

# How do funders work with measuring effects of the research financing?

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Praxis and experience on impact management/ assessment in research financing foundations

# UKRI is the national research and innovation agency in the UK

11 October 2021
Funders Forum

# Our vision



...is for an outstanding research and innovation system in the UK that gives everyone the opportunity to contribute and to benefit, enriching lives locally, nationally and internationally.

### Our mission



...is to convene, catalyse and invest in close collaboration with others to build a thriving, inclusive research and innovation system that connects discovery to prosperity and public good.



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How do we know if we are achieving these?



## UKRI's Performance Management Framework

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What do we achieve for our stakeholders

OUTCOMES & IMPACTS

#### OBJECTIVES

- 1a: Improving understanding of ourselves and the world around us
- 1b: Improving lives and increasing prosperity
- 1c: Addressing industrial and societal challenges (including COVID-19)

How our stakeholders experience us

OUR COMMUNITIES & PARTNERS

#### **OBJECTIVES**

- 2a: Being a trusted steward and champion of the R&I system
- 2b: Supporting and developing a strong, diverse and inclusive R&I culture and environment
- 2c: Shaping an R&I system that gives everyone the opportunity to engage, contribute and to benefit

What we must excel

OUR ORGANISATIONAL STRUCTURES & PROCESSES

#### **OBJECTIVES**

- 3a: Identifying, incentivising and supporting people and their ideas across the UK
- 3b: Convening and catalysing ground-breaking R&I on a national and international scale
- 3c: Investing in and conducting R&I responsibly and effectively

How can we learn & create value

OUR RESOURCES, LEARNING & GROWTH

#### **OBJECTIVES**

- 4a: Increasing the efficiency of our processes
- 4b: Becoming a more evidence-based organisation
- 4c: Attracting, supporting and empowering our staff



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- Broad remit within a large and complex R&I system
- Route to impact long, complex and difficult to track
- Our performance and impact is often not quantifiable
- We need to be clear on what we are seeking to achieve within changing government priorities
- Incentives





## Our approach to overcome these challenges

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- Rounded holistic approach
- Baskets of measures for each objective
- Narrative assessment
- Piloting to enable learning by doing
- Pragmatism



### Remaining questions

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- Appropriate level of granularity for different audiences
- Establishing what good looks like for impact
- Pulling out management information
- Culture change

