



Definitions and differences between output-outcomes and Impact

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24/06/2026



A collage of various symbols including a train, a hand, a wheel, a gear, a star, a compass, a magnifying glass, a clock, a book, a pencil, a ruler, a compass, a star, a gear, a wheel, a hand, a train, and the words 'PATENT' and 'INVENTION'.



NWO: Three Approaches for Impact

- ❑ Impact Outlook Approach: To facilitate (un)foreseen opportunities for (societal) impact during the project.
- ❑ Impact Plan Approach: For contributing to societal challenges
- ❑ Impact Focus Approach: For applying already developed knowledge and insights



Approaches for Knowledge utilisation

- ❑ Proportional and Appropriate!
- ❑ More details/further developed ≠ better
- ❑ Aid/Tool to come to a good application!
- ❑ Knowledge utilization is not something 'extra' or a separate paragraph, but is an (integral) part of every NWO application



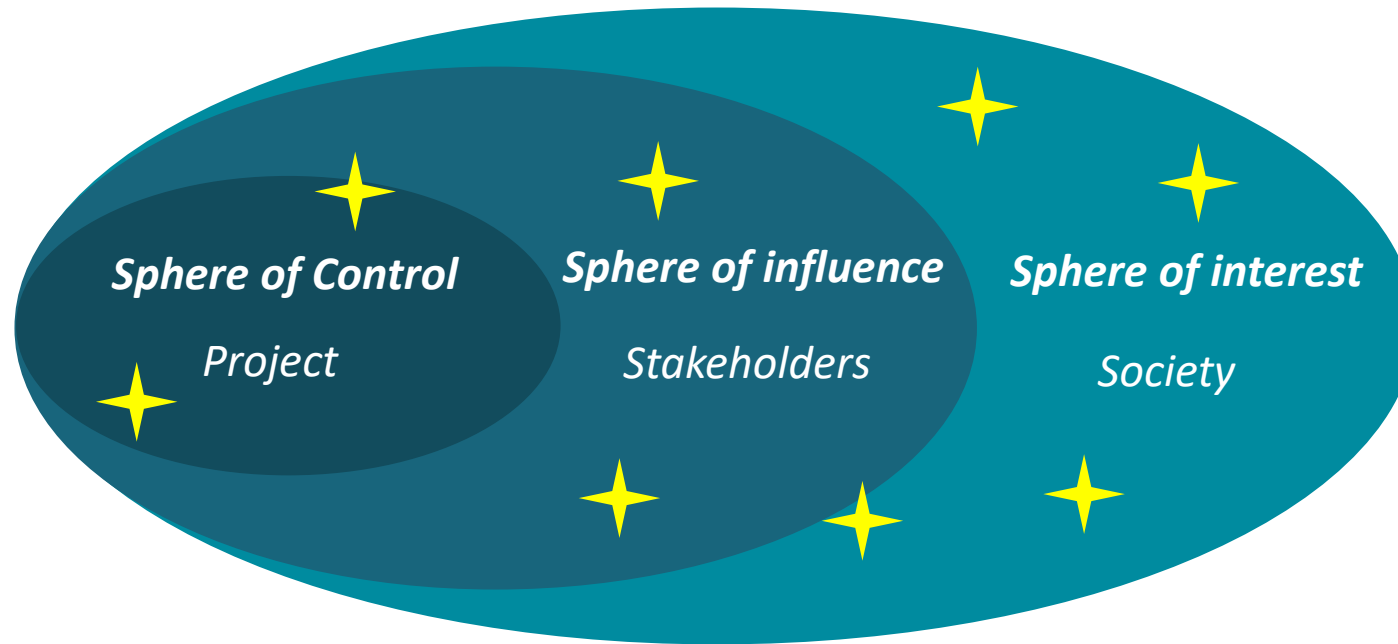
Impact Plan Approach

Impact at the center of research



Circles of influence

Achieving societal impact (often) does not happen automatically....



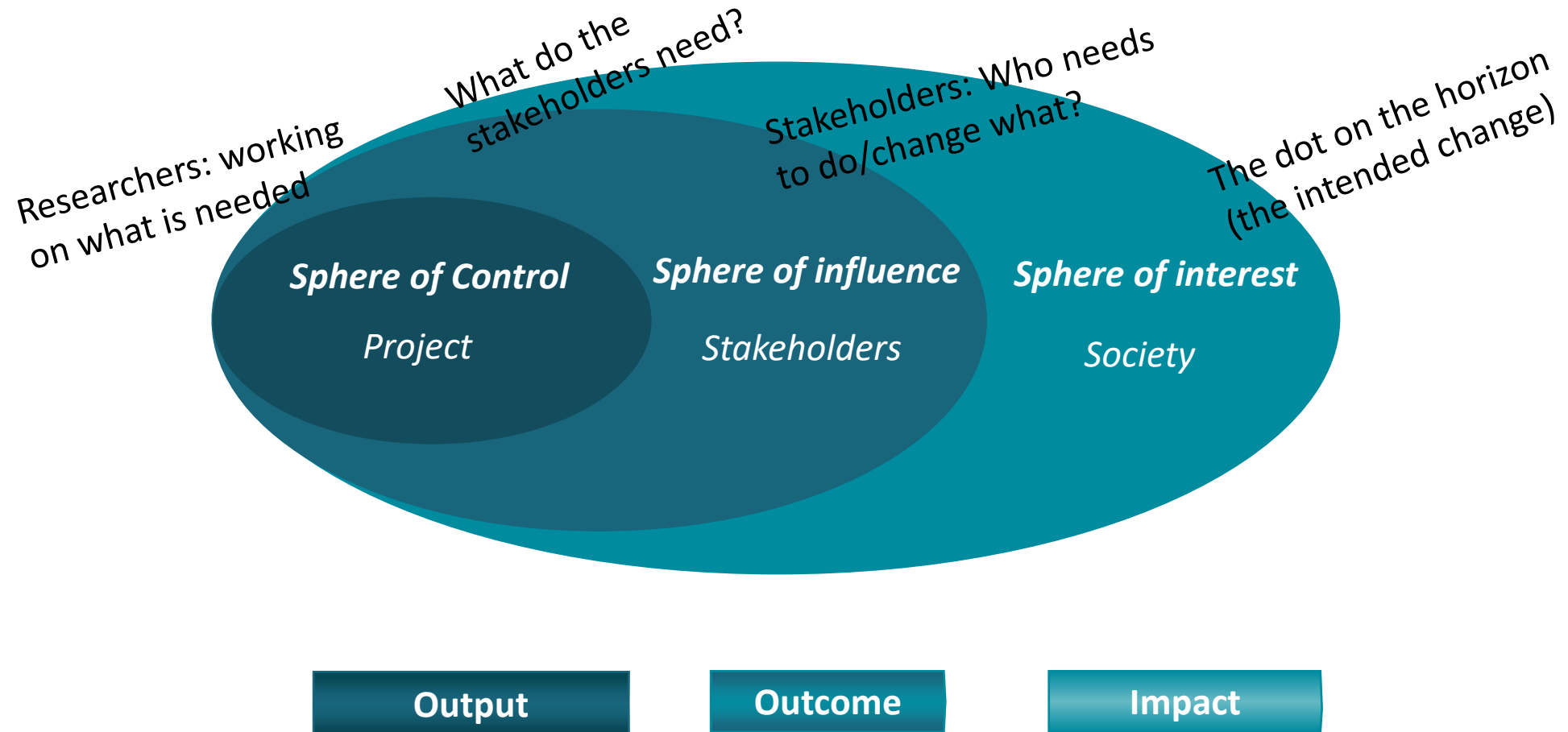
Output

Outcome

Impact

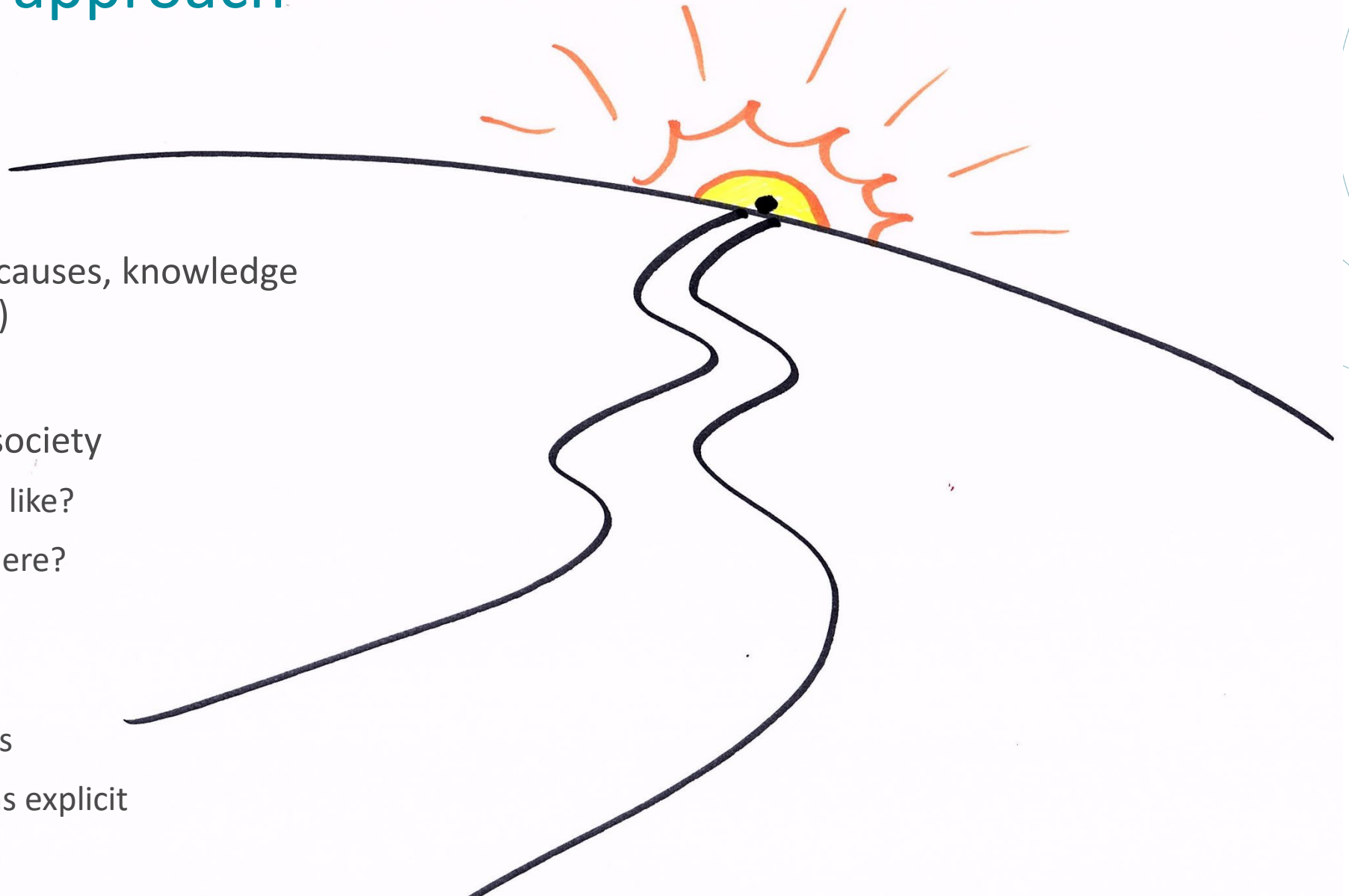
Circles of influence – reasoning backwards

... but we can increase the chance that knowledge contributes to change!



Impact plan approach

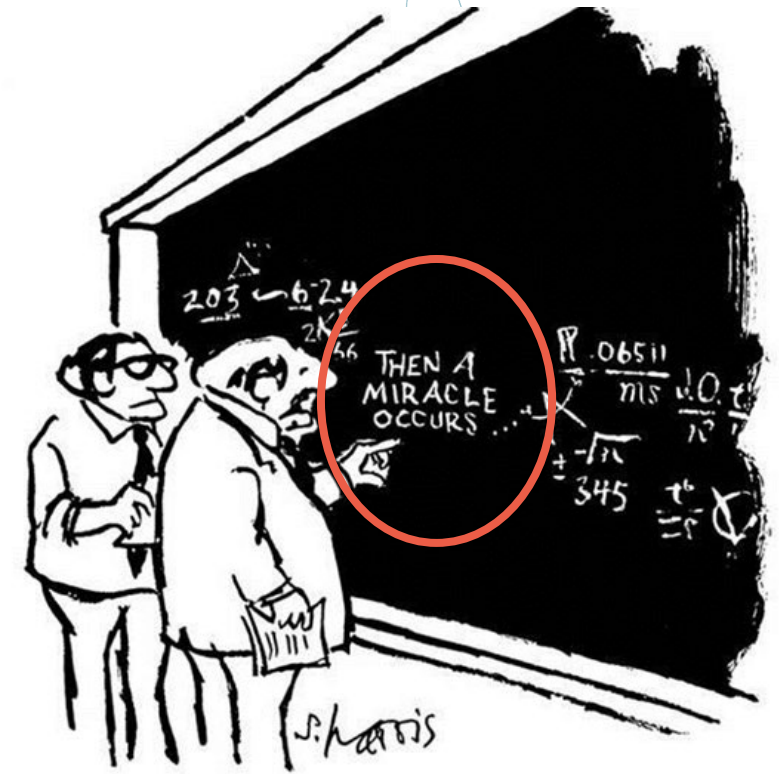
- Problem analysis (causes, knowledge gaps, assumptions)
- Future impact on society
 - What does it look like?
 - How do we get there?
- Theory of change:
 - Reason backwards
 - Make assumptions explicit



What is a Theory of change?

A comprehensive description and illustration of how and why a desired change (impact) is expected to occur in a given context.

This makes a Theory of Change the missing link between *what* is done in research (the activities or interventions) and *how* these lead to the realization of the intended impact.

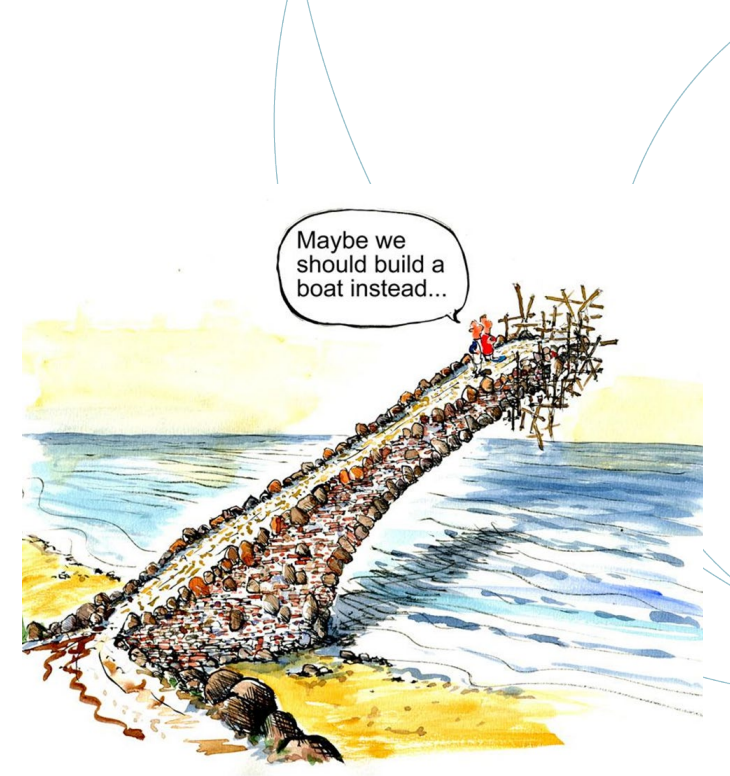


"I think you should be more explicit here in step two."



How to create a Theory of change?

- By defining the **desired impact** (change) after an **analysis of current situation** (problem and context)
- Subsequently **reason back** from this desired **impact**, via changes at (societal) stakeholders, and thus arriving at the necessary insights from the project.
- By making **assumptions explicit**. The underlying beliefs about how a project will work, the people involved and the context.



Making assumptions explicit

Everyone makes (unconsciously) assumptions that can differ

- from person to person
- between organizations, stakeholders or groups
- in time

Making assumptions **explicit** contributes enormously to a shared image of the project.

Reflection on and **testing of** assumptions helps the project implementation and increases the likelihood of impact.

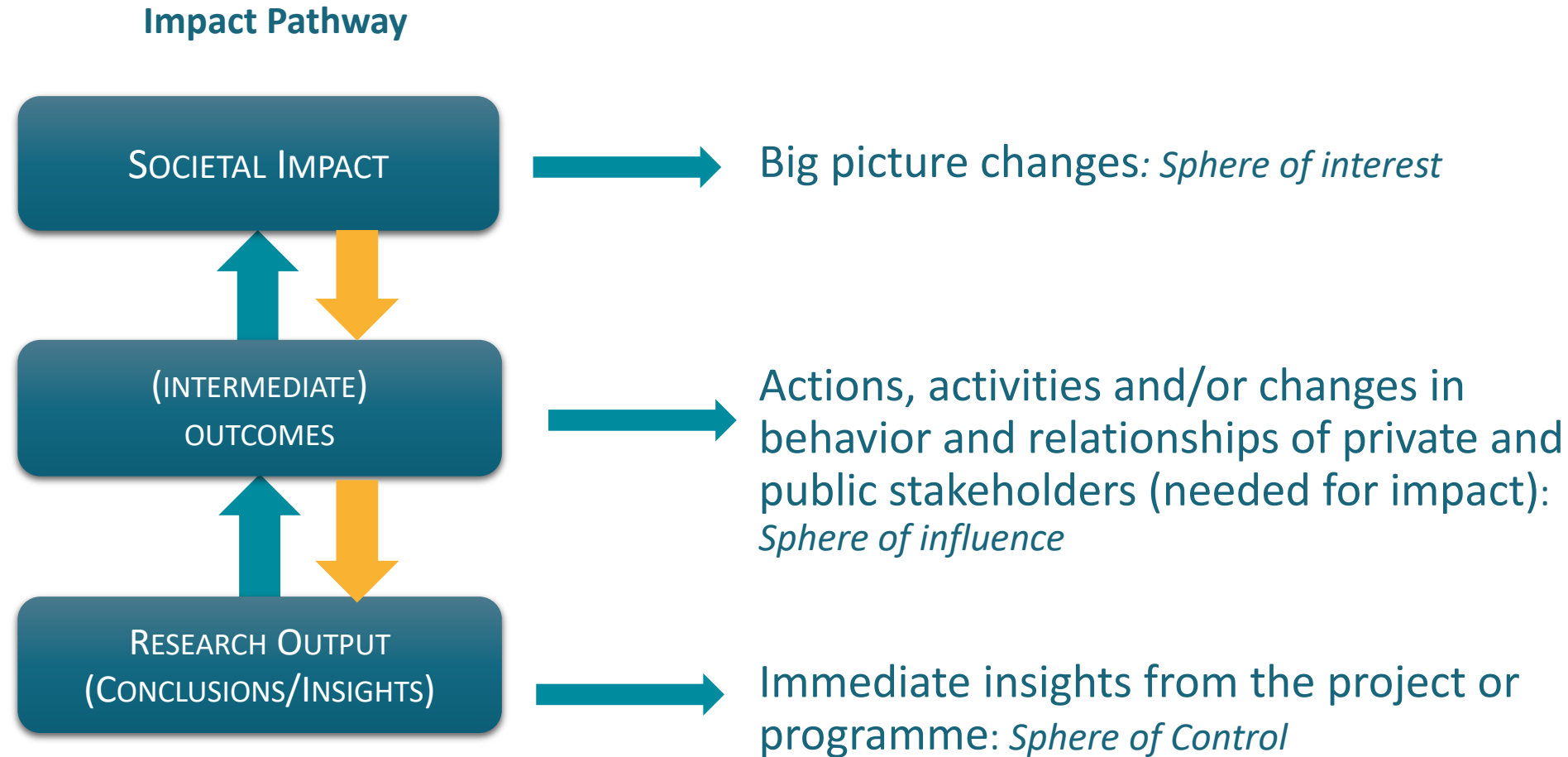
Assumptions are things you're not sure about.

You come to assumptions by asking questions like

- Why does one lead to another?
- What does it take to change?

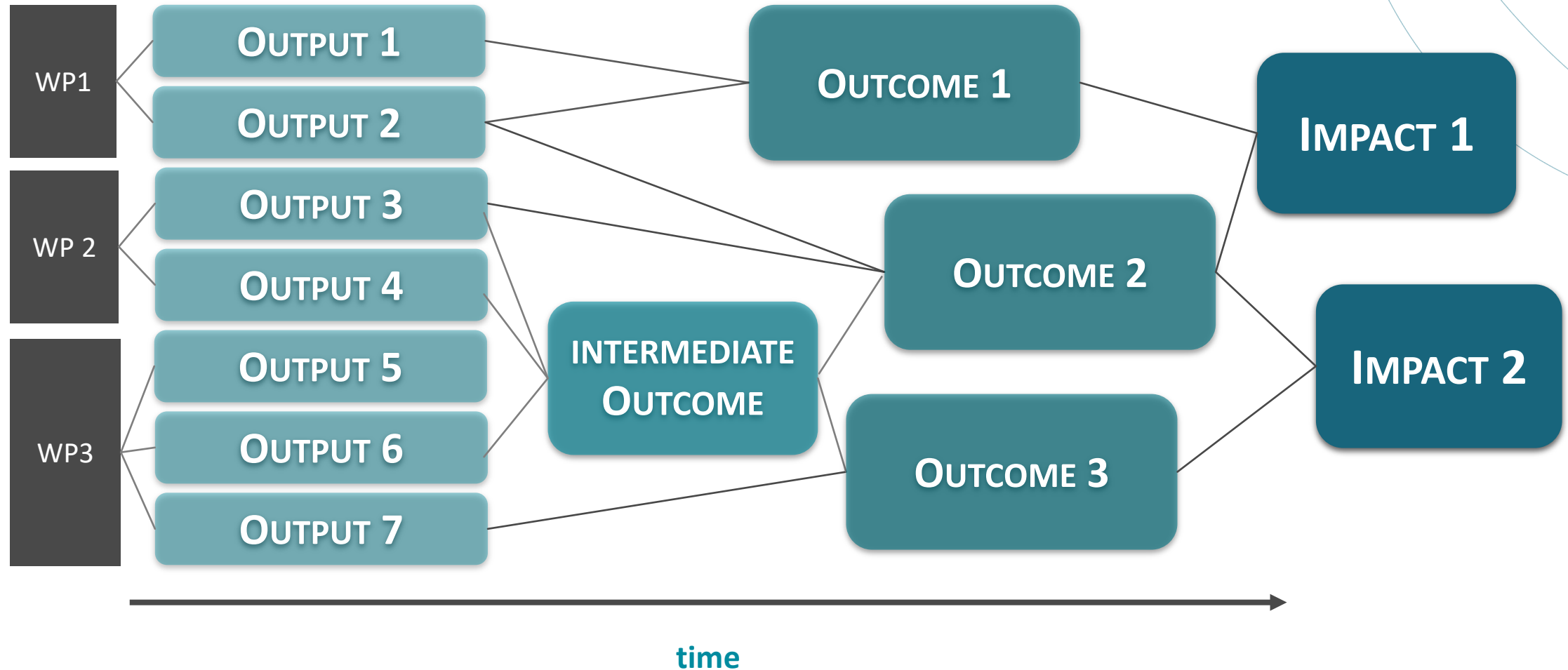


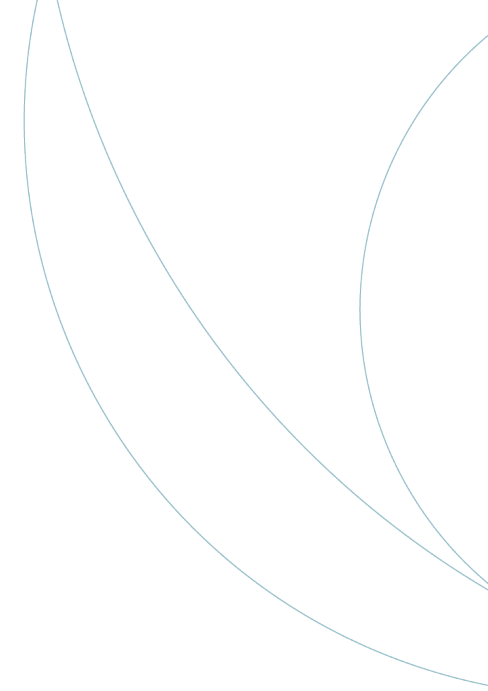
Impact pathway



Set-up of an Impact Pathway

Watch out for '*Death by Diagram*'!
It is a tool, not a goal

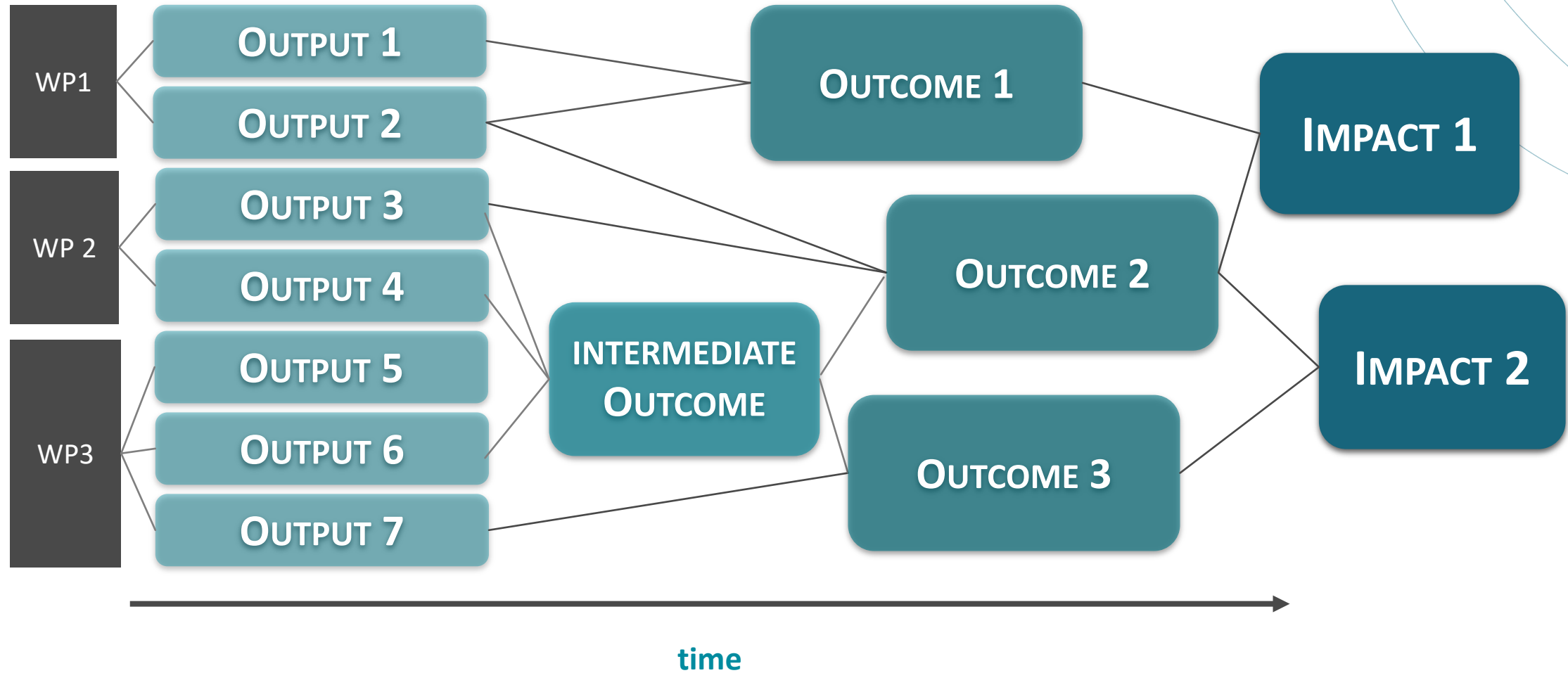




Let's practice with the
theory of change approach



Set-up of an Impact Pathway



Exercise in groups of 5

1. Problem analysis

Problem:

The caribbean faces problems gaining and maintaining capacity, and qualitative employees in the labor force in a large part of the sectors.

Causes:

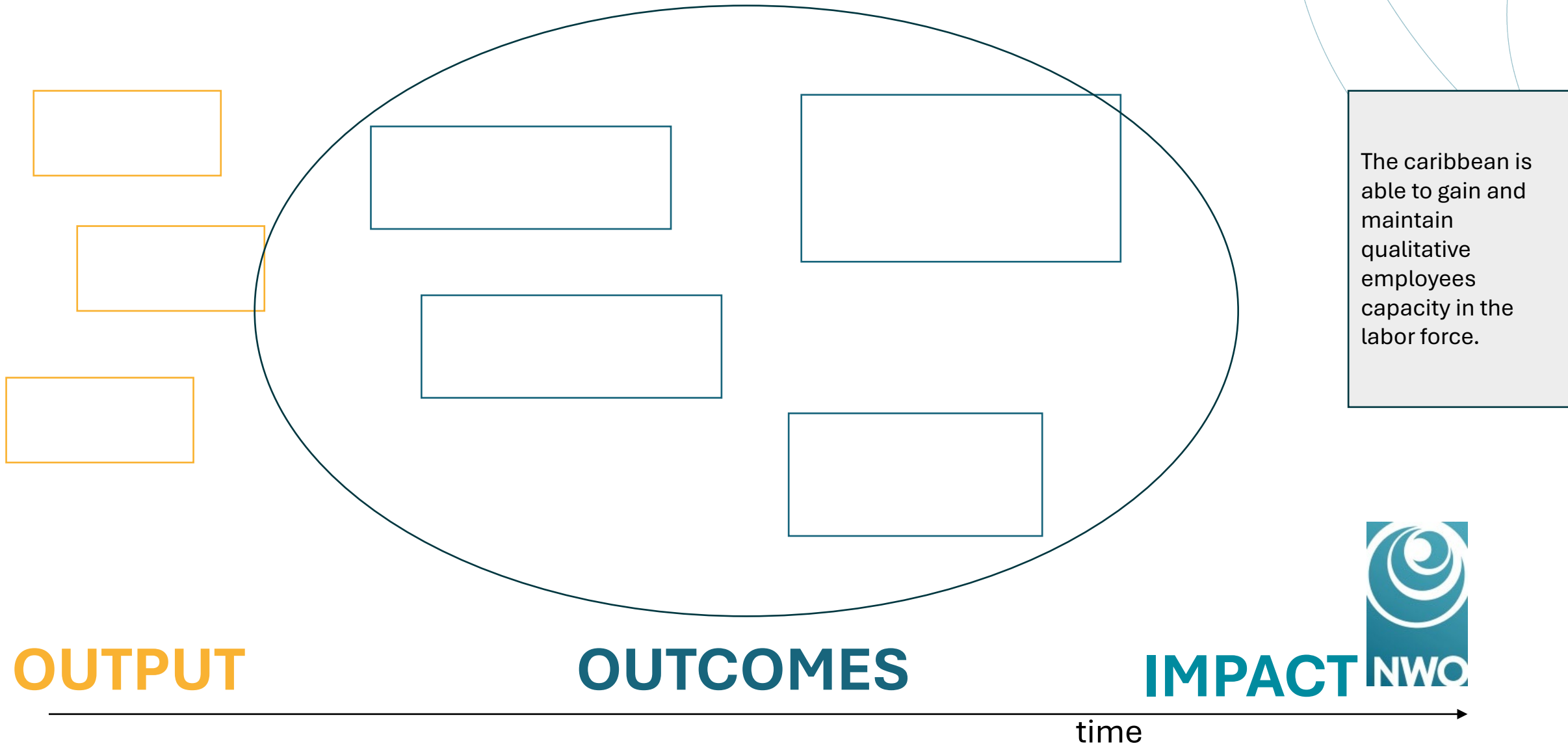
1. Large social economic gap, large differences in educational levels and high dropout rates on the islands.
2. Brain drain through talents that study abroad and do not return.

Knowledge related causes:

1. How to improve education for all inhabitants and on the most important sectors in the Caribbean.
2. Insufficient knowledge on why talent does not return and what is needed to gain and maintain qualitative employees



Impact pathway: stakeholders



2. Societal impact

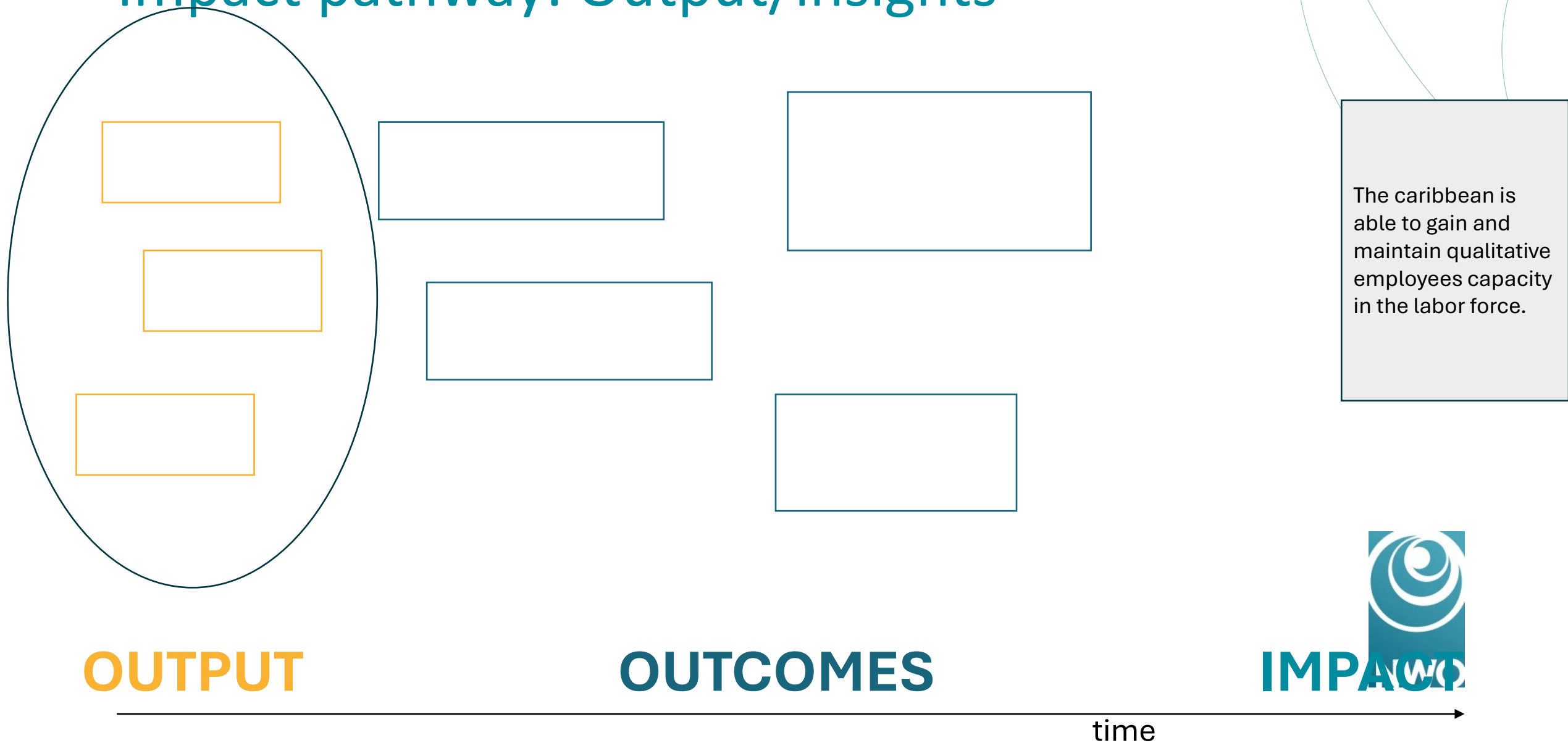


The caribbean is able to gain and maintain qualitative employees capacity in the labor force.

Round 2:

What knowledge/insights are needed by these stakeholders?

Impact pathway: Output/insights



More impact?

impact.nwo.nl

nwo.nl/en/knowledge-utilisation

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