



impact forum

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Human Sciences Research Council

Impact Centre

*Impact Training Guides and
Workshop Series*

Impact Planning Guide I

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1. Guide Overview and Objectives

What is an impact summary? What is an impact pathway? This training guide aims to provide answers to these two questions. The first section offers worked examples of an impact summary and an impact pathway taken from a real and ongoing research project. The second section offers guidelines for writing your own impact summary and impact pathway.

Why impact summaries and impact pathways? It is well understood by now that researchers and research institutions are increasingly required by governments and research funding bodies to demonstrate the value of their research in the wake of ever shrinking public funds to finance research. Consequently, governments and funding agencies are increasingly less persuaded by traditional academic indices (which is not to say that these indices are no longer useful or important) of citations, journal impact factor and the esteem of individual researchers and/or institutions, since these often do not lead to the resolution or improvement of real-world issues and challenges.

Researchers and research institutions are thus tasked with and expected to demonstrate how their work contributes to addressing societal challenges, and thereby bridging the gap between science and society. To this end, and since the UK ‘Research Excellence Framework was released in 2014 (REF 2014), impact summaries and impact pathways have become a standard practice in research grant proposals and in the evaluations of societal impact through impact case studies.

This training guide therefore aims to equip HSRC researchers with the skills to write compelling impact summaries and impact pathways in their research grant proposals. After studying this guide, you should be able to:

- Understand the relational approach to impact.
- Write a compelling impact summary for your research grant proposal.
- Undertake a stakeholder and publics analysis.
- Write a compelling impact pathway(s).
- Understanding the essential elements that make for great impact summaries and impact pathways.
- Avoid common mistake researchers make in writing their impact summaries and impact pathways.

2. A Relational Approach to Impact

Reed (2018) advocates a “relational approach to impact” arguing that human relationships are a nucleus for generating impacts from research. Therefore, knowledge production and dissemination are insufficient if research is to be impactful. He argues that ‘we have to learn *how* to share knowledge if we want it to be used and generate impacts’ (p. 6). This means as a researcher you have to ensure that different publics and stakeholders ‘learn about your research’ if they are to use and apply it in the real world (p. 6).

What this requires, Reed (1028) further argues, is patience and humility from researchers as they listen to and learn from people and organisations who would use their research. This opens avenues for better understanding stakeholder needs and what motivates them as people who use or would use your research (Reed, 2018).

The objective of the relational approach is to build long-lasting relationships of trust as a conduit that allows people and organisations to use your research. Consequently, a key concept in this approach is ‘knowledge exchange’ rather than ‘knowledge transfer’.

Knowledge transfer treats knowledge as a ‘gift’ and assumes that the person(s) receiving the ‘gifted knowledge’ will appreciate, understand, and use it ‘despite the giver knowing little or nothing about [the] need and preferences [of the receiver(s)]’ (p. 6). ‘We all know what it feels like to be on the receiving end of well-intentioned but ill-informed gifts, which we know we’ll never use’ (Reed, 2018, p. 6).

Knowledge exchange places a premium on communicating and building relationships with those likely to use the research and knowledge that you produce. Knowledge exchange enables researchers to better fashion their research and target those most likely to use it. “For example, [researchers] may shape the initial research through intensive dialogue with a few key players, giving way to more extensive communication towards the end of a project, so that...findings reach as wide an audience as possible.” (Reed, 2018, p. 7.)

Taken together, you can understand the relational approach to impact as a relationship of trust with stakeholders and different publics forged by you, as a researcher through patience and humility that opens new (and different) ways of producing, co-producing and sharing knowledge” (p. 7) so that research is used in beneficial ways in the real world. Finally, the relational approach (stakeholder and publics analysis, engagement and co-production of knowledge with these parties) is the cornerstone of successful impact summaries and impact pathways, as will be evident below.

3. Impact Principles | Design¹

Reed’s (2018) relational approach is guided by five impact design principles (design, represent, engage, early impact, and reflect and sustain) derived from research evidence with researchers and knowledge brokers from different parts of the world (see Reed et al., 2014). In practice, ‘represent’ and ‘engage’ are subsumed in the design principle as you will see in the illustrative example below.

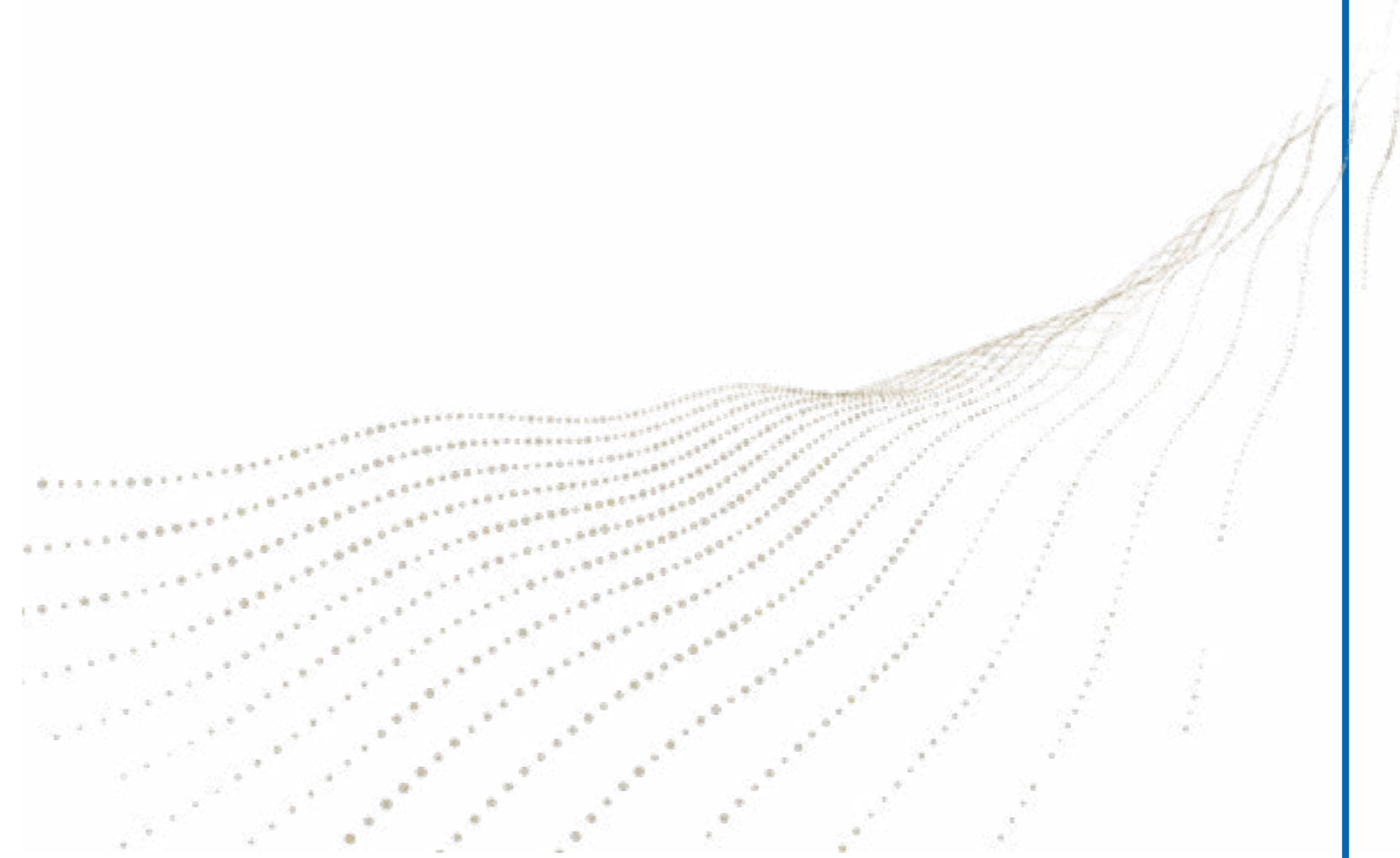
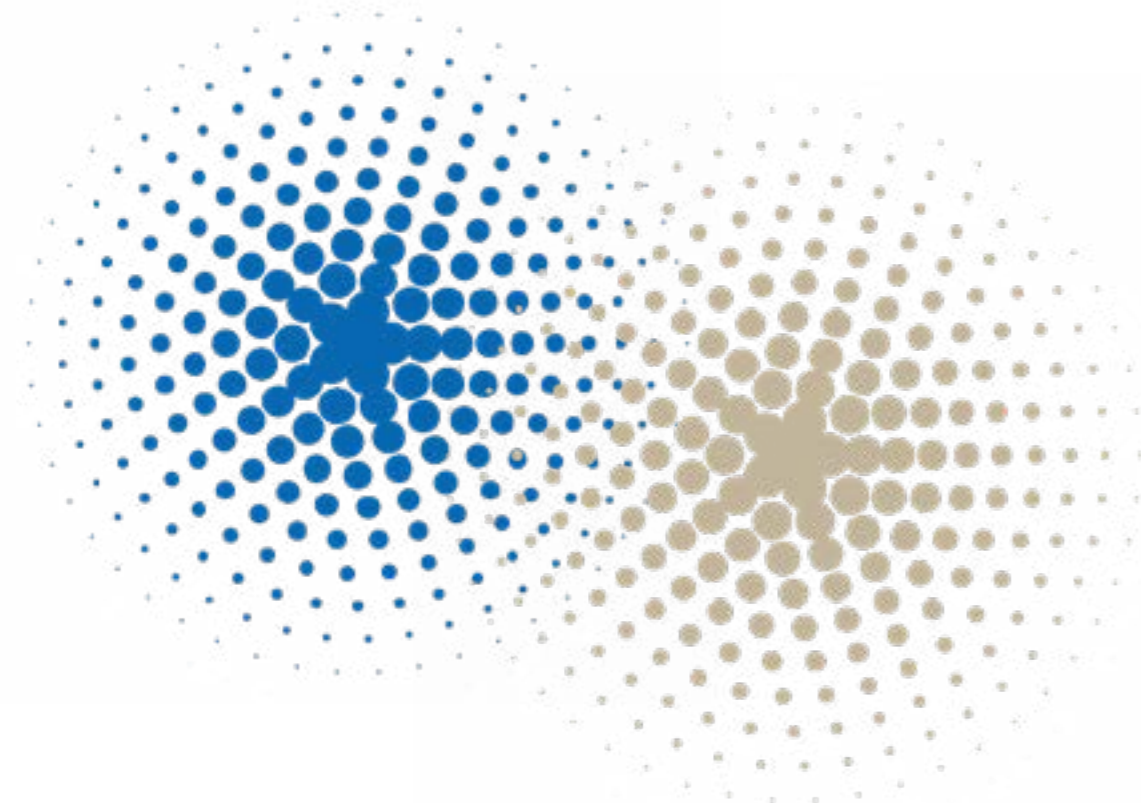
The impact principles call upon researchers to make a concerted effort to think seriously about and have a clear idea of the impact(s) they want to achieve, and to design that impact into their research from the outset. This means that researchers must set ‘impact objectives’ in the same way that it is common practice to set research objectives/aims. In point of fact, impact objectives can be derived from research objectives/aims.

Once impact objectives/goals are set, the next step is to strategically think about how they are going to be achieved. That is, researchers need to envision multiple pathways to achieve their impact(s). This allows researchers to see and choose the impact pathway(s) that is easiest, fastest or most cost-effective, depending on key constraint(s) and resources.

Illustrative Example

Project: Peatland Tipping Points (2016)

[Project website](#)



¹ See “Design Guidelines” in the [Research Impact Literature Review Part I](#), (p. 36-37, Khanyile, 2020) which details various aspects of impact design outlined in this illustrative example.

4. Impact Summary

- Provide policy-makers, third sector organisations and practitioners with early warning indicators that can be easily and effectively used to identify and avoid imminent tipping points
- Provide evidence to better articulate and quantify the benefits of peatland restoration for delaying and/or avoiding tipping points for multiple ecosystem services as part of the business case for investment in peatland restoration, for UK Peatland Code & Natural Capital Committee.

Based on a recent stakeholder analysis conducted for Defra by the PI, stakeholders can be broadly grouped as:

- Policy stakeholders: including Defra, DECC, the Devolved Administrations, agencies such as Natural England and Scottish Natural Heritage, Climate Change Adaptation Sub-Committee, Natural Capital Committee and Forestry Commission. The team has a strong working relationship with Defra's soils team and each of the relevant policy leads in the DAs.
- Land owning and management community: including farmers, sporting estates and other private land-owners and their representative bodies. The team works closely with National Farmers Union, the Moorland Association (England), Scotland's Moorland Forum and other groups.

5. Pathways to Impact

The team aims to co-produce a number of important research outcomes that will provide tangible benefits for the third sector, practitioner and policy communities concerned with UK blanket peatlands. This document explains the pathway we will take to achieve each of those goals.

5.1. Stakeholder Engagement

This project aims to work with the widest feasible range of UK peatland stakeholders, from local (in each study area) to national scales, and linking to international policy processes. The project builds on the most comprehensive and up-to-date stakeholder analysis that has been conducted for UK peatlands (for Defra by the PI in February 2016). In particular, we will work in close collaboration with the new Head of the Secretariat to the Natural Capital Committee (former Head of Soils, heading up the Peatland Code for Defra) and the IUCN UK Peatland Programme (the PI is their Research Manager) ...

In this way, we will ensure that this research project is effectively linked to other related research and communicated to as wide an audience as possible; we will be at the forefront of a more integrated approach to research that operates in partnership across the research, policy and practitioner community, and which can be replicated in other environments.

5.2. Activities

Building on evidence from RELU that advisory panels are effective in ensuring knowledge exchange and impact (Phillipson et al. 2010), the project will be advised by a stakeholder panel, meeting twice and be consulted regularly. This group will draw on the IUCN Peatland Programme's advisory group, which includes high level representatives from a range of businesses, NGOs and Government agencies and departments.

The role of this group will be to: i) ensure project goals are consistent with the needs of beneficiaries, suggesting, where feasible, additional work to help realise social and economic impacts in a dynamic policy and economic environment; ii) review and provide feedback on project progress towards stated goals; iii) develop indicators with the project team to ensure that research outcomes can be monitored in policy and practice.

Indicators will be identified that can determine the success of knowledge exchange activities and monitor progress towards impact goals. These indicators and narrative evidence of impact will be collated during the project using the [KOLOLA](#) impact tracking system.

In addition to this, the project will work with beneficiaries to realise impacts from the research, using the following approaches: -

5.3. Governance and local stakeholder involvement

- Stakeholder advisory panel meetings (two meetings per study area; total of four meetings):
 - Year 1 meeting: two-day session including field visit with local and national stakeholders to learn about local knowledge and priorities, identify potential collaborations and adapt proposed research design where possible to incorporate their priorities; followed by a facilitated component and deliberation on cultural ecosystem services changes from tipping points.

5.4. Wider stakeholder engagement and communication:

- Policy briefs and information leaflets developed in collaboration with project partners.
- A project Twitter account will be opened and managed by XXX (who has >40,000 followers across his Twitter accounts), as part of a wider project social media strategy.
- Project web page to facilitate feedback and engagement with users, providing: general project information, academic publications, links to briefings, team details, links to social media.
- Annual project newsletter.
- Regular press releases, distributed via the funder and the consortium's press offices, targeting national (e.g., TV, broadsheets) & specialist (e.g., Farmer's Weekly, BBC Wildlife) press.
- Presentations at academic and stakeholder conferences.

6. Resources

To support this Pathway to Impact, resources have been requested to fund time for XXX, the Director of the IUCN UK Peatland Programme to advise on stakeholder engagement & knowledge exchange, co design/facilitate workshops and write briefing notes.

We have budgeted for project briefing notes and KOLOLA licences for tracking impact, and staff time is allocated to managing knowledge exchange and impact via Prof XXX with support from the PDRA.

Guidelines for writing your own impact summary

7. Impact Summary

Your impact summary is meant to answer two questions:

- Who might benefit from this research?
- How might they benefit from this research?

To answer these questions, you need to: i) Clearly articulate impact goals (not dissemination or knowledge exchange goals – that's part of your pathway to impact); and ii) list (and group) your publics and/or stakeholders.

7.1. How to identify your own impact goals:

Start by thinking clearly about the types of benefit(s) you want your research to produce, making your benefit(s) as specific, measurable, achievable, realistic and time-bound (SMART) as possible. Here are some guidelines to help you:

- Visualise yourself at the end of your project having achieved your impact objectives. What has changed as a result of your research? What are people saying about how they have benefited from your research?

- Ensure that you are not confusing impact goals with disseminating and communicating your research findings.
- If, however, you are struggling to distinguish research communication from research impact, ask yourself who is most likely to be interested in your work outside the HSRC? And, how those who hear about your work are likely to benefit from or use what they learn?
- If you don't know the answer to these questions, focus on trying to identify the aspects of your work that you think people outside the HSRC are most likely to find interested. Then, ask yourself why you think they might be interested in this aspect of the work.
- It is possible that even after this you may still be struggling to clearly articulate your impact goals. If so, consider speaking to some of the people you think might be interested your research, and ask them what interests them most? What might make your research more interesting/relevant to them? And how they would like to benefit from or use your research?
- If at this stage you still have a goal that is only about communicating your research rather than impact, then you might have a good idea of the sorts of modes of communication you want to use (e.g., social media, film). In this case, you can work back from the communication method you're interested in using, to the people who will engage with that method, and then their interests and how they will benefit. However, beware that in some cases you may discover that the communication method you want to use will not reach the people who are interested or can use your work (for this reason it is always best to start with the goal and/or your publics/stakeholders before choosing your pathways to impact).
- Finally, the [Impact Planning Template](#) is a structured method of linking impact goals to publics/stakeholders, research findings and pathways to impact. If you find it challenging to start with impact goals, try identifying your publics/stakeholders and what they might be interested in, and then work back from there to your goals.

7.2. How to identify publics/stakeholders who might benefit from your research

Now that you have clear impact goals, you need to identify the publics and/or stakeholders that will benefit when your impact goals have been achieved. Stakeholders are persons, groups or organisations that have interest in, influence on or control over your research and/or its use. Publics are persons, interest groups, communities and organisations who are recipients of direct benefit(s)/change as a result of your research or who benefit because your research has been used by stakeholders. Here are some guidelines to help you identify your publics and stakeholders.

- For stakeholders, consider the relative interest each group or organisation has in your work, and their relative influence over your ability to achieve your impact goals. This influence could be negative (hindering you from achieving impact goals) or positive (enabling you to achieve impact goals that would not have been possible without their help).
- For publics, in addition to considering their relative interest in your work, consider the extent to which different groups (e.g., marginalised groups or communities, interest groups) might benefit from your work.
- This [infographic](#) shows you examples of actions you can take with each category of stakeholders and publics that emerge from your 'stakeholder/publics identification exercise'.

- Reach out to as many of the groups that emerge as benefiting strongly (publics) or being highly influential (stakeholders) to get their feedback and help you plan your pathway(s) to impact before you submit your research grant application. This will lead to stronger, more credible pathway(s) and will give your stakeholders and publics a greater sense of joint ownership, making them more likely to engage with you if research grant application is successful.
- Use this [Impact Stakeholder and Publics Analysis Template](#) to do a full analysis. You will not necessarily need to transfer all the information you generate in the template onto the impact summary and/or impact pathway sections of your grant application form. You will, however, be able to use this information to group publics and stakeholders into categories (e.g., civic sector, business, policy, government), make strategic choices about who to highlight as key collaborators and give you a level of detail that will make your impact summary and pathway highly credible.



Guidelines for Designing Effective Impact Pathways

8. Context of the Guidelines

The following guidelines are drawn from an analysis of 'impact pathways' in grant applications that led to the top scoring 'impact case studies' in the UK assessment of research excellence and impact (REF2014). The analysis was conducted by Sarah Buckmaster and Mark Reed. They contacted researchers whose impact case studies scored the highest grade (4*) in REF2014, and asked them to share their impact pathways. They studied the most successful impact case studies from a wide range of disciplinary areas and identified common elements in the impact pathways of these impact case studies. If you would like to read the case studies and their impact pathways, you can find them on page 14 below.

8.1. Four essential elements an impact pathway should have

According to the UK Research Councils [Joint Electronic Submission Handbook](#), every impact pathway should have the following four elements:

- Activities that actively engage relevant stakeholders/publics;
- Activities that meet their needs, interests and priorities;
- A clear plan (including "timing, personnel, skills, budget, deliverables and feasibility"); and
- Your track record with stakeholder/public engagement and impact.

8.2. Make a clear connection between your overall research aims/vision, strategic objectives, outputs and impact

In all the highly rated case studies, the impact planning demonstrated a strong connection between the overall research vision, strategic objectives, outputs and impact. The take-home message is to make sure there is a strong narrative – a thread running through the whole programme of work. Illustrating this in some way can be helpful to get your team on board and see how everything fits into the bigger research picture. Here is an example in this [Goals to Impact infographic](#) provided by Dr Fisher at the University of Nottingham.

“These activities will be tailored to the stakeholders’ needs and requirements and will build on evidence collected in earlier parts 2 and 3 of the study ”

8.3. Be specific

This might seem like an obvious point, however, when comparing successful impact pathways and those with a poor rating, you appreciate the importance of being SPECIFIC. The mistake many researchers make is getting caught up in answering 'what' they will do whereas, in actual fact, that can be simple and straightforward: e.g., "We will develop an online learning platform." Time and energy should be put in providing detailed impact information in three categories: 'publics and stakeholders', 'methods' and 'dates, phases'. For example, spell out exactly who you will work with (not just government, or a particular department, but the specific policy team and if possible, the name of your contact in that team). Similarly, specify your impact goals clearly, with specific indicators that will tell you when each goal has been achieved. Explain how you will complete each activity in detail and why this is the best way (pathway) of achieving a specific impact (e.g., instead of saying social media, identify the specific platform you will use, who you will target on that platform, and what impact goals you will be able to preferentially achieve via this medium.) To get started, here is an [Impact Planning Template](#). Once your research is underway, it is a good practice to track your impact progress with this [Impact Tracking Template](#).

8.3.1. Identify specific publics and stakeholders – ‘who’

All of the successful REF impact case studies identified very specific target publics and stakeholders. It is not necessary to cover a wide breadth of people and organisations, but demonstrating you have carried out an audience (publics and stakeholders) analysis and will be targeting the most relevant groups or individuals makes your impact more targeted and more likely to be successful. Some detailed plans even list individual names and numbers of individuals within certain target groups. This may not be necessary in all cases but a level of detail is important. Stating ‘general public’ may be suitable in some situations, but detailing ‘we will make contact with 14 members of ‘X Institute’ is more tangible. Where possible, focus on two-way engagement with publics and stakeholders rather than one-way communication of findings, so you get feedback and can adapt your approach to be as relevant and useful as possible. Research evidence (see 9.6 below) shows that projects that design outputs in collaboration with the people who need them achieve greater uptake of their outputs because they are more relevant and people have a sense of shared ownership. Even for communication outputs like policy briefs, getting feedback from your target audience during the writing process can significantly increase the likelihood that your communication hits its mark. Here is a [short-animated video](#) by Professor Marl Reed that summarises the research reference in 9.6 below.

8.3.2. How will you impact your publics and stakeholders – ‘how’

Now that you have detailed who you are targeting with your research impact, the methods of how you will achieve this need to be just as detailed. For example, if you’ve identified 15 gender activists as your target audience for impact, you then need to detail exactly how you will engage with them. Here is a good place to draw on specific team members that have existing relationships, e.g., “Professor YouKnowWho has been working with Activist Group A for four years and will lead a workshop with 15 of his contacts at Organisation X”.

8.3.3. Plan your impact in clear, logical phases – ‘when’

All of the impact pathways that achieved great results (and high ratings) followed logical phases when planning impact. Your plan must be logical in terms of when and where you are planning impact. For instance, impact pathways for one of the 4* impact case studies were implemented across specific geographical areas during certain time-periods. Others divided their impact into clear thematic areas. Whichever way they did it, all of the successful impact pathways had clear ‘phases of impact’.

8.4. Tailored impact

This links to specificity and your target publics. The 3* impact pathways discussed holding meetings and producing policy briefs. The 4* impact pathways detailed what type of meetings (one-on-one, small group, online, in-person), where meetings would be held, who would attend – and they did this for each target public and stakeholder showing that their events were tailor-made for each target group. They detailed the themes and subjects of policy briefings, and listed the specific team or individual it would be sent to. You need to take the time to identify and understand your publics and stakeholders before you can do this. Then, get creative and tailor-make your impact.

8.5. Build in flexibility

Although impact pathways were specific, they also built-in flexibility. However, they all demonstrated that having a flexible plan does not mean it has to be evasive. You can still be specific within certain phases of the research, for example collecting evidence in early stages of the research, and then building knowledge exchange and impact around that evidence as it arises. One impact plan stated,

8.6. Assign responsibility – name names

All of the successful pathways assigned research team members to specific impact tasks (including monitoring impact) – giving them responsibilities. Seeing specific names on the impact pathway can often legitimise the work because it shows how people are taking responsibility.

8.7. Demonstrate demand

Where possible, collect evidence of growing public interest in the issues you are studying (e.g., numbers of people attending public engagement events or watching programmes linked to your subject, do a needs analysis). Demonstrate that stakeholders want/need your work, and if possible, co-develop your impact pathway (and in some cases the whole project) in collaboration with them. Establish an advisory panel (there is [peer-reviewed evidence](#) that these lead to impact more than many other impact pathways) and name the people you have invited, indicating where they have confirmed involvement.

8.8. Highlight collaborative partnerships

Successful impact pathways named specific partnerships that they either already had (and were planning to capitalise on) or that they didn’t yet have (but planned to develop). Again, name names and demonstrate an impact plan that is aware of its environment. Develop activities that make use of who and what is already working in the area. If you can collaborate with a partner to create a larger event, then do so. Partnerships can significantly increase your level of impact, and sometimes decrease the level of staff time in the project.

8.9. Do not ignore sensitivities

Rather than trying to avoid mentioning any sensitive issues, highlight them to demonstrate the background research (e.g., needs analysis) and other ground work you have carried out. Mention ethics protocols that will be followed and organisations you will work with to ensure you communicate sensitively with vulnerable groups. For example, Professor O’Connor and his team noted in their NHS impact planning documents that their research was of a sensitive topic and that they would “ensure that the dissemination is carefully organised and consistent with the International Association of Suicide Prevention’s guidance on reporting on suicide (and related issues) in the media.”

8.10. Link to your track record

Talk about your track record on achieving impact and issues linked to your proposal. It is difficult to “prove” that you will be able to do what you are suggesting you will do, and some of the best evidence you have is a track record of having delivered impacts for publics and stakeholders in the past. If you don’t have a track record yourself, consider bringing someone into your team who does and get them to work with you on your impact pathway.

8.11. Build in impact evaluation

Have a plan for evaluating whether or not you are moving towards or away from impact, which will inform you when you have achieved your goals. The process of identifying indicators will help you identify clearer and more credible impact goals. Thinking in detail about how you will know if you have achieved impact will often identify risks and challenges that you can prepare for, making your plan even more credible. You can also build in any costs of monitoring and evaluating impact into your proposal.

8.12. Cost it

Cost your impact pathway and justify your budget request for these resources in your ‘Justification of Resources’ section. This illustrates how seriously you are taking impact, and adds credibility to your claim that these activities will actually happen. Some directed calls for proposals from Research Councils (in the UK) in the past have suggested approximately 10% of the total budget should go to supporting ‘Pathways to Impact’. Researchers typically put in significantly less than this, fearing negative feedback from reviewers on their “value for money”, but anything between 5% and 10% is reasonable.

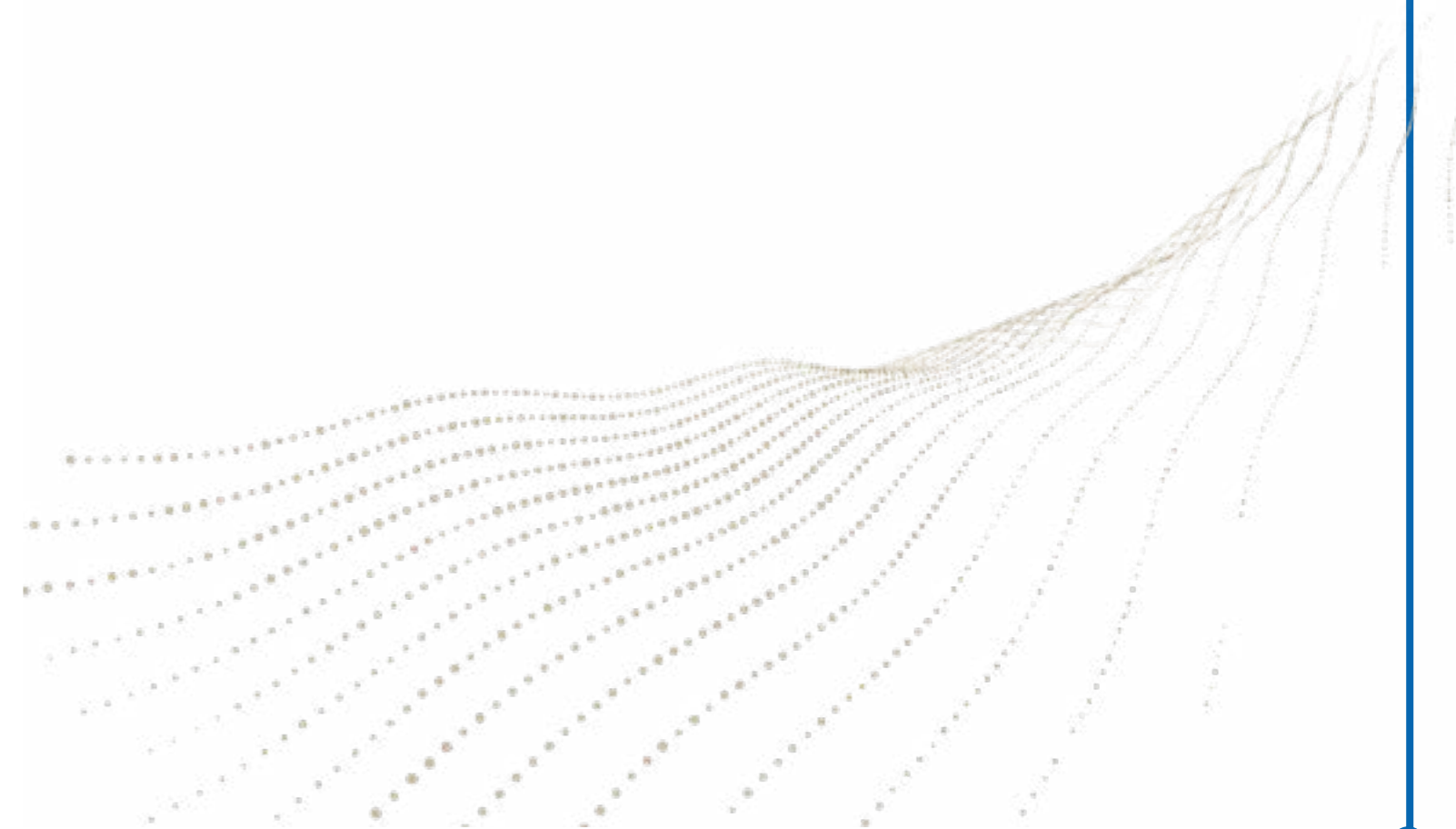
8.13. Seek specialist impact pre-review feedback

Don't rely on academic pre-reviewers to provide feedback on the impact sections of your proposal. Instead, seek feedback from someone in your organisation who specialises in impact, or if possible, get feedback on your impact sections from someone who works with the publics or stakeholders you want to benefit.

8.14. Think long term

Demonstrate how you are thinking long-term with regards to impact. What will happen at the end of your funded research? Can you describe how what you are putting in place is self-perpetuating? Or that you will inspire a group of people who will then manage a process or output?

Common Mistakes Researchers Make in their Impact Summary and Impact Pathways



Drawing on Professor Mark Reed's knowledge fund in reviewing research proposals for Research Councils in the UK, EU and for national governments, the following is a list of common mistakes researchers make in their impact summaries and impact pathways.

- No clear impact goals (or the goals are only about communicating the research to stakeholders or publics).
- Researchers include benefits for researchers and the academy in the impact summary and/or impact pathway (e.g., training and career benefits for early career researchers and students, and conference and workshops that will mainly be attended by researchers). If you genuinely want to include capacity building for your research team or students as part of your impact, explain how they will be able to use their skills and experience outside the academy to generate societal or economic benefits, and consider how you will achieve these benefits at scale, and evidence that they will actually happen.
 - Social science data collection methods are replicated in the impact pathway, claiming that the knowledge or engagement gained from these methods will generate impact.
 - Public engagement for the sake of it – you have a clear pathway to impact via policy or industry and the reality is that your work is so niche, very few members of the public would be interested, but you're going to bore the socks off a bunch of unsuspecting 'passers-by' because you felt you had to add public engagement into your impact pathway.
 - Vague impact summaries and impact pathways.
 - The impact summary is copied and pasted into the pathway for impact or vice versa.
 - Even worse, copying and pasting from someone else's impact pathway.



9. References

Reed, M. (2018). *The Research Impact Handbook* (2nd Ed.). Fast Track Impact, Aberdeenshire.

10. Additional Resources

10.1. Noteworthy – National Research Foundation (NRF)

Over the past twenty years, the National Research Foundation (NRF) has invested in supporting, promoting and advancing research, human capacity development, research infrastructure development and science engagement across the South African research system. These investments are expected to generate impacts within the research enterprise and for the benefit of society. To increase this impact, the NRF has drafted a Framework to Advance the Societal and Knowledge Impact of Research.

The Framework outlines how the NRF, through its mandate areas, can advance the impact of research. It includes high-level impact pathways and assessment types. The NRF defines impact as: 'A beneficial change in society or knowledge advancement brought about as a direct or indirect result of the NRF's research support interventions, whether planned or unintended; immediate or long-term.'

Given South Africa's developmental goals, the NRF will pursue knowledge and societal impact, with transformation of the research enterprise adopted as a critical element of the impact agenda.

The NRF recognises that impact cannot always be predicted and lies outside of its sphere of control, and will therefore support research with 'potential for impact'. Impact will be pursued across all fields and disciplines, recognising the importance of fundamental research and scientific rigour. Furthermore, engaged and collaborative research, across and between disciplinary boundaries and with social partners, will be supported as key enablers of impact. The NRF's ambition is to transform the relationship between science and society through providing evidence of mutual benefit and contribution to national development.

10.2. Noteworthy - AESIS Impact of Science videos

The Network for Advancing and Evaluating the Societal Impact of Science (AESIS Network) is an international, open community for various types of professionals working on stimulating and demonstrating the impact of science on economy, culture and well-being. The network consists of individual and institutional members, and thus connects different stakeholders. The members all work in a variety of organisations from all over the world, where they are involved in the evaluation of impact, research strategy and policy making, funding and other impact support. We (AESIS) believe that sharing best practices will help to develop effective instruments for evaluating and advancing the societal impact of science. Watch the [impact of science videos](#).

10.3. Impact Case studies and impact pathways

[Pathway](#) | [Case Study](#) Implementing Evidence-based Community Stroke Services

[Pathway](#) | [Case Study](#) Displaying the Flag: Transforming Conflict in Northern Ireland

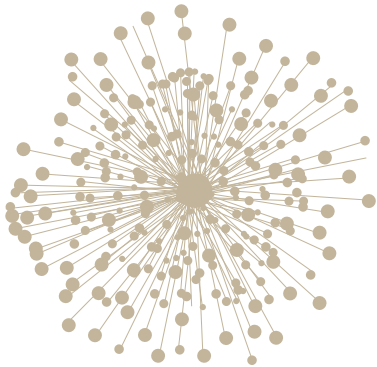
[Pathway](#) | [Case Study](#) Preventing Psychosocial Risks and Work-Related Stress in Europe: Impact on Policy and Practice

[Pathway](#) | [Case Study](#) Changing Policy and Practice In The Prevention Of Suicide And Self-Harm

[Pathway](#) | [Case Study](#) Mapping Medieval Chester: driving heritage policy, expanding heritage audiences and creating new cultural and economic opportunities

[Pathway](#) | [Case Study](#) The Old Bailey Online: Democratising access to social history

[Pathway](#) | [Case Study](#) Paying for Nature's Services: Developing the UK Peatland Code



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