

Frameworks and Collaborations to Strengthen Position in the External Infrastructure

AESIS Vienna Course: From Societal Impact Strategy to Implementation & Execution

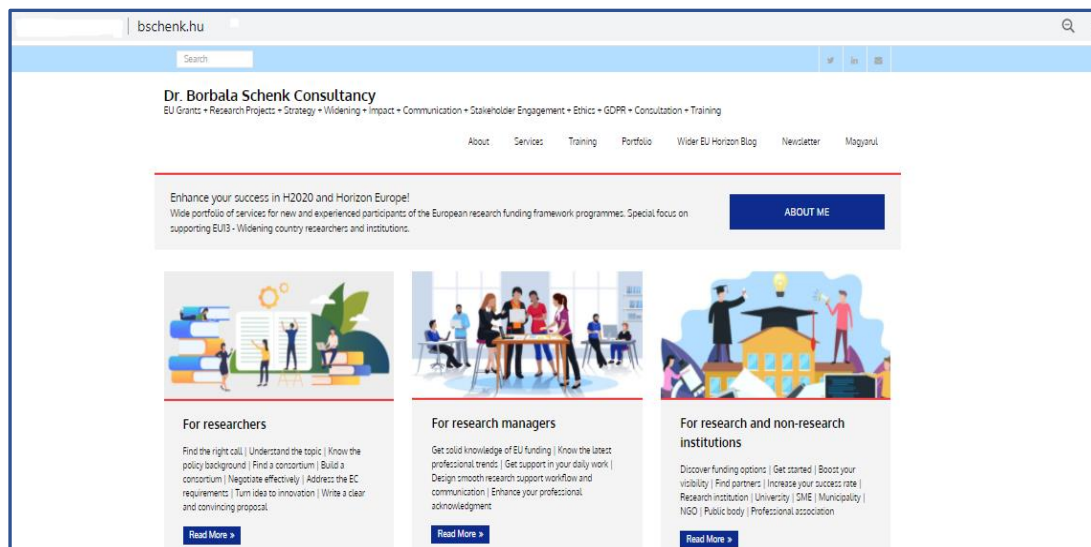
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May 27, 2021

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<http://bschenk.hu>
horizoneurope.blog.hu

- Advisor specialized in European research funding framework programmes (H2020, Horizon Europe)
- Proposal writing, development and quality assurance experience in various EU funding schemes (Widening Participation, Societal Challenges, MSCA ITN, MSCA RISE, FET-Open, Science with and for Society, COST, Erasmus+)
- In 2020 contributed to 3 winning projects and 1 with reserve list status, record of multiple impact sections with maximum scores
- Since 2018 trainings on research management and proposal writing in 5 countries for researchers and research managers
- Board-member of the European Association of Research Managers and Administrators, responsible for liaising with the European Commission
- Core Group Member of ERION network, a Europe-wide community for professionals in Research Ethics, Research Integrity and GDPR issues.
- Lawyer by degree, 15+ years of experience in research and university environments, having held management, lecturing and editorial positions

1.

How can research managers support and incentivize impact?

Impact = making a difference with research

Research management

solving problems
managing operations
supporting researchers
supporting high-level management

How can research managers make a difference
with and towards impact?



supporters and drivers of change

Impact in many forms



Incentives for researchers to work with impact

- Funder's expectations
- University research and impact strategy
- Personal drive to make a difference beyond academia
- Researcher's performance assessment



Assessment of Impact at Proposal Stage

- ❖ Impact is a key Review Criterion for all SFI Programmes
- ❖ Criterion: *Potential impact and value to Ireland*
- ❖ Required as part of Application - **Impact Statement (max. 3 pages)**
Including appreciation of how research may be developed and exploited in the medium-to-long term; realistic and convincing evaluation of the benefits that will result from a successful project; areas and fields where impacts are likely to be made etc.
- ❖ Detailed SFI Guidance in relation to Impact, including information on how to prepare an impact statement, how metrics and narrative in support of impact are reported on and reviewed by SFI
- ❖ <http://www.sfi.ie/funding/award-management/research-impact/>

(c) Roisin Cheshire, SFI EARMA Policy and Representation Committee Session May 9, 2021 <https://youtu.be/35I1nx0SI7A>

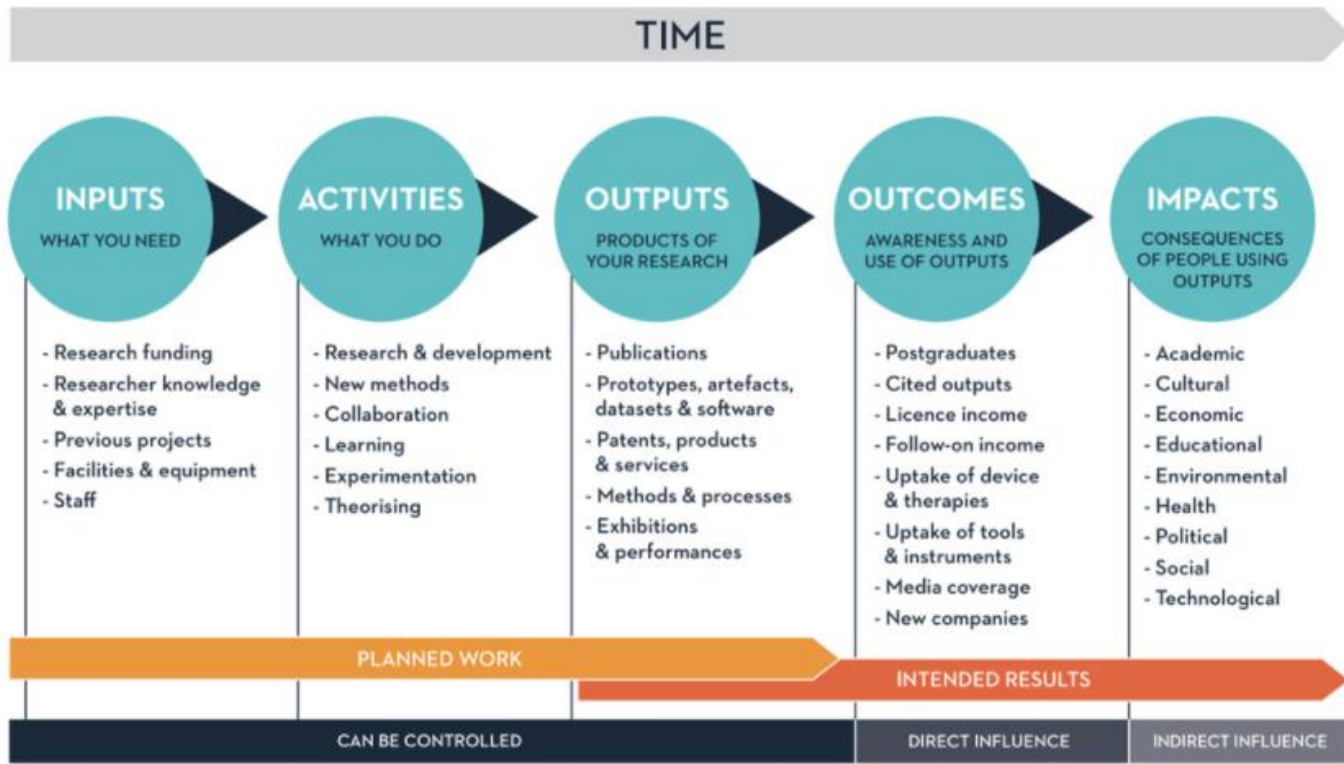
How can research managers support impact?

- inform, educate and create awareness about the impact of research and collaborations beyond academia. - developing and identifying tools and resources to support with impact planning and evidencing
- working collaboratively across the University and with external partners to support impact
- managing the development and delivery of the University's impact strategy by providing input, comprehensive advice, support and analysis to researchers during the development of their research.
- leading the development of impact case studies and support research-active staff in improving the outcomes of their research, and specifically in improving, recording and demonstrating the impact of their research.
- overseeing and developing systems and processes that support acquisition, collation and analysis of data regarding the impact of the University's research of impact.
- providing input into policy consultations and other discussions of strategic importance to the future direction of research impact
- assisting with the preparation of the impact sections of research grant proposals in order to ensure it conforms to the evaluation criteria of the specific funding agency
- proactively advising on all aspects of research impact to individual academics, heads of departments, the faculty research committee as well as the chair of the board of the faculty conducting the research

Excerpts from RMA job announcements and descriptions

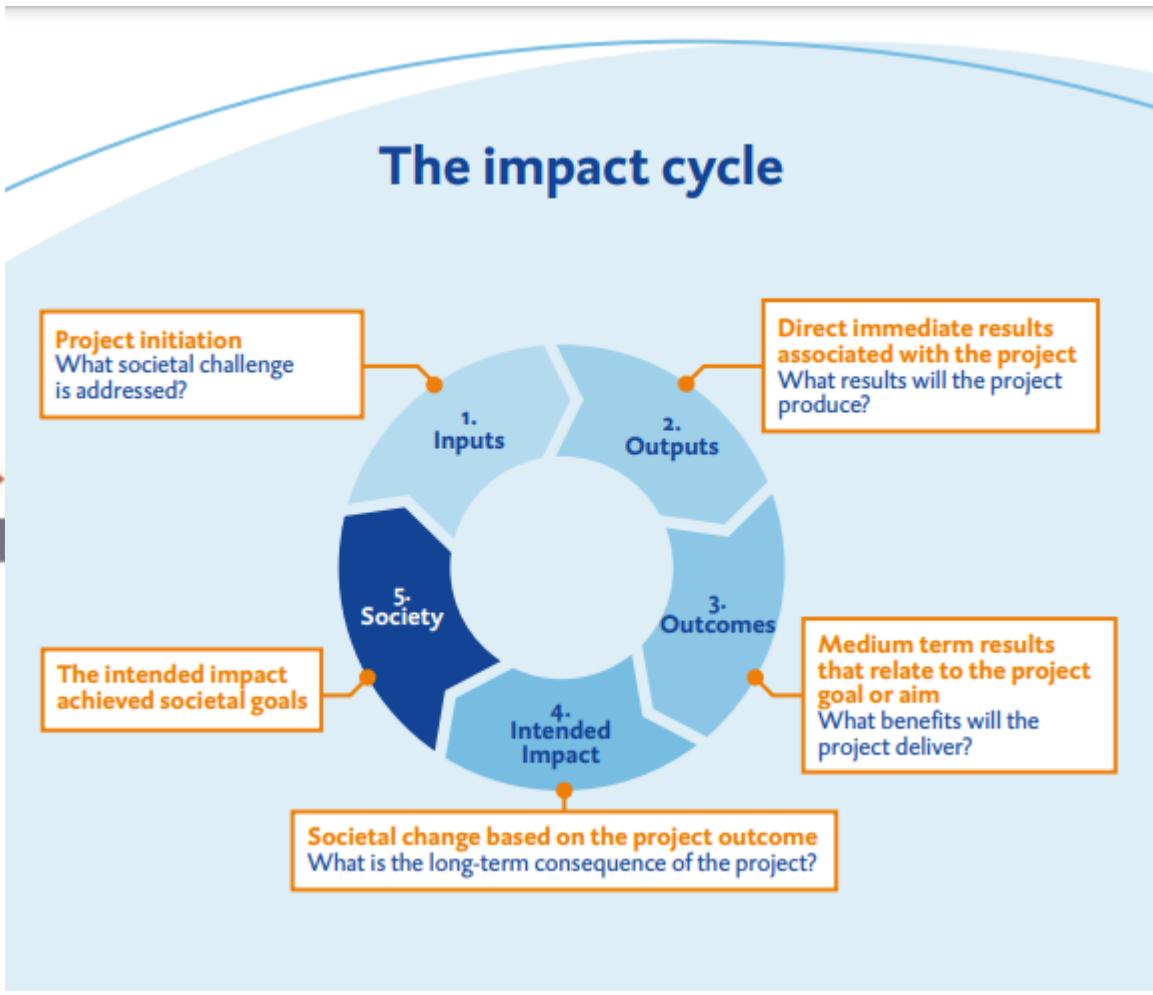
Useful practices for incentivizing impact

- Starting discussions, setting up focus groups
- Creating webpage with impact-related documents - Research Impact Toolkit
- Assigning Impact Leaders among the faculty members
- Using the Impact Planning Canvas methodology
- Collection of Impact Case Studies, short videos
- „Break it into digestable parts” (UCD) - Research Impact Cycle
- Celebrate and showcase success
- Research impact competition
- Adding impact perspectives in researcher performance evaluation



University College Dublin - <https://www.ucd.ie/impacttoolkit/whatisimpact/>

Examples of easy to understand visual presentation of the impact process



University of Groningen Medical Center
<https://www.umcg.nl/SiteCollectionDocuments/English/Research/Impact/impact-cycle.pdf>

Setting up institutional impact strategies

- What are the core values?
- What activities will the university implement?
- What is the regulatory and administrative framework?

<https://padlet.com/borbalaschenk/nrs0xpcqpcha36eg>

How can you as a research manager
contribute to setting up
an institutional research impact strategy?

Impact project: Provide support to DTU's researchers when addressing IMPACT

WHY?

Empower our researchers to:

- Enhance the benefits of their research on the society;
- Remain competitive;
- Secure funding.

HOW?

- Understand impact and apply the principles in different contexts;
- Start a discussion about the need of a definition;
- Identify and develop tools for understanding and addressing impact.



Focus group

4 Research Managers and 2 researchers that:

- Have already work with impact
- Have thoughts, ideas, opinions, do's and don'ts when working with impact
- Are aware of the challenges of working with impact
- Need tools to work with impact
- Want to define the tools we develop for researchers and researchers managers

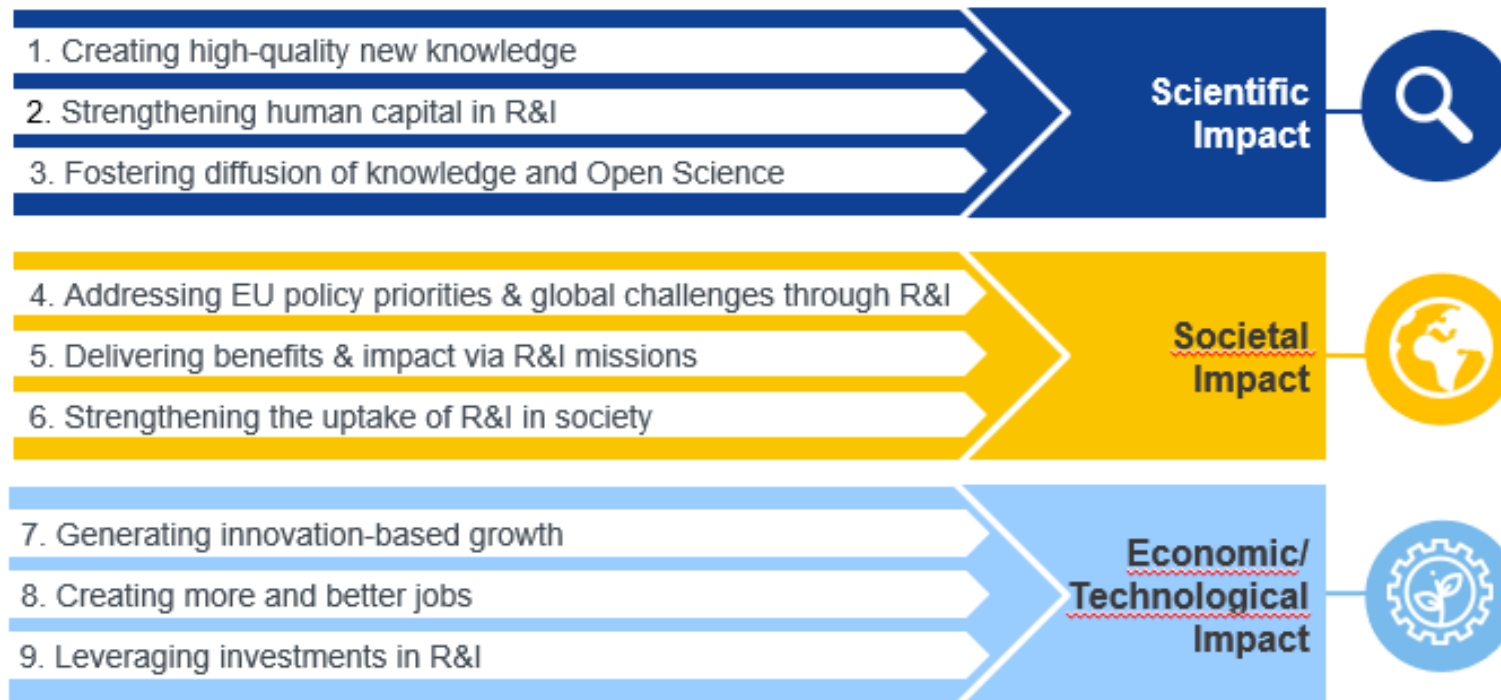
Task:

- 1: *Identify challenges when working with impact*
- 2: *Find the most important challenges*
3. *Start discussing on possible solutions*

2.

„Horizon Europe is all about impact” – what
can research managers do?

HORIZON EUROPE **LEGISLATION** defines three types of impact, tracked with Key Impact Pathways

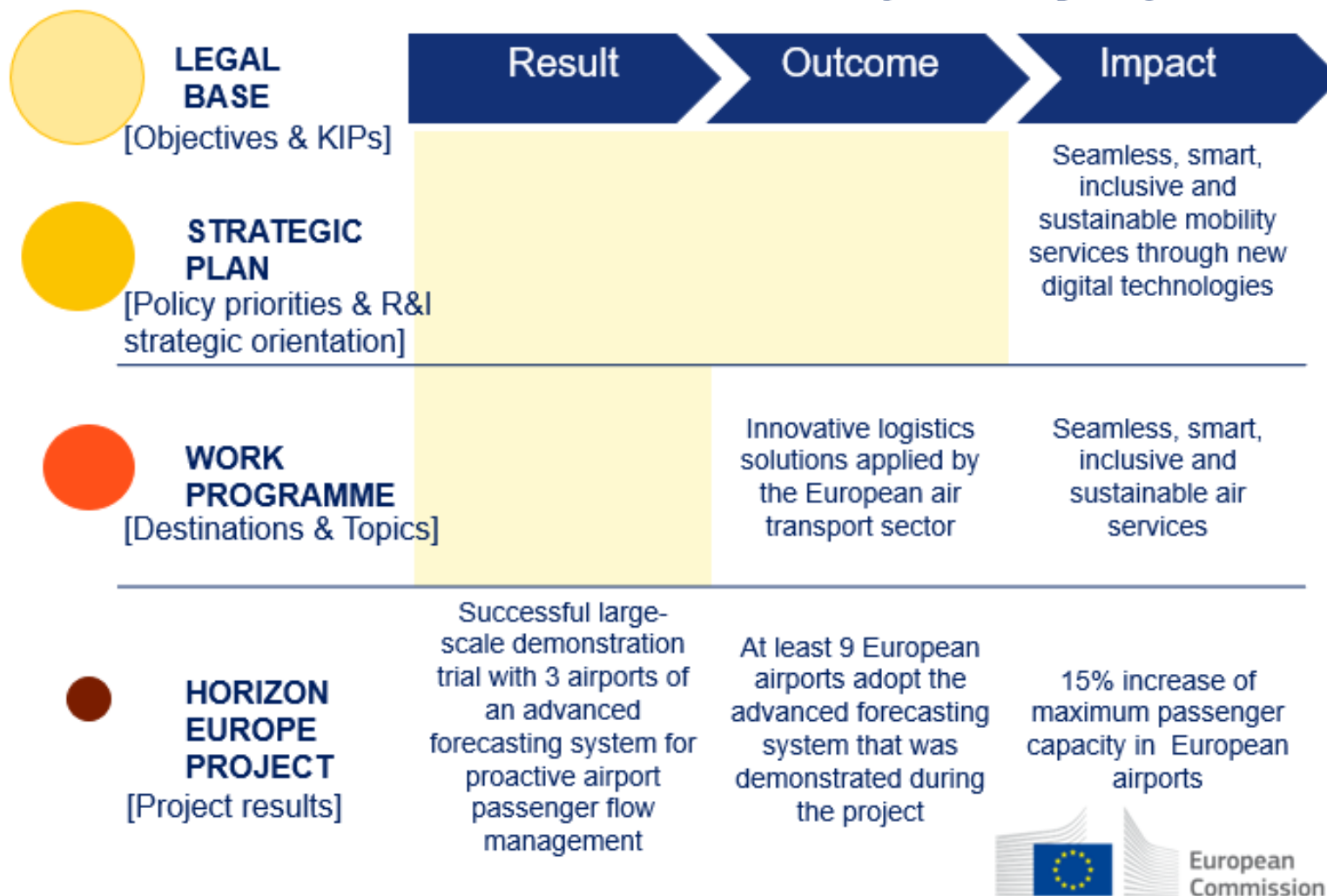


Article 50 & Annex V 'Time-bound indicators to report on an annual basis on progress of the Programme towards the achievement of the objectives referred to in Article 3 and set in Annex V along impact pathways'



(c) European Commission, Horizon Europe Webinar Apr 21, 2021

IMPACT IMPLEMENTATION (example)



(c) European Commission, Horizon Europe Webinar Apr 21, 2021



Horizon Europe Programme Standard Application Form (RIA, IA)

Application form (Part A)
Project proposal – Technical description (Part B)

Version 2.0
22 April 2021

2. Impact

Impact – aspects to be taken into account.

- Credibility of the pathways to achieve the expected outcomes and impacts specified in the work programme, and the likely scale and significance of the contributions due to the project.
- Suitability and quality of the measures to maximise expected outcomes and impacts, as set out in the dissemination and exploitation plan, including communication activities.

The results of your project should make a contribution to the expected outcomes set out for the work programme topic over the medium term, and to the wider expected impacts set out in the 'destination' over the longer term.

In this section you should show how your project could contribute to the outcomes and impacts described in the work programme, the likely scale and significance of this contribution, and the measures to maximise these impacts.

2.1 Project's pathways towards impact [e.g. 4 pages]

- Provide a **narrative** explaining how the project's results are expected to make a difference in terms of impact, beyond the immediate scope and duration of the project. The narrative should include the components below, tailored to your project.
 - (a) Describe the unique contribution your project results would make towards (1) the **outcomes** specified in this topic, and (2) the **wider impacts**, in the longer term, specified in the respective destinations in the work programme.
 - ⚠ *Be specific, referring to the effects of your project, and not R&I in general in this field.*
 - ⚠ *State the target groups that would benefit. Even if target groups are mentioned in general terms in the work programme, you should be specific here, breaking target groups into particular interest groups or segments of society relevant to this project.*
 - ⚠ *The outcomes and impacts of your project may:*
 - *Scientific, e.g. contributing to specific scientific advances, across and within disciplines,*

How can research managers support researchers with the Impact sessions in Horizon Europe proposals?

- Make sure researchers address both the Expected Impact and the Expected Outcome
- Make sure researchers consider Horizon Europe key impact objectives
- Check whether the target groups are specific enough
- Support in setting up the CDEP
- Identifying which results are the key exploitable results
- Support in intellectual property issues
- Help researchers to get acquainted with the impact canvas methodology

3.

From connection to co-creation: innovative ways of stakeholder engagement

Traditional and new methods for engaging stakeholders

- Industry partners
- Policy-makers
- NGOs
- Citizens

Why do we need new tools?

What are those new tools?

What differentiates a living lab/social lab from an intensive stakeholder dialogue?

*Horizon Europe - Work Programme 2021-2022
Food, Bioeconomy, Natural Resources, Agriculture and Environment*

Proposals submitted for topics requesting to follow the multi-actor approach must meet all requirements listed below. The multi-actor approach described here, which is **a form of responsible research and innovation**, aims to make the R&I process and its outcomes more demand-driven, reliable and relevant to society. This is more than just widely disseminating the results of a project, or listening to the views of a board of stakeholders. A multi-actor project ensures the **genuine and sufficient involvement of a targeted diversity of actors**, which serves the objectives of the topic. Which relevant key actors participate depends on the objective of the proposal. The actors are **essentially the (end-) users³ of the project results and are backed up by useful intermediaries** who can bring in further knowledge relevant to the topic's objectives, such as farmers / farmers' groups, foresters / foresters' groups, fishermen / fishermen's groups, advisors, food processors, businesses, consumer associations, local communities, citizens, civil society organisations including NGOs, government representatives, etc. The genuine and sufficient involvement of such actors should take place **all over the whole course of the project**: from participation in project planning and experiments to implementation, dissemination of results and a possible demonstration phase. Building blocks for the project proposal are expected to come from science as well as from practice and from intermediaries: **it is a 'co-creation' process**. End-users and practitioners are to be involved, not as a study-object, but to use their practical and local knowledge and/or entrepreneurial skills to develop solutions and **create 'co-ownership' of results for (end-) users and practitioners**. This will speed up the acceptance and take-up of new ideas, approaches and solutions developed in the project. Therefore, a multi-actor project proposal must demonstrate:

Multi-actor
approach
requirement in
Horizon Europe

Living Lab – aim, purpose, structure

- collaborative development to solve complex societal needs
- user-centred, open innovation ecosystems - users contribute to the co-creation and exploration of emerging ideas, breakthrough scenarios, innovative concepts
- integrate education, R&D and regional development
- engage cross-disciplinary expert teams and ordinary people with their different roles (as users, enablers, designers, entrepreneurs, activists, etc.)
- in every phase of an open participatory RDI process; from the identification and definition of a challenge, the concept or prototype design and the experimentation, towards the pre- and post-launch of a novel product, service, social innovation or other solution.

Living Lab - tasks

1. Innovation initiatives management, or the core processes for accessing and involving user communities
2. Technical development, focused on the engineering of solutions developed at the lab
3. Monitoring and evaluation, processes for tracking the success of lab initiatives and practices
4. Organizational management, which includes: strategy management and governance, technology infrastructure management, knowledge management, and stakeholder management processes
5. Deployment and operation, or processes for managing the user communities

Sources: <https://blog.hypeinnovation.com/living-labs-and-open-innovation>

CRC4LIFE Living labs concepts and implementation plan

European Network of Living Labs – www.openlivinglabs.eu

Living Lab – H2020 examples



Home **Project** Results Pilot Regions Partners Agenda Blog Q

LIVERUR projekt
Living Lab research concept in
Rural Areas
2018-2021
4.107.000 EUR

“The LIVERUR project identifies innovative business models within the newly developed Circular Rural Living Labs, and will conduct socio-economic-technology analyzes to identify, describe and compare the differences between the new approach of Living Lab and more entrepreneurial traditional approaches (mass production, development of prices, optimizing cost structures with companies, rationalization). The transition from linear to Circular Economy in rural context is demonstrated by life cycle sustainable assessment (LCSA) of products & services being in line with the relevant Sustainable Development Goals and the European Green Deal initiatives.”

PROSEU projekt
PROSumers for the Energy
Union: mainstreaming active
participation of citizens in
the energy transition
2018-2021
EUR 3.124.000

AESIS Vienn
Implementation

About News & Events Resources Living labs



Community of Interest

LIVING LABS



The **concept of Living labs** is being applied across Europe to support innovation in a wide range of sectors. This experimental approach is based on the collaboration of an array of stakeholders in face-to-face settings.

PROSEU is applying this inclusive and non-hierarchical approach in its research, by **setting up a series of renewable energy Living Labs** in nine European countries.

You can see below the Living labs PROSEU partners are working

Living Lab – checklist for managers and facilitators

1. What triggers the cooperation?
2. Who should participate? Who else might be interested?
3. What are the common goals?
4. What can motivate the people to participate?
5. How to start?
6. How to keep it going?
7. How to make it sustainable?

Useful resources

University College Dublin [Research Impact Toolkit](#)

University Medical Center Groningen [Impact page](#)

KTH Royal Institute of Technology [Impact](#)

Fast Track Impact [Resources](#)

ESRC [Impact Toolkit](#) for SSH research

Impact Planning Canvas – [University College Dublin](#)

The Novo Nordisk Foundation [Publications of societal impact](#)

Ludwig Boltzmann Gesellschaft Tools to plan/assess impact of participatory methods in research
<https://ois.lbg.ac.at/en/projects/impact> > Tools > OIS Impact Model & Reflection Instruments

SOAS University of London [Research Impact Strategy](#)

EARMA Policy and Representation Committee [Organizational Impact Strategy Survey Report May 2021](#)

EARMA Policy and Representation Committee Digital Policy Session on Organizational Impact Strategies – [video](#)



Thank you for your attention!

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