

GUIDE TO IMPACT PLANNING



CORRESPONDING AUTHORS

Ghent University

Dewi Hannon (dewi.hannon@ugent.be)

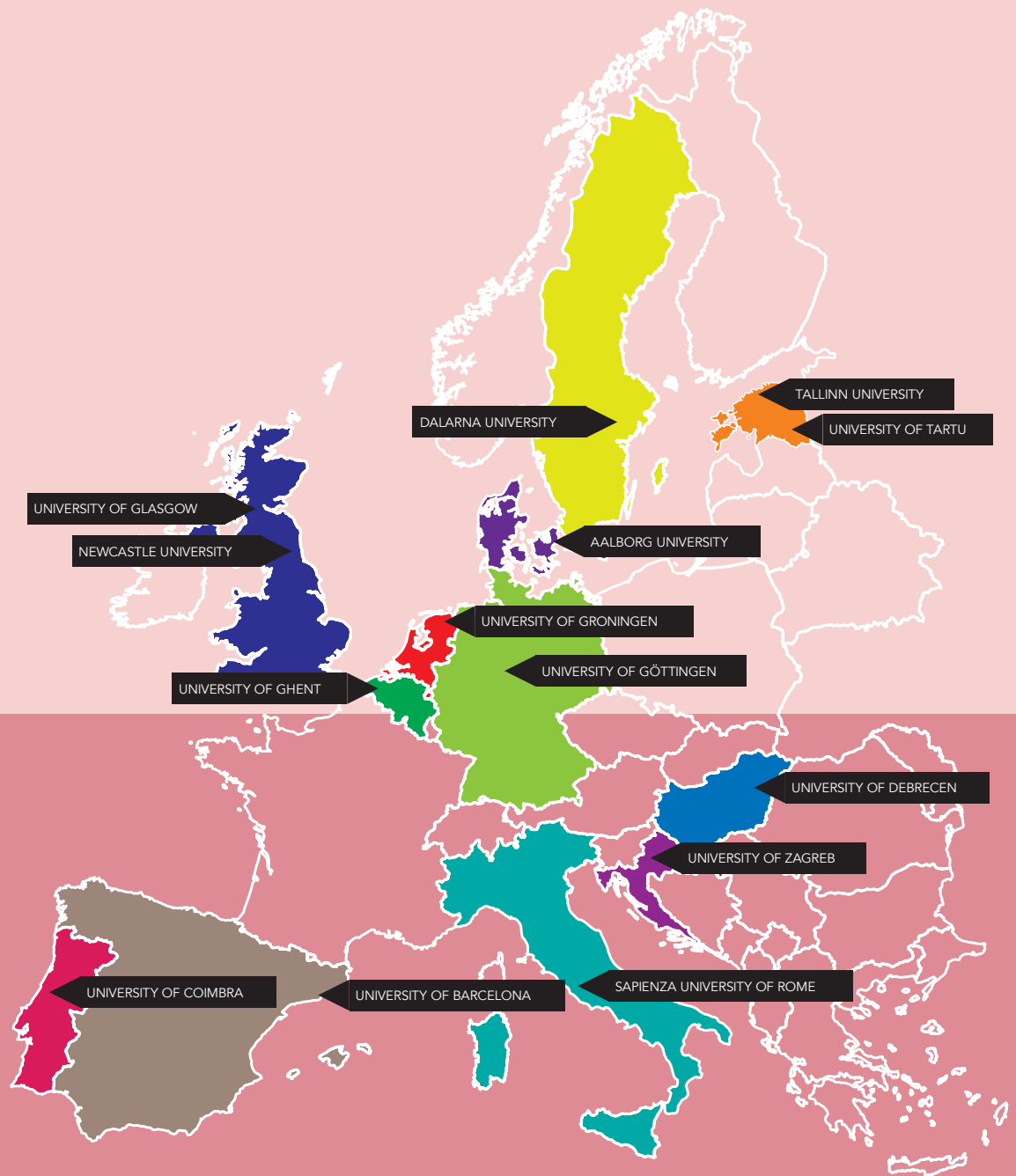
Prof. Alexis Dewaele (alexis.dewaele@ugent.be)

Esther De Smet (esther.desmet@ugent.be)

Prof. Ann Buysse (ann.buysse@ugent.be)



ACCOMPLISSH



**ACcelerate CO-creation by setting up a Multi-actor PPlatform
for Impact from Social Sciences and Humanities**

IMPACT PLANNING TOOLKIT

A GUIDE TO IMPACT PLANNING TOOLS FOR SOCIAL SCIENCES AND HUMANITIES (SSH)



CONTENTS

INTRODUCTION	2
WHAT IS IMPACT?	3
Terminology	3
Assessing, planning and measuring impact	4
CO-CREATION	5
Stakeholder mapping	6
Methods of inclusive research	8
OVERVIEW OF IMPACT PLANNING TOOLS	9
Pathways to Impact & Impact Summary	10
Impact Planning Toolkits (UK Universities)	12
Co-produced Pathway to Impact	14
Impact Wizard	15
Research Impact: Making a Difference (Future Learn)	16
Fast Track Impact	17
Real Impact: Impact Literacy Workbook	19
Development Impact & You (DIY) Toolkit	21
How to Guide: Engaged Research Planning for Impact	22
Knowledge Mobilization (KMb) Toolkit	24
Knowledge Translation Roadmap	25
Knowledge Translation Training and Tools	26
Research Leaders Impact Toolkit	27
SOURCES	30

INTRODUCTION

This guide provides researchers, policymakers and others interested in impact planning with several best practice examples of impact planning tools. However, it should be noted that the overview of impact planning tools provided in this document is not an exhaustive one. There are many impact planning tools available across various (research) fields and in different countries. The purpose of this document is to encourage researchers and others to plan impact at the start of a project, for which the various tools specified in this document can be of help. Therefore, there is a specific focus on impact planning tools in the field of Social Sciences and Humanities (SSH) and the implementation of co-creation within impact planning. This guide has been created as part of the EU Horizon 2020 project ACCOMPLISSH.

In this document readers will first be introduced to the concept of impact and the terminology surrounding this area of interest. The concept of co-creation will then be briefly introduced. Thereafter readers can find an overview of different impact planning tools (workshops, manuals, etc.). By providing a broad range of impact planning tools we would like to encourage readers to consider which impact planning tool best fits their needs.

WHAT IS IMPACT?

Impact can be defined as “any effect on, change or benefit to the economy, society, culture, public policy or services, health, the environment or quality of life, beyond academia” (REF, 2014, p. 6). In other words, it is believed that impact should exceed the borders of the academic field and lead to non-academic benefits such as changes in policy, cultural beliefs, social welfare, etc.

There are various types of impact:

- academic (e.g. new knowledge)
- cultural (e.g. destigmatization)
- economic (e.g. job creation)
- environmental (e.g. awareness of climate change)
- internationalization (e.g. attraction and retention of international talent)
- on health and well-being (e.g. improved quality of life)
- on public policy and legislation (e.g. a change in laws)
- on social welfare and public services (e.g. more efficient navigation between services)
- ...

“Impact is the effect of research within and beyond the academic field.”

Terminology

Impact is often used as an umbrella term to describe all changes research might provide within and across the academic field. However, impact should be narrowed down to a term indicating the change that occurs, whereas there are various terms to describe the process leading to this change (e.g. knowledge mobilization). Additionally impact should be differentiated from outcome, although both concepts indicate an effect. In the following section we will define various concepts that are frequently used in talking about impact.

Outcome vs. impact: Outcome often refers to an immediate effect, whereas impact reflects a long-term change.

Valorization: The creation of additional value out of (academic) knowledge by making knowledge available beyond the academic field. Some universities, such as Ghent University, also refer to “societal value creation” and offer [resources for planning and evaluating societal impact](#).

Impact literacy: This is a concept created by Julie Bayley and David Phipps. They define it as: “being able to understand, appraise and make decisions about how to connect your research to the outside world” (Bayley & Phipps, 2018, p. 3).

Knowledge mobilization: The process by which research is connected to the real world, i.e. beyond the academic field. Examples of such processes are dissemination, knowledge translation, knowledge transfer, and knowledge exchange.

- **Dissemination:** Communicating knowledge to target audiences through various channels (e.g. mainstream media, publication, etc.).
- **Knowledge translation:** All activities involved in moving research from the academic field to organizations that can translate it to ensure practical use.
- **Knowledge transfer:** The sharing of knowledge from one field to another.
- **Knowledge exchange:** When data and results from a research are transformed into knowledge from which a broader public can benefit.

In summary, impact refers to the change itself, whereas there are various terms referring to the possible processes leading to this impact. Furthermore, ways of ensuring impact can be assessed and planned in advance, whereas impact itself can be measured or tracked afterwards.

Assessing, planning, and measuring impact

Impact assessment refers to a system for assessing the relevance of research. This often includes the evaluation of research output and impact and their relevance to society. The Research Excellence Framework (REF), a UK based research evaluation system, is the most well-known research assessment and management framework. However, many other countries have adopted similar strategies to ensure or at least enable the generation of impact (for an overview, see Sivertsen, 2017).

Impact planning refers to the stage at the beginning of a research process when the possible impact is already a point of reflection and plans are being made for how to achieve this impact.

Impact tracking refers to researchers tracking the impact of their research. For example, they might track down the attention their research gets in mainstream media. Various (online) tools have been developed to help researchers in monitoring the impact of their studies. One of the more popular tools is Altmetric, which collects metrics and qualitative data beyond the traditional, citation-based metrics. **Altmetric** captures the influence of a resource (e.g. journal article, website, video) through the tracking of content on this resource on various online platforms using unique identifiers (e.g. DOIs, PubMed IDs) combined with text mining in order to track discussion about or referral towards certain resources.

<https://www.altmetric.com>

CO-CREATION

Co-creation refers to the collaboration between various actors actively joining forces to tackle shared challenges (ACCOMPLISSH, 2018). Actors might belong to various sectors of society. Often forces are joined between the so-called 'quadruple helix': academia, industry, government, and civil society. The rationale behind co-creation is that shared expertise and experience might lead to new, innovative solutions and knowledge that would not emerge if each actor were tackling challenges in an individual way.

Key features of co-creation include that it:

- Brings together various stakeholders from all over society, with their respective expertise/experience;
- Has a purpose; it is not a finalized thing in itself, but a means to some other end;
- Tackles a 'bigger challenge' while helping each stakeholder to achieve their own goal(s);
- Needs structure, yet should also remain open to individual proposals and approaches; it needs to enhance creativity and problem solving;
- Is a non-linear process of thinking and creating.

Much like the term 'impact', 'co-creation' is a term that is also often used in various contexts. In addition, there are other terms indicating similar processes, such as 'co-production' and 'inclusive research'.

In order to find the most significant co-creation partners for your project, stakeholder mapping might be of particular interest. In the following phase, after stakeholder mapping and bringing all parties together, you might think of different methods to involve stakeholders in your research process. This is sometimes called inclusive research. Although inclusive research does not necessarily refer to co-creation, it is worth mentioning since working with a diverse group of stakeholders, which is a key feature of co-creation, is often seen as pivotal in achieving impact.



Further reading

See '[Guide to co-creation](#)' for further information on setting up and conducting co-creation partnerships. This guideline was created by Ghent University and Ministry of Makers as part of the EU Horizon 2020 project ACCOMPLISSH.

Stakeholder mapping

4 steps:

1. Identifying
2. Analyzing
3. Mapping
4. Prioritizing

(adapted from *Business for Social Responsibility*, 2011)

Possible stakeholders:

- government
- citizens
- policymakers
- researchers employees
- prospective consumers
- users
- industry shareholders
- interest groups
- ...

“In impact planning it is of particular importance to engage stakeholders early on in the process.”

1. Identifying

An important step in both co-creation and impact planning is the identification of stakeholders. One can start by brainstorming on all the people who could be affected, might influence, or could have an interest in the success (or failure) of your work.

Key question: Who will benefit and/or be affected by your research?

2. Analyzing

In the next phase, one should try to understand the perspectives and interests of each stakeholder. In this way, it is possible to estimate to what extent a stakeholder will be motivated to be engaged throughout the research process. Several topics to take into account in this analysis are the legitimacy of the stakeholder's claim to engagement, the influence a stakeholder has, and the willingness to engage.

3. Mapping

Additionally, it might be interesting to create a visualization of the relationships between various stakeholders and between stakeholders and certain objectives.

Another issue to think about is the level of stakeholders' engagement in the research process. When do you want to engage stakeholders in the research process? Stakeholders might be called into the research process at a certain point (e.g. sampling, discussing results). On the other hand, stakeholders can also be engaged in advance, before the start of a research process, where researchers and stakeholders define problems together.

In addition, it might be interesting to think about what roles stakeholders can play in your research. Stakeholders can take part in a research process as partners/collaborators. Here, there is a co-production of knowledge and collaborative working in the development of the project outline. On the other hand, stakeholders can be involved in a research process as important informants; e.g. they might provide insights into how research is taken up by end users. A third possible role of a stakeholder is to evaluate research outcome or impact. Finally, stakeholders might also act as communicators, communicating research results in a way that is readily understood by end users.

Possible roles of stakeholders in a research process:

- Partner / Collaborator / Co-researcher
- Informant
- Evaluator
- Communicator
- ...

4. Prioritizing

Finally, you need to consider which stakeholders you eventually want to engage in your research. It is often not feasible to engage with all stakeholder groups with the same level of intensity. Whereas some stakeholders might be engaged at the beginning of your research as collaborators, others might be involved later on as informants.

Methods of inclusive research

When conducting research, one might choose different ways of including various actors. There are several specific methods that we could refer to as 'inclusive research', including various parties in the research method. For example, one can conduct a focus group, where it is key to focus on the comments of one particular group of people (e.g. pregnant women, diabetes patients, etc.). Focus groups are often used to generate or evaluate hypotheses.

There are different methods of inclusive research to choose from. When one wants to co-create with certain stakeholders it is advisable to consider which method is most suitable given the objective, the level of stakeholder involvement, etc. One example of a tool guiding researchers and others in choosing certain methods of inclusive research is [Action Catalogue](#).

Possible inclusive research methods

- focus groups
- consensus workshop
- user committee
- Q methodology
- e-conference
- ...

Action Catalogue

<http://actioncatalogue.eu>

Action Catalogue is an easy-to-use online tool guiding researchers and policymakers in making decisions on methods of inclusive research by answering questions on various levels (practical, participants, etc.).

OVERVIEW OF IMPACT PLANNING TOOLS

When taking impact into account, the focus should not be merely on the evaluating and tracking down of impact, but also on the output and outcome of research. There is a growing tendency to focus on integrating thinking about impact early on in a research process. Researchers are motivated to consider impact planning at the start of their research, so they are encouraged to think about various ways in which their research could benefit end users (citizens, businesses, etc.), what kinds of impact their research could have, and how stakeholders and beneficiaries could be involved throughout the research process in order to ensure impact. Hereafter an overview of best practice in impact planning tools is provided. This overview is not exhaustive, but gives the opportunity to explore various types of tools to guide you through the process of impact planning.

IMPACT PLANNING TOOLS

- Pathways to Impact & Impact Summary
- Impact Planning Toolkits (UK Universities)
- Co-produced Pathway to Impact
- Impact Wizard
- Research Impact: Making a Difference (Future Learn)
- Fast Track Impact
- Real Impact: Impact Literacy Workbook
- Development Impact & You (DIY) Toolkit
- How to Guide: Engaged Research Planning for Impact
- Knowledge Mobilization (KMb) Toolkit
- Knowledge Translation Roadmap
- Knowledge Translation Training and Tools
- Research Leaders Impact Toolkit



PATHWAYS TO IMPACT & IMPACT SUMMARY

Pathways to Impact and the Impact Summary are tools that were designed to encourage researchers to think about various ways to ensure their research could make a difference while applying for funding from the Research Councils. A Pathways to Impact attachment to a research proposal should contain a detailed clarification of the activities linked to a research project that will increase the likelihood of potential economic and societal impact being achieved. Therefore, it is important that the potential beneficiaries are identified and that a strategy to engage them is outlined.

	IMPACT SUMMARY	PATHWAYS TO IMPACT
Objective:	Providing an overview of the possible impact of a proposed research project	A project-specific, outcome-driven overview of how users and stakeholders can be involved within the research process at various stages and their specific needs to which the research could provide answers
Questions:	<ul style="list-style-type: none"> • Who might benefit from this research? • How might they benefit from this research? 	How can potential beneficiaries be engaged in the research process?
Length:	No specifications	Max. 2 pages



A few bullet points to think about types of impact activities (e.g. public debate, seminars, press releases, podcasts, etc.) are provided. Researchers could take the following bullet points into account while outlining impact activities:

- **application and exploitation:** Researchers should identify the mechanisms in place for potential (non-)commercial exploitation.
- **communication and engagement:** Researchers should consider how to reach or engage beneficiaries.
- **collaboration and co-production:** Researchers should explain how collaboration and partnerships within the proposed project are managed.
- **capacity and involvement:** It should be noted who will undertake the impact activities.

Theoretical or conceptual framework?	REF 2014	yes / no
Main concepts used?	Research excellence, public engagement	
Reference to co-creation?		yes / no
Role of co-creation in tool?	<p>Public engagement is mentioned as one possible element of a Pathway to Impact. It is believed that engaging the public can improve the quality of research and the impact that research might have on society.</p> <p>The importance of identifying and actively engaging relevant users of research and stakeholders at various stages in a research process is mentioned.</p> <p>There is a clear focus on thinking about research in the context of a two-way engagement instead of a one-way transfer of knowledge.</p> <p>The central question in developing a Pathways to Impact attachment focuses on the role of beneficiaries: <i>“What will be done to ensure that potential beneficiaries have the opportunity to engage with this research?”</i></p>	
Type of tool	<ul style="list-style-type: none"> • Requested attachment when applying to various Research Councils for research funding • Guidelines on various webpages 	
How does it work?	Various webpages provide guidelines for writing a Pathways to Impact attachment to a research proposal.	
Characteristics	<ul style="list-style-type: none"> • The Pathways to Impact document is requested as an attachment to a research proposal. Researchers are therefore actively encouraged to consider impact planning. • Extra tips and tricks are available on each individual Research Council website <ul style="list-style-type: none"> • AHRC: Arts & Humanities • BBSRC: Biotechnology & Biological Sciences • EPSRC: Engineering & Physical Sciences • ESRC: Economic & Social • MRC: Medical • NERC: Natural Environment • STFC: Science & Technology 	
Is the tool online available?	General: link Social sciences: link	yes / no
For whom is the tool useful?	<input checked="" type="checkbox"/> Individual researchers <input type="checkbox"/> Citizens <input type="checkbox"/> Companies <input type="checkbox"/> Research group leaders <input type="checkbox"/> Policymakers	
General source:	UK Research and Innovation: https://www.ukri.org/innovation/excellence-with-impact/pathways-to-impact/	

IMPACT PLANNING TOOLKITS (UK UNIVERSITIES)

Several universities in the United Kingdom have developed impact planning toolkits on their websites in order to guide researchers at their university in identifying the potential impact of their research. The toolkits are presented as guidelines and are in line with directives of the Research Excellence Framework (REF 2014).

Most online toolkits are developed based on five questions/steps:

1. What impact could occur as a result of my research?
2. Who might benefit from my research?
3. How can I engage stakeholders?
4. How will impact be measured?
5. What support do I need? (e.g. costs)

Researchers might make use of a template in developing an action plan for impact planning (see Impact Action Plan). The University of Bath also provides a template for writing an 'Impact Summary' or a 'Pathways to Impact' document. However, this is only available to University of Bath researchers.

Impact Action Plan:

Impact What change will occur? Who will benefit?	Pathway to Impact What steps/activities need to happen and who will do it?	Evidence What will success look like? How can it be demonstrated?	When? Activities may need to happen at specific times	Support What do you need to achieve this?	Barriers What could prevent this from happening?

Theoretical or conceptual framework?	REF 2014 framework yes / no
Main concepts used?	Intellectual property (IP), public engagement, Impact Summary, Pathways to Impact, Expected Impact, and Dissemination/Exploitation Plans
Reference to co-creation?	yes / no
Role of co-creation in tool?	<p>There is a clear focus on the involvement of stakeholders. Researchers are encouraged to reflect on who might be interested in and could benefit from their research and how to engage stakeholders during their research process.</p> <p>Researchers should consider whether each of the beneficiaries are of primary, secondary, or tertiary importance:</p> <ul style="list-style-type: none"> • Primary: beneficiaries who are critical to either the success of the project or in moving the project forward, for example project partners (short-term) • Secondary: beneficiaries who are not critical to the project but, in order to gain impact in the medium term, it would be useful if they were aware of any progress • Tertiary: beneficiaries who are not involved in the project but have the potential for more long-term impacts, for example by using the outputs from the secondary users (e.g. new products). <p>For each beneficiary researchers can decide which approach to take to involve them in their research. Three types of engagement are possible here: (1) informing, (2) consulting, and (3) collaborating.</p>
Type of tool	webpage
How does it work?	Researchers at various UK universities are encouraged to think about the possible impact of their research through five questions/steps.
Characteristics	<ul style="list-style-type: none"> • Questions function as guidelines, not restrictive • Step-by-step approach
Is the tool online available?	yes / no
	<p>University of Sheffield: link template: link University of Leicester: link University of Bath: link University of Cambridge: link University of East Anglia: link</p>
For whom is the tool useful?	<input checked="" type="checkbox"/> Individual researchers <input type="checkbox"/> Citizens <input type="checkbox"/> Companies <input type="checkbox"/> Research group leaders <input type="checkbox"/> Policymakers
General source:	/

CO-PRODUCED PATHWAY TO IMPACT

The Co-Produced Pathway to Impact focuses on knowledge mobilization, supporting research collaboration between universities and communities. This tool helps in mapping the progress from research to impact. The focus is on collaboration and co-production at every phase of the process. Examples of sustained engagement between academic researchers and non-academic partners are given in the paper written by Phipps et al. (2016).

Theoretical or conceptual framework?	yes / no
Main concepts used?	Knowledge mobilization
Reference to co-creation?	yes / no
Role of co-creation in tool?	The central overlapping space in the model is a shared space of collaboration where co-production occurs at each stage of the pathway. Researchers and non-academic partners are therefore encouraged to engage in ongoing collaboration throughout the process from research to impact.
Type of tool	<ul style="list-style-type: none"> • Academic paper • Model
How does it work?	The model is designed through a knowledge and mobilization logic model (research > dissemination > uptake > implementation > impact) in which iterative processes are taken into account. Users of the Co-Produced Pathway to Impact are encouraged to collaborate with other partners at all stages of the research-to-impact progress.
Characteristics	<ul style="list-style-type: none"> • Iterative model • Focus on co-creation
Is the tool online available?	Paper: link yes / no
For whom is the tool useful?	<input checked="" type="checkbox"/> Individual researchers <input checked="" type="checkbox"/> Citizens <input checked="" type="checkbox"/> Companies <input checked="" type="checkbox"/> Research group leaders <input checked="" type="checkbox"/> Policymakers
General source:	Phipps, D.J., Cummings, J. Pepler, D., Craig, W. and Cardinal, S. (2016). The Co-Produced Pathway to Impact describes Knowledge Mobilization Processes. <i>J. Community Engagement and Scholarship</i> , 9(1): 31-40.

IMPACT WIZARD

Impact Wizard is a tool that guides people in planning and evaluating the societal impact of their work. It was designed by the Factory for Social Innovation (“Sociale InnovatieFabriek”), a Belgian organization that tries to tackle so-called ‘wicked problems’ within society by promoting and supporting social entrepreneurship and innovation.

4 Modules:

- Context & focus: frame the evaluation in your broader organization
- Theory of change: clarify your impact logic
- Measurement plan: find indicators and measurement methods for your impact assessment
- Maximize impact: improve, communicate and monitor your impact



**“With Impact Wizard
you can make your
project's social impact
visible.”**

Theoretical or conceptual framework?	yes / no
Main concepts used?	Social innovation, social impact, knowledge transfer, impact assessment, theory of change
Reference to co-creation?	yes / no
Role of co-creation in tool?	One of the modules addresses ‘context and focus’. Stakeholder mapping is one of the steps.
Type of tool	Online guide
How does it work?	The tool can be used to design a new intervention or to assess the impact of a current or past intervention. Four modules guide users step by step along the full process of an impact evaluation. Users are requested to answer various questions. According to the specific answers, Impact Wizard will provide users with different information on how to proceed in the impact evaluation process.
Characteristics	<ul style="list-style-type: none"> • Focus on impact evaluation (measuring, analyzing etc.) but also of use for impact planning and knowledge transfer • Available in two languages: Dutch and English • Possibility to print or make a PDF of every step or module • Possibility to generate a full report of the process
Is the tool online available?	A free trial is available after registration: link After the two-week trial you can purchase a one-year license. yes / no
For whom is the tool useful?	<input checked="" type="checkbox"/> Individual researchers <input checked="" type="checkbox"/> Citizens <input checked="" type="checkbox"/> Companies <input checked="" type="checkbox"/> Research group leaders <input checked="" type="checkbox"/> Policymakers
General source:	https://www.socialeinnovatiefabriek.be/nl/english https://impactwizard.eu/

RESEARCH IMPACT: MAKING A DIFFERENCE (FUTURE LEARN)

Future Learn provides various online courses. Research Impact: Making a Difference covers how to co-create research impact with a wide range of stakeholders, such as industry and government. Participants learn to communicate the benefits that impact-driven research brings to the economy and society. Ultimately, participants will be able to better understand, communicate, and create research impact. The course was developed by the University of Glasgow and is funded by the Biotechnology and Biological Sciences Research Council (BBSRC) and the College of Medical, Veterinary and Life Sciences, University of Glasgow. Additional support was obtained through the European ACCOMPLISSH Impact Network (Horizon 2020 research and innovation program grant agreement No. 693477).

Topics:

- What is research impact and why is it important?
- How to communicate research impact
- Co-creating research impact with stakeholders
- Success stories of stakeholder-researcher interaction
- Shaping policy
- Training and education in research impact skills



Theoretical or conceptual framework?		yes / no
Main concepts used?	Research impact, communicating research impact, co-creation, stakeholder-researcher interactions, shaping policy	
Reference to co-creation?		yes / no
Role of co-creation in tool?	Modules on co-creation with stakeholders, including several success stories as examples. Key features in co-creation according to specific stakeholders (including industry, health services, policy bodies, public participation, civil society organizations) are given.	
Type of tool	Online course (MOOC)	
How does it work?	It is a three-week course in which researchers are encouraged to study the subject for four hours a week. Researchers can join the online course for free. The course includes articles, videos, opinion polls, peer reviews, and quizzes. There is an interactive forum. The upgraded version gives unlimited access to the course and provides a certificate of achievement.	
Characteristics	<ul style="list-style-type: none"> • Duration: three weeks • Interactive nature of the course: <ul style="list-style-type: none"> • ability to add comments to all modules of the course • a lot of interaction with the educational team behind the course and other users • Tools and resources including templates are provided throughout the course • Global participation and interaction with experts • Relevant to all academic disciplines and stakeholder sectors 	
Is the tool online available?	There is a free and an upgraded certificate version: link	yes / no
For whom is the tool useful?	<input checked="" type="checkbox"/> Individual researchers across all disciplines <input checked="" type="checkbox"/> Citizens <input checked="" type="checkbox"/> Companies <input checked="" type="checkbox"/> Research group leaders across all disciplines <input checked="" type="checkbox"/> Policymakers	
General source:	University of Glasgow (2018). Research Impact: Making a Difference, https://www.futurelearn.com/courses/research-impact	

FAST TRACK IMPACT

Fast Track Impact is an international training company. They provide online and face-to-face training to researchers. In this way, they want to contribute to a change in the way researchers generate and share knowledge. The project's founders are Prof. Mark Reed and Dr. Ana Attlee. At the start, in 2013, the project was funded by the UK Government's Research Councils. In 2015 it was launched as an independent spin-off company.

Fast Track Impact publishes peer-reviewed journal articles on evidence-based techniques. Researchers can also make use of a published handbook or the various online videos and presentations as well as the possibility of an online training course or face-to-face training provided to research organizations across the world. The various impact planning tools of Fast Track Impact focus on five principles in tracking the impact of research.

5 Steps to Fast Track the Impact of your Research

1. Principle 1: Design

Know the impacts you want to achieve and design impact into research from the start.

2. Principle 2: Represent

Systematically represent the interests and priorities of those who will benefit from your research.

3. Principle 3: Engage

Build long-term, two-way, trusting relationships with those who will benefit from your research and co-generate new knowledge together where possible.

4. Principle 4: Impact

Deliver tangible results as soon as possible to keep people engaged.

5. Principle 5: Reflect & Sustain

Keep track of what works, so you can improve your knowledge exchange and continue nurturing relationships and generating impact in the long-term.



Prof. Mark Reed published a second edition of the book *The Research Impact Handbook* in 2018. He also provides information on impact planning through other channels, e.g. videos, a blog, and podcasts.

Theoretical or conceptual framework?		yes / no
Main concepts used?	Knowledge exchange, power dynamics	
Reference to co-creation?		yes / no
Role of co-creation in tool?	The importance of working with stakeholders to design responsible, sustainable, and inclusive research is recognized and is integrated as a principle (principle 3: engage) in the 5 steps to fast track impact.	
Type of tool	Book	
How does it work?	Handbook full of practical tips, techniques, templates, case studies, and personal stories on research impact	
Characteristics	<ul style="list-style-type: none"> • Offline • Might be used as course material • Easy-to-use template: link 	
Is the tool online available?	The book is for sale in paperback and e-book versions: link	yes / no
For whom is the tool useful?	<input checked="" type="checkbox"/> Individual researchers <input type="checkbox"/> Citizens <input checked="" type="checkbox"/> Companies <input checked="" type="checkbox"/> Research group leaders <input checked="" type="checkbox"/> Policymakers	
General source:	https://www.fasttrackimpact.com/	

Type of tool	<ul style="list-style-type: none"> • Blog • Podcasts 	
How does it work?	Through a blog and podcasts Mark Reed regularly gives practical tips and discusses how you can enhance the impact of your research, based on the latest research.	
Characteristics	<ul style="list-style-type: none"> • Up-to-date, most recent news on research on impact planning 	
Is the tool online available?	Blog: link Podcast: link	yes / no

Type of tool	Training: <ul style="list-style-type: none"> • Face-to-face training across the world • Online training • Videos • Online presentations 	
How does it work?	Organizations can sign up for a face-to-face training session with Mark Reed. A free copy of the handbook is provided for each participant. After the training, trainees can further develop their knowledge and skills through a 5-step follow-up program. In addition, a free online impact training for individual researchers is available on the website. Here, researchers are provided with courses and tasks over a five-week period.	
Characteristics	<ul style="list-style-type: none"> • Course contains various modules over a period of time 	
Is the tool online available?	Training: link Videos: link Presentations: link	yes / no

REAL IMPACT: IMPACT LITERACY WORKBOOK

In line with their thinking on impact literacy, Dr. Julie Bayley and Dr. David Phipps developed a workbook for researchers and others to use in planning research impact. The workbook is designed to accompany impact training workshops and presentations, but can also be used on its own.

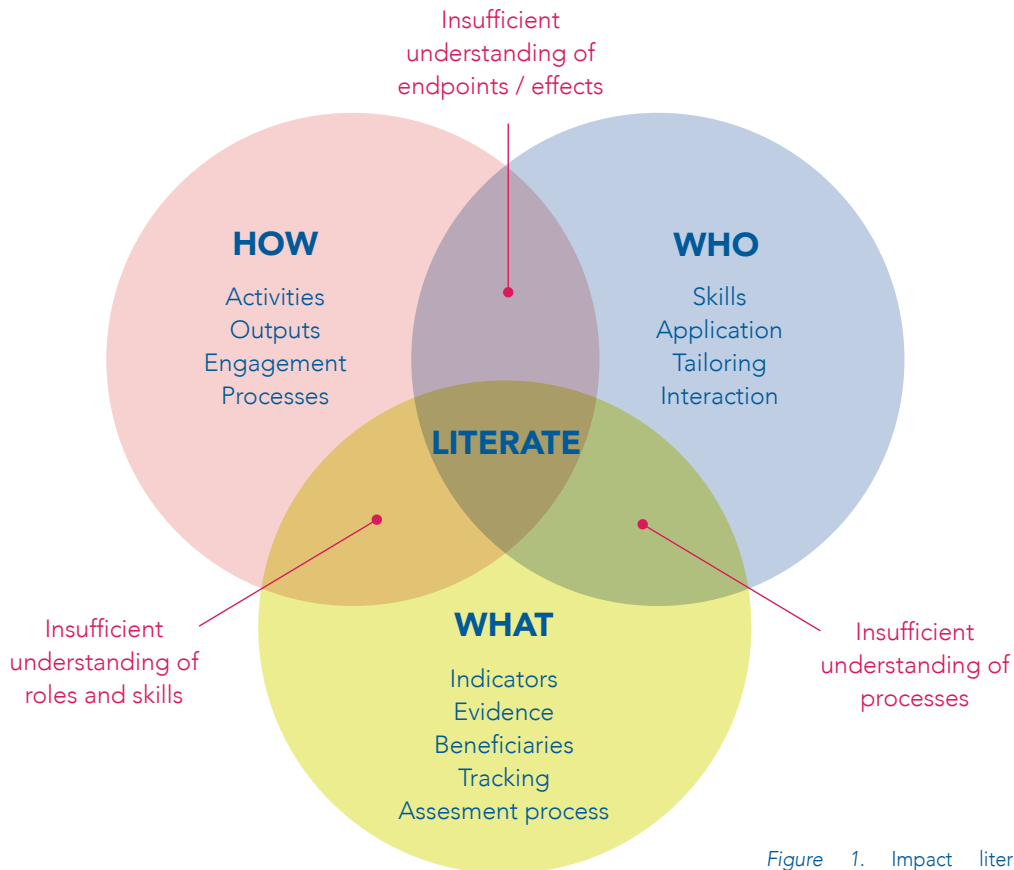


Figure 1. Impact literacy diagram. Reprinted from *Impact Literacy Workbook*, by J. Bayley & D. Phipps, 2018. Copyright 2019 by ACCOMPLISSH. Reprinted with permission from Emerald Publishing.

Impact literacy:

Impact literacy is the combination of three dimensions:

1. The identification, assessment, evidencing, and articulation of impact endpoints ("what")
2. The practices that create impact ("how")
3. The successful integration of these by research impact practitioners ("who")

It is recommended to consider all three dimensions at all times to get the most out of impact planning.

Workbook – Chapters

1. What is impact?
2. What is knowledge mobilization?
3. What is impact literacy?
4. Framing the problem(s)
5. Framing the impact (or 'flipping the problem')
6. Identifying indicators and evidence
7. Identifying stakeholders and beneficiaries
8. Co-producing impact
9. Mobilizing your knowledge: methods
10. Challenges and facilitators

Theoretical or conceptual framework?	yes / no
Main concepts used?	Impact literacy, knowledge mobilization
Reference to co-creation?	yes / no
Role of co-creation in tool?	Chapter 7. Identifying stakeholders and beneficiaries Chapter 8. Co-producing impact: When do stakeholders need to be involved in the research process? What benefit does this give at each stage? Chapter 9. Mobilizing your knowledge: methods: How to engage stakeholders?
Type of tool	Workbook
How does it work?	The workbook guides you through the impact planning process in several steps.
Characteristics	<ul style="list-style-type: none"> • The workbook is designed to accompany impact training workshops and presentations but can also be used on its own. • The workbook functions as a template whereby researchers can write down their thought process on their specific research.
Is the tool online available?	yes / no A free PDF version is available online after subscribing: link
For whom is the tool useful?	<input checked="" type="checkbox"/> Individual researchers <input type="checkbox"/> Citizens <input type="checkbox"/> Companies <input type="checkbox"/> Research group leaders <input type="checkbox"/> Policymakers
General source:	Bayley, J., Phipps, D. and Emerald Publishing (2018). <i>Impact Literacy Workbook</i> . Emerald Publishing, Bingley, UK. Available at : https://www.emeraldpublishing.com/resources/impact-literacy-workbook/

DEVELOPMENT IMPACT & YOU (DIY) TOOLKIT

Development Impact & You (DIY) is a toolkit providing practical tools to trigger and support social innovation. As well as PDF files of the toolkit in different languages, they provide an online learning program, called DIY Learn, which was developed by Nesta and the Rockefeller Foundation in partnership with the Open University.

The website provides a list of 30 tools to use. For all of these tools, templates are provided. Prototypes for all tools were tested around the world.



Theoretical or conceptual framework?	yes / no
Main concepts used?	Social innovation, business development
Reference to co-creation?	yes / no
Role of co-creation in tool?	<p>There are several tools that focus on co-creation (e.g. “building partnerships map”) and how to collect input from others (e.g. “storyworld”) and getting to know the people you’re working with (e.g. “personas”).</p> <p>The toolkit was developed through a process of co-creation whereby various stakeholders across the world were asked to test prototypes of the tools.</p>
Type of tool	<ul style="list-style-type: none"> • Toolkit (PDF) • Book • Online learning program • Blog
How does it work?	The toolkit consists of 30 different tools. Easy-to-use templates are provided. All tools are presented on the website with a video explaining the tool. There are guidelines provided in using the tool and there is the possibility to rate or comment on the tool.
Characteristics	<ul style="list-style-type: none"> • Available in nine different languages (English, Spanish, Mandarin, Arabic, Italian, French, Russian, Portuguese and Greek) • Users can share their individual stories of their experience with the DIY toolkit. These are presented as case studies. • Various templates to download in different sizes (A4, A3, A2, A1)
Is the tool online available?	yes / no Toolkit in English: link Blog: link DIY learning modules: link The book is not available online but can be purchased here: link
For whom is the tool useful?	<input type="checkbox"/> Individual researchers* <input type="checkbox"/> Citizens <input checked="" type="checkbox"/> Companies <input type="checkbox"/> Research group leaders* <input type="checkbox"/> Policymakers
General source:	https://diytoolkit.org/

*The tool might be useful for individual researchers and research group leaders as well, but the main focus seems to be on people working in the development sector.

HOW TO GUIDE: ENGAGED RESEARCH PLANNING FOR IMPACT

Engaged Research Planning for Impact is a 'How to Guide' developed by Kate Morris, Sarah Bowman and Prof. Maura Adshead. The guide was informed by a comprehensive review of grey and academic literature on research and innovation impact. A logic model approach is provided for effective project planning, whereby an early engagement of stakeholders is considered crucial in order to set appropriate and realistic impact targets. Here, various impact categories are enlisted.

Impact categories:

- economic
- environmental
- health and well-being
- policy and/or product development
- professional and public services
- social and cultural
- internationalization
- capacity building

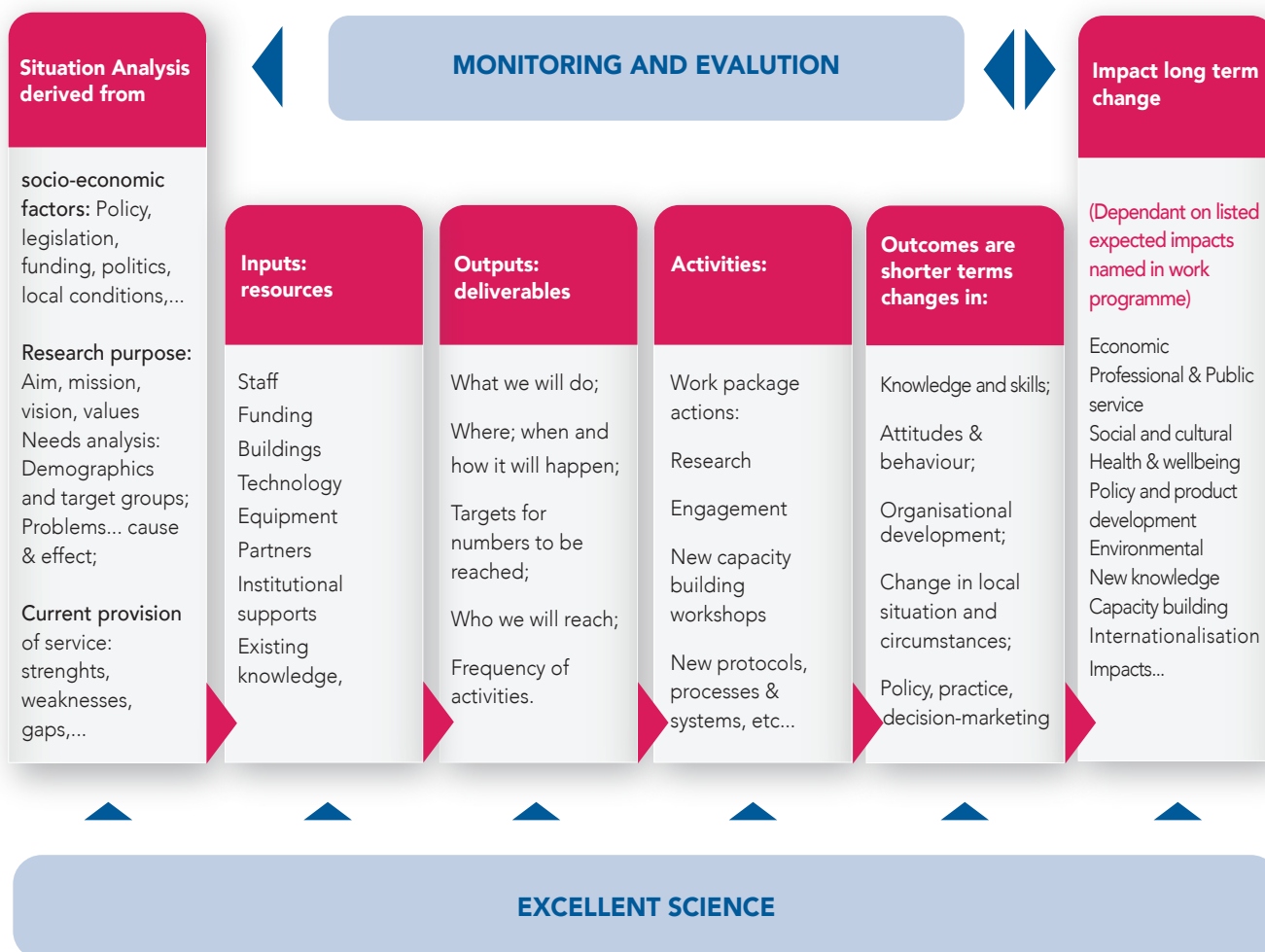
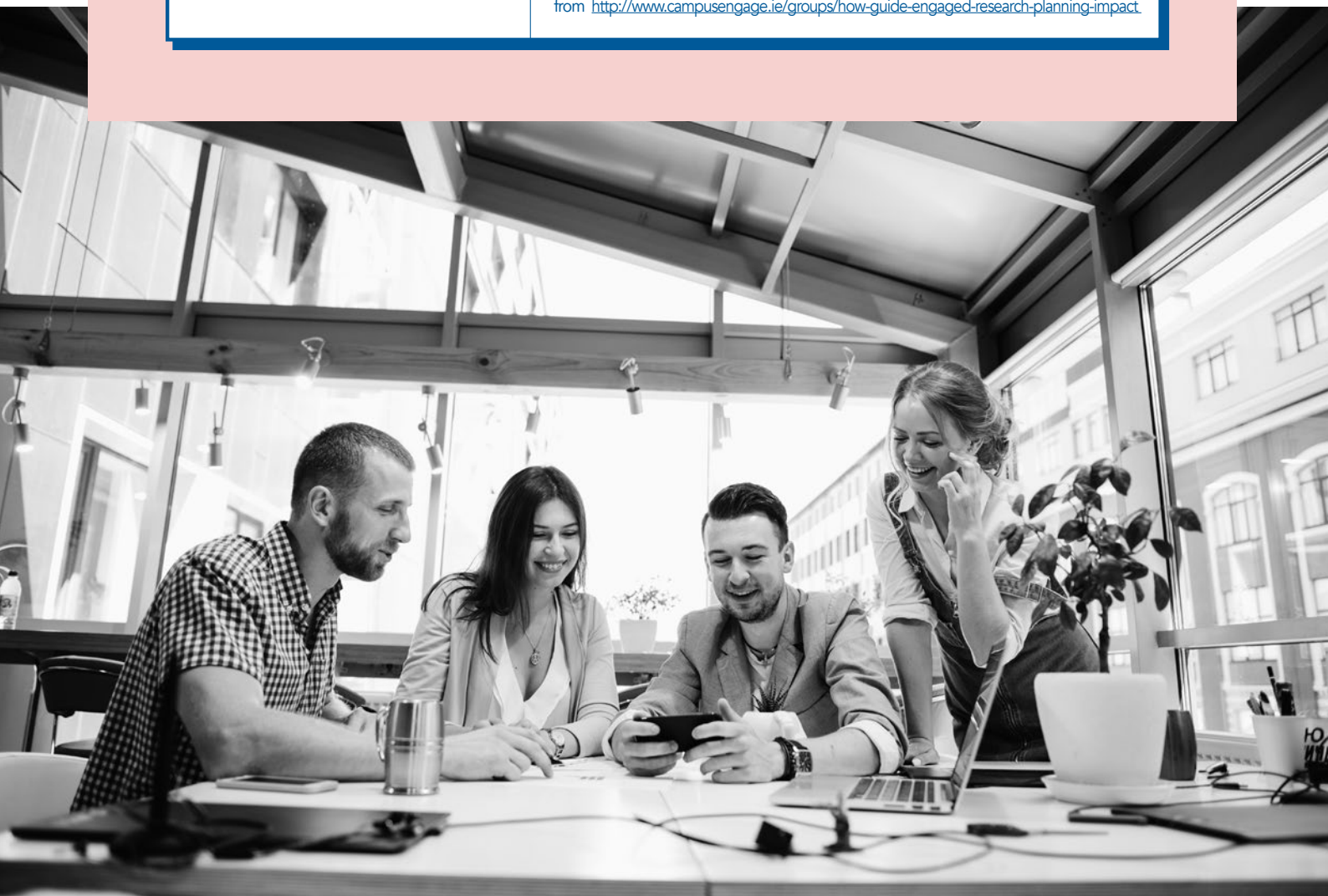


Figure 2. A sample Logic Model used to plan for research impact. Reprinted from *Engaged Research: Planning for Impact, Society and Higher Education Addressing Grand Societal Challenges Together* (3), by K. Morris, S. Bowman & M. Adshead, 2018. Copyright 2019 by ACCOMPLISSH. Reprinted with permission.

Theoretical or conceptual framework?	yes / no
Main concepts used?	Engaged research, community engagement
Reference to co-creation?	yes / no
Role of co-creation in tool?	The role of stakeholders is included in the model, where it is believed that stakeholders should systematically work through the connections and components of a project, outlining appropriate and realistic impact targets.
Type of tool	Guide/manual
How does it work?	The manual works as a non-prescriptive guideline for researchers and others to use in thinking about impact planning. The guideline provides various lists of possible impacts on various areas (e.g. economic, environmental, etc.)
Characteristics	<ul style="list-style-type: none"> • Various types of impact are enlisted • Tips for writing a Research Proposal Impact Statement
Is the tool online available?	yes / no PDF: link
For whom is the tool useful?	<input checked="" type="checkbox"/> Individual researchers <input checked="" type="checkbox"/> Citizens <input checked="" type="checkbox"/> Companies <input checked="" type="checkbox"/> Research group leaders <input checked="" type="checkbox"/> Policymakers
General source:	Morris, K.; Bowman, S. & Adshear, M. (2018). <i>Engaged Research: Planning for Impact, Society and Higher Education Addressing Grand Societal Challenges Together</i> . Retrieved from http://www.campusengage.ie/groups/how-guide-engaged-research-planning-impact



KNOWLEDGE MOBILIZATION (KMB) TOOLKIT

The Knowledge Mobilization Toolkit: Doing more with what you know was developed in order to mobilize valuable knowledge on child and youth mental health. The toolkit guides users through various steps in planning, enacting, and evaluating knowledge mobilization.

Theoretical or conceptual framework?	yes / no
Main concepts used?	Knowledge mobilization
Reference to co-creation?	yes / no
Role of co-creation in tool?	Cooperation, collaboration, and sharing knowledge are key elements in the Knowledge Mobilization Toolkit. The toolkit provides help in better understanding each other's perspectives, experiences, language, and needs. Stakeholders are therefore encouraged to work as a team.
Type of tool	<ul style="list-style-type: none"> • Online toolkit • Workbook/template
How does it work?	The toolkit guides users through various steps in planning, enacting and evaluating knowledge mobilization. Through various questions and additional considerations users are encouraged to think about how to ensure knowledge mobilization. In making a report of all these considerations one can make use of the knowledge mobilization plan, which functions as a kind of workbook/template with different topics and questions.
Characteristics	<ul style="list-style-type: none"> • Easy-to-use workbook / template
Is the tool online available?	yes / no Toolkit: link workbook in PDF: link
For whom is the tool useful?	<input type="checkbox"/> Individual researchers <input checked="" type="checkbox"/> Citizens <input checked="" type="checkbox"/> Companies <input type="checkbox"/> Research group leaders <input checked="" type="checkbox"/> Policymakers
General source:	http://www.kmbtoolkit.ca/

KNOWLEDGE TRANSLATION ROADMAP

Knowledge Translation Roadmap is a full-day workshop in impact planning developed by Knowledge Translation Australia. The workshop was designed for researchers, research leaders, and administrators looking to develop stronger links to industry and other external stakeholders. In this process, attendees are guided through the steps of collaboration, dissemination, evaluation, etc.

During the course attendees learn:

- the system of knowledge translation
- to develop their own pathway to research impact
- to set their project or program goals and strategies to achieve them
- how to identify, communicate, and grow their network of stakeholders
- ...

“Come with your idea, leave with a plan.”

Theoretical or conceptual framework?	yes / no
Main concepts used?	Knowledge translation
Reference to co-creation?	yes / no
Role of co-creation in tool?	One of the focuses is the building of networks and the engagement of stakeholders. Strategies for building networks are considered. In addition, ways of identifying and engaging stakeholders are explained.
Type of tool	Workshop: Planning a Pathway to Impact
How does it work?	In the workshop attendees get an introduction on knowledge translation and impact. They learn how to plan for impactful research and how to build networks and engage stakeholders. At the end of the workshop a plan of action for the next three months is set up in order for attendees to use their new skills right away.
Characteristics	<ul style="list-style-type: none"> • One-day workshop • Face-to-face • Workbook is provided • Follow-up coaching session
Is the tool online available?	yes / no
For whom is the tool useful?	<input checked="" type="checkbox"/> Individual researchers <input type="checkbox"/> Citizens <input type="checkbox"/> Companies <input checked="" type="checkbox"/> Research group leaders <input type="checkbox"/> Policymakers
General source:	https://www.ktaustralia.com/the-kt-roadmap/

KNOWLEDGE TRANSLATION TRAINING AND TOOLS

Knowledge Translation Training and Tools is a webpage developed by Melanie Barwick. She studies innovative knowledge translation and implementation strategies. Her work in education and professional development includes the development of the Scientist Knowledge Translation Training program (SKTT) and the Knowledge Translation Professional Certificate (KTPC).

Theoretical or conceptual framework?	yes / no
Main concepts used?	Knowledge translation
Reference to co-creation?	yes / no
Role of co-creation in tool?	The template provides boxes on thinking about project partners, the degree of partner engagement, and the role of each partner.
Type of tool	Training: <ul style="list-style-type: none"> • e-learning modules for Knowledge Translation • FTF training: Scientist Knowledge Translation Training (SKTT)
How does it work?	Two e-learning modules give support in knowledge translation. Module 1: Introduction to Knowledge Translation Module 2: How to Prepare Knowledge Translation Plan A FTF training can be booked and is provided by Melanie Barwick and Donna Lockett. The training can be adapted to your group's needs.
Characteristics	<ul style="list-style-type: none"> • E-learning • Face-to-face • Template: link (registration by e-mail is necessary)
Is the tool online available?	yes / no After registration by e-mail: link
For whom is the tool useful?	<input checked="" type="checkbox"/> Individual researchers <input checked="" type="checkbox"/> Citizens <input checked="" type="checkbox"/> Companies <input checked="" type="checkbox"/> Research group leaders <input checked="" type="checkbox"/> Policymakers
General source:	Barwick M. (2008, 2013). <i>Knowledge Translation Planning Template</i> . Toronto ON: The Hospital for Sick Children.

RESEARCH LEADERS IMPACT TOOLKIT

LFHE Research Leaders Impact Toolkit is an evidence-based tool developed by Elizabeth Morrow and Gary Reed. The tool was developed to help research leaders to think more strategically about impact, thereby improving the management of impact-related work, processes, and infrastructure.

The purpose of the toolkit is to:

- Develop a formal research impact strategy
- Devise strategies for leading, managing, and practicing impact
- Align impact work with engagement, knowledge exchange, outreach, and quality improvement
- Inform teaching and learning
- Improve processes and infrastructure
- Build capacity, skills, and knowledge

The toolkit consists of nine dimensions and 45 tools divided into three main areas. To start with, the toolkit helps research leaders to understand impact in general and more specifically why impact is important for their institution. In addition, the toolkit helps institutions to develop their research impact. The third area concerns the evaluating and evidencing of the impact of their research.

The nine dimensions are:

1. **Orientating** to the different definitions, principles, drivers, benefits, and challenges of impact
2. **Visioning** outstanding impact, rationale and interests, anticipated benefits, impact targets, and areas for improvement
3. **Mobilizing** through leadership, management, staff skills and knowledge development, and accessing support
4. **Engaging** whole organizations in impact, interdisciplinary research, Knowledge Exchange, stakeholder engagement, and public involvement
5. **Integrating** impact into different types of research, exploring routes to impact, timeframes for impact, impact statements, and impact plans
6. **Embedding** impact in organizational culture, mechanisms for exchange, connecting with context, universal structures for impact, and propagating promising impact
7. **Evaluating** impact, planning an evaluation, evaluating stakeholder engagement, public involvement, and the strength of your claim to impact
8. **Capturing** different types of impact evidence, using measures, indicators, altmetrics and research information systems
9. **Communicating** with policymakers, research users, and the public, using the world wide web and social media for impact

LIST OF TOOLS

UNDERSTANDING

Orientating

1. Understanding which definition of impact you are working with
2. Being aware of five fundamental principles of impact
3. Knowing your drivers for impact
4. Understanding the benefits of impact
5. Being aware of the challenges impact can raise

Visioning

6. Knowing the key features of outstanding impact
7. Understanding different interests and motivators
8. Anticipating the horizon of possible benefits
9. Knowing what to take into consideration when setting impact targets
10. Identifying areas for improvement in your organization or department

Mobilizing

11. Inspiring impact through leadership
12. Supporting impact with management
13. Reflecting on the skills and knowledge needed for impact
14. Providing basic impact training for research staff
15. Accessing advanced training, funding, and specialist support

DEVELOPING

Engaging

16. Engaging whole organizations in achieving impact
17. Developing impact through interdisciplinary research
18. Knowledge Exchange as a conduit for research impact
19. Engaging stakeholders in research
20. Developing public involvement in research

Integrating

21. Building impact into different types of research
22. Exploring possible routes to impact
23. Developing a timeframe for impact
24. Writing an impact statement
25. Writing an impact plan

Embedding

26. Cultivating an impact culture
27. Building mechanisms for exchange
28. Connecting with context
29. Embedding universal impact structures
30. Propagating promising impact

EVIDENCING

Evaluating

31. Reflecting on impact evaluation criteria
32. Planning an impact evaluation
33. Evaluating stakeholder engagement
34. Evaluating public involvement
35. Evaluating the strength of your claim to impact

Capturing

36. Collecting different types of evidence to show impact
37. Using measure and quantitative indicators of impact
38. Using altmetrics
39. Getting the most out of Research Information Systems
40. Capturing stakeholders', research users' and beneficiaries' perspectives on impact

Communicating

41. Influencing policy and policymakers
42. Generating a reputation for impact
43. Communicating with research users
44. Communicating with the public
45. Using the world wide web and social media for impact

Theoretical or conceptual framework?	yes / no
Main concepts used?	The Research Excellence Framework 2014, research impact strategies, “impact thinking”
Reference to co-creation?	yes / no
Role of co-creation in tool?	The area of ‘development’ provides tools and strategies to get more from relationships with stakeholders and involve end users and citizens throughout a research process.
Type of tool	<ul style="list-style-type: none"> • Web-based toolkit • Publications
How does it work?	Through a user-led navigation research leaders can focus on their specific areas of interest. There are 45 tools available, each of which addresses a different area of impact planning. Some tools require strategic thinking and are rather to be used as a guiding tool (e.g. tool 7: understanding different interests and motivators), whereas others focus on more concrete areas of action (e.g. tool 24: writing an impact statement). Each tool comes with links to key literature concerning the specific subject.
Characteristics	<ul style="list-style-type: none"> • Registration is necessary • Focus on research group leaders and higher education institutions • User-led navigation • Expert consultancy support is provided in fast-tracking the Toolkit throughout institutions
Is the tool online available?	yes / no After registration to Leadership Foundation: link PDF versions of the 9 dimensions are available with an LF member account: link
For whom is the tool useful?	<input type="checkbox"/> Individual researchers* <input type="checkbox"/> Citizens <input type="checkbox"/> Companies <input checked="" type="checkbox"/> Research group leaders <input checked="" type="checkbox"/> Policymakers
General source:	https://www.lfhe.ac.uk/en/research-resources/resource-hub/research-outcomes/impact-tool-kit

*The tool might be useful for individual researchers as well, but the main focus seems to be on leaders since membership to the Leadership Foundation is necessary.

SOURCES

ACCOMPLISSH. (2018). *Guide to co-creation*. Retrieved from <https://www.accomplishh.eu/publications-and-deliverables>.

Bayley, J., Phipps, D. and Emerald Publishing (2018). *Impact Literacy Workbook*. Emerald Publishing, Bingley, UK. Available at <https://www.emeraldpublishing.com/resources/impact-literacy-workbook/>.

BSR. (2011). *Stakeholder mapping*. Retrieved from https://www.bsr.org/reports/BSR_Stakeholder_Engagement_Stakeholder_Mapping.final.pdf.

Morris, K., Bowman, S., and Adshead, M. (2018). *How To Guide: Engaged Research Planning for Impact*. Dublin: Campus Engage.

Phipps, D.J., Cummings, J. Pepler, D., Craig, W. and Cardinal, S. (2016). The Co-Produced Pathway to Impact describes Knowledge Mobilization Processes. *J. Community Engagement and Scholarship*, 9(1): 31-40.

REF. (2014). *Excellence Framework 2014: The results*. UK: REF2014. Retrieved from <https://www.ref.ac.uk/2014/pubs/201401/>.

Sivertsen, G. (2017). Unique, but still best practice? The Research Excellence Framework (REF) from an international perspective. *Palgrave Communications*, 3, 17078.

ACCOMPLISSH

PUBLISHED FEBRUARY 2019