerox.com>  
Regional Computing Centre for Lower Saxony (RRZN), Germany, [www.rrzn.uni-hannover.de](http://www.rrzn.uni-hannover.de)

**Publishers:**

Routledge, Taylor & Francis Publishing, UK, [www.informa.com](http://www.informa.com)  
Symposium Publishing, UK, [www.symposium-journals.co.uk](http://www.symposium-journals.co.uk)  
VS-Verlag für Sozialwissenschaften, Germany, [www.vs-verlag.de](http://www.vs-verlag.de)  
Wiley-Blackwell Publishing, UK, [www.blackwellpublishing.com](http://www.blackwellpublishing.com)

**Cooperating Partners:**

Institut National de Recherche Pédagogique, France, [www.inrp.fr](http://www.inrp.fr)  
Waxmann Verlag, Germany, [www.waxmann.com](http://www.waxmann.com)  
Barbara Budrich Verlag, Germany, [www.budrich-verlag.de](http://www.budrich-verlag.de)

## More information about the project

<b>Duration</b>	April 2008 – March 2011 (36 months)
<b>Funding scheme</b>	Collaborative project (small and medium scale focused research project)
<b>Budget</b>	EU contribution: 1 494 654 €
<b>EC contact</b>	Manuela Alfé; e-mail: <a href="mailto:manuela.alf@ec.europa.eu">manuela.alf@ec.europa.eu</a>
<b>Project contact</b>	Ingrid Gogolin; e-mail: <a href="mailto:gogolin@erzwiss.uni-hamburg.de">gogolin@erzwiss.uni-hamburg.de</a>
<b>Website</b>	<a href="http://www.eerqi.eu">http://www.eerqi.eu</a>

## Guidelines for project final conferences



### GUIDELINES FOR FINAL CONFERENCES ORGANISED BY SOCIO-ECONOMIC AND HUMANITIES RESEARCH PROJECTS

- 1• Deadline for information on the final conference: Project Officers should be informed at the latest **three months** in advance of the final conference in order to ensure the widest possible publicity of the event.
- 2• In order to be announced on **CORDIS and EUROPA SSH websites**, Project coordinator should communicate to his Project Officer following information:
  - title of and brief summary announcing the conference
  - programme of the conference
  - website of the conference and/or project
  - contact (e-mail) for registration
- 3• Clearly define the **objective** of the final conference as well as the profile of the participants by distinguishing:
  - policy-makers and other decision-makers (regional, national, European levels)
  - research community
  - business world
  - actors of the civil society organisations
  - media
 Participants' list should be available according to the target groups mentioned above.
- 4• Prepare a **press release** (one page maximum) with recommendations based on scientific findings.
- 5• In case your project has developed **databases**, make them visible, in a separate document, for a better accessibility to the research output of the project.
- 6• Make available, during the conference, **information about the project** (data on coordinator, consortium, duration of the project, budget allocated, objectives, etc.) to all participants through a brochure /booklet /leaflet /policy brief /background discussion document including, if possible, pictures, tables, etc.
- 7• Prepare, for the conference, a **policy brief** presenting the rationale of the project, its scientific context, its general and specific objectives, main findings in terms of new knowledge, new concepts and European added value, key messages, recommendations for policy-makers (see [http://ec.europa.eu/research/social-sciences/policy-briefs\\_en.html](http://ec.europa.eu/research/social-sciences/policy-briefs_en.html) ).
- 8• Ensure the participation of **journalists** to have a good coverage of the conference (newspapers, TV, etc).
- 9• Take **pictures** of the event which could be used in further EU publications.
- 10• Ask Commission services to send you **supporting material** like EU SSH publications, annual reports, newsletters, etc (see [http://ec.europa.eu/research/social-sciences/library\\_en.html](http://ec.europa.eu/research/social-sciences/library_en.html) ).
- 11• Don't forget to use, for any publication, poster and website,
  - the **EU logo** [http://ec.europa.eu/research/social-sciences/eu\\_flag.zip](http://ec.europa.eu/research/social-sciences/eu_flag.zip)
  - the **logo of the 6<sup>th</sup> Framework Programme** [http://ec.europa.eu/research/social-sciences/6fp7\\_en.zip](http://ec.europa.eu/research/social-sciences/6fp7_en.zip) , indicating that your project has been funded under the Socio-economic Sciences and Humanities, or
  - the **logo of the 7<sup>th</sup> Framework Programme** [http://ec.europa.eu/research/social-sciences/ssh\\_fp7.zip](http://ec.europa.eu/research/social-sciences/ssh_fp7.zip)



European Commission

**EUR 24230 – Communicating research for evidence-based policymaking**  
**A practical guide for researchers in socio-economic sciences and humanities**

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- by contacting one of our sales agents directly. You can obtain their contact details on the Internet (<http://bookshop.europa.eu>) or by sending a fax to +352 2929-42758.

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In today's enlarged European Union, the demand for policy-relevant evidence is greater than ever before. Policymakers need accurate and timely input from the research community in order to assess socio-economic challenges and propose effective strategies for tackling them.

This guide offers practical advice on how to build a functional communications interface between researchers and policymakers. Advocating a cooperative approach to the policy design process, it is specifically tailored to meet the needs of those involved in EU-funded socio-economic research projects.

*Communicating research for evidence-based policymaking* provides essential help in creating policy briefs, project websites, flyers and brochures. It offers insights into dealing with the press and contains valuable suggestions on how to organise a final conference. With this guide, researchers should be better able to develop and implement a successful dissemination strategy.

