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Phase three - narration

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Contents

| | |
|--|-----------|
| The Europeana Impact Playbook | 4 |
| Overview | 6 |
| III.1 Prepare your team | 9 |
| III.2 Build your narrative | 17 |
| Case study: DARIAH's approach to talking about their impact | 30 |
| III.3 Present and visualise | 33 |
| III.4 Validate and review your narrative | 49 |
| III.5 Publish and share | 53 |
| III.6 Using your findings | 56 |
| Thank you! | 61 |
| Appendix 1 - worksheets | 62 |
| Appendix 2 - tools and training in data visualisation | 65 |
| Appendix 3 - template dissemination plan | 68 |

Credits

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The Europeana Impact Playbook

Impact assessments aim to provide you with information about how your work creates value (and could create more value) in the world around you. It helps you to formulate your contribution to society and to make decisions about where you are doing well and where you can do better so that you can increase your impact on an iterative basis. Let's start with what we mean by impact, as set out in Phase one of the Impact Playbook:

impact is the change or changes that occur for stakeholders or in society as a result of our activities

About the Impact Playbook

The Impact Playbook¹ is designed for cultural heritage organisations and professionals to assess the impact of their digital resources. It is founded on the principles laid out in the Balanced Value Impact Model developed by Professor Simon Tanner, King's College London. The Europeana Impact Playbook is designed in four phases.



Phase one - impact design - takes you through your impact design and helps you to clearly set out the impact you think your project, activities or organisation could have on its stakeholders, audiences and society. It takes you through the strategic perspectives that might be important for your work: social impact, economic impact, innovation and organisational impact. You might use the **value lenses** to hone in on some of cultural heritage's specific areas of value: utility, legacy/prestige, learning, community and existence. Finally, you'll work on a **change pathway**, a tool that takes you step-by-step

¹ Download Phase one and Phase two on Europeana Pro: <https://pro.europeana.eu/>

from your activity to the impact you want to create. The change pathway forms the basis of your impact assessment.

Phase two - data collection - takes you forward with your change pathway to help you design your impact assessment. You will set out how you'll collect your data and what you'll do with it. Then you'll collect your data, analyse it, draw your interpretations and validate these.

Phase three - narration - takes you deeper into the process of how to build a story out of your data and create a narrative that will help you share, discuss and learn from your impact assessment. Phase three is the focus of this document.

Phase four - evaluation - is still to come. This section will focus on how you can use impact assessment and an impact-thinking approach to support your organisation's development, as well as to design better impact assessment practices.

A practical tool

The Playbook is based around academic ideas translated and tested to help you apply them in a way that works for you. Numerous peers and experts have given their time to give feedback on each stage and to test the process. We try to keep the language simple and understandable and we try to set out each step or possible question that you might have in the process.

Download everything you need at impkt.tools

All the resources and tools that accompany the Europeana Playbook are available at **impkt.tools**. Here you can download Phase one and Phase two, learn about how others are using the Playbook, read Europeana's impact assessments, and join the Europeana Impact Community to connect to other practitioners interested in the value of digital cultural heritage.

If you have any comments or feedback about how you've used Phase three, we'd love to hear them. Please share these with us by emailing impact@europeana.eu.

Overview

Phase three is structured into six different steps to take you all the way from getting your communications and design team on board to publishing and using your findings.

| Step | What do you do | The result |
|-------|--|--|
| III.1 | <p>Prepare your team</p> <p>Get everyone on board and capitalise on your shared skillset</p> | The value and goals of impact narration are clear to everyone. You understand the audience for your impact story |
| III.2 | <p>Build your narrative</p> <p>Build your narrative using your interpretations from Phase two</p> | An impact story that you can be proud of that can show others the value of what you have done |
| III.3 | <p>Present and visualise your data</p> <p>Take your data and use it to illustrate your impact story</p> | A visual and engaging draft report |
| III.4 | <p>Validate and review your narrative</p> <p>Share your report with others for feedback</p> | A revised report ready for publication |
| III.5 | <p>Publish and share your report</p> <p>Publish your report and share it with those who need to read it</p> | A strategy for sharing your report with your stakeholders: you know what you'll share and with whom |
| III.6 | <p>Use your findings</p> <p>Ensure that you and others learn from what you found</p> | Better designed programmes and more impact in the long-term |

Our case study

We'll use **Europeana 2020**, our annual conference held completely digitally in 2020, as our central case study to illustrate the principles of Phase three of the Europeana Impact Playbook.

About Europeana 2020²

Europeana 2020 took place in the context of a second wave of wide-spread European Member State lockdowns. It was planned as a digital event from the outset because the planning of the event started just as the pandemic forced the first lockdowns. Despite the context, almost 1,500 people registered, with an estimated 67% - 998 people - attending at least some part of the 50+ sessions in the 11 hours and 20 minutes of official conference programming.



Methodology

A post-event questionnaire was distributed to all attendees shortly after the event, and a reminder was sent after one week. 224 responses were received which, out of an estimated attendance of over 998 participants, represents a satisfactory sample of around 23%. We found a small bias towards Europeana Network Association members responding, rather than non-Network members. The questionnaire asked about outcomes relating to areas such as learning and network development.

Registration data were also analysed to understand better the gender balance of registered attendees, the country they were joining from, their age, and if they had any access requirements for the event.

² Catch up with Europeana 2020 on Europeana Pro (2020)
<https://pro.europeana.eu/post/catch-up-with-europeana-2020>

Following in the footsteps of the Europeana 2019 impact assessment³, we continued to investigate the environmental impact of our largest annual event. The methodology changed because the format of the conference changed from in-person to completely digital. Having assessed the audience's likelihood to attend Europeana 2020 had it been in-person, together with the expected method of travel, we calculated an approximate carbon footprint for air travel. At the same time, we used three estimates of CO2 emissions caused by online meetings to come up with a scale for Europeana 2020's digital footprint.

[Read the Europeana 2020 Impact Assessment in full on Europeana Pro.](#)⁴

³ Read the Europeana 2019 impact assessment on Europeana Pro.
<https://pro.europeana.eu/post/impact-assessment-report-europeana-2019>

⁴ Read the Europeana 2020 impact assessment on Europeana Pro.
<https://pro.europeana.eu/post/impact-assessment-report-europeana-2020>

III.1 Prepare your team

Support from your colleagues will be critical throughout Phase 3. We'll also recommend that you get some external eyes on it. As the project lead, read ahead to get your head around the different steps, then get your team on board to help draft your impact narrative.

| | |
|---------------------|--|
| Who | You and your team (and especially your marketing and communications, outreach and design colleagues) |
| Why | Everyone will know how they can contribute their skills and perspectives |
| Your results | <input type="checkbox"/> A strong team <input type="checkbox"/> A plan of action for how you will complete your impact assessment |

Walkthrough

In Phase two you collected your data. You made your preliminary interpretations and you've validated these with your colleagues. But what's next? How do you take the data and tell a story? How do you get your whole organisation on board to create impact with your impact story?



Part 1: set the scene - what do we mean by narrative?

A narrative is another word for a story. You narrate a story about your impact. It has the idea of a sequence, a moving journey, from one place or point in time to another. It refers to how a set of events, activities or results are described and explained.

Data storytelling is a type of narration based on evidence. You can take the data you collected in Phase two and tell a story that will inspire and connect your stakeholders to the project you are leading and the impact you are trying to create.

Telling a story with data has been said to consist of three core components: data, visuals and narrative.⁵ Phase two gave you the data. Phase three gives you the tools and support to create your own visuals, narrative and much more.

Why build a narrative? Engage, remember, innovate

Why build a narrative when you can just present the data? In most circumstances, just presenting the data won't tell the story you want to tell or inspire the action you want to come next. The narrative is not just for your executive summary or conclusions. Once you've drafted a compelling narrative, you can also use this to shape your whole report. It will influence your dissemination plan and it is likely to shape how you and your organisation use your findings.

⁵ Data Storytelling: The Essential Data Science Skill Everyone Needs, Brent Dykes (2016) <https://www.forbes.com/sites/brentdykes/2016/03/31/data-storytelling-the-essential-data-science-skill-everyone-needs/?sh=f85825152ad4>

The evidence for the power of storytelling is strong. Storytelling can help create an emotional connection between you and your audience.⁶ Decisions are often based on emotion⁷ and people remember stories, and things with which they have an emotional connection, much more than they do if it's just facts and figures.

The way you communicate the insights from your data will affect the way they are used and the impact that they can create.⁸ Telling impactful stories can help you build a community that is interested and engaged in your work. Having a supportive community around you that believes in what you do is a key tool to creating more impact for your stakeholders. This is important - tell them how great you are!

Team exercise 1!

Task: Give your colleagues some pre-meeting homework! Ask them to come with examples where they like how information has been presented or where a narrative has been built that stayed with them for a long time after reading it. These could take many forms, from reports to books, graphic novels or social media posts.

Short presentations to each other. Answer the following questions:

1. Why did you choose this example? (*what made this stand out for them? Why did they remember this example?*)
2. What worked well in the example and what could be improved?
3. What could be learned from this exercise when creating your own impact story?

Tip. You can also use the Empathy Map from Phase one (and reintroduced later in this document) to share your ideas - what did the visualisation or narrative make you think and feel, see, hear or do?

Discussion round: once you have shared your ideas, it would be useful to get feedback from each other.

- Does everyone think the same way about what a good or bad visualisation is?
- What elements could be used for your impact narrative?

⁶ Sam Slater, From Data to Narrative, Concept3D (2020)

<https://www.concept3d.com/blog/digital-maps/from-data-to-narrative-leveraging-maps-as-a-storytelling-medium>

⁷ Brent Dykes, Data storytelling: the essential data science skill everyone needs, Forbes (2016)

<https://www.forbes.com/sites/brentdykes/2016/03/31/data-storytelling-the-essential-data-science-skill-everyone-needs/?sh=f85825152ad4>

⁸ Brent Dykes, Data storytelling: the essential data science skill everyone needs, Forbes (2016)

<https://www.forbes.com/sites/brentdykes/2016/03/31/data-storytelling-the-essential-data-science-skill-everyone-needs/?sh=f85825152ad4>



Part 2: Establish your storytelling objectives

Is your team on board? Have they reflected on the power of a great narrative? Let's now move on to the real work. Don't let them get away - there are a lot of group insights you still need to harness.

Team exercise 2!

Task: Set the objectives for your impact narrative.

Learning objective(s): you have a better understanding of what your narrative should communicate to your readers and how you can engage them in the story by sharing what really matters to them. You will understand what success looks like in this Phase.

Below are some questions you might want to answer to get a better understanding of what the narrative should communicate to the reader. You might want to look back to the strategic perspectives and value lenses in Phase one. Do you want to highlight any perspective or value in particular? Below we use our impact assessment of **Europeana 2020**⁹ to illustrate this exercise.

Note that at this stage, you are taking a broad understanding of your reader, without isolating specific stakeholders. This is because your narrative shouldn't change too much according to your audience. For example, you can't leave out the less positive parts of the story for funders but share these with colleagues.

What were the objectives and core research questions of your Impact Assessment (linking to the change pathway)?

- *To what extent does Europeana's annual conference support networking in the sector, and with what results/value?*

What themes in the value lens do you want to highlight (if applicable)?

- *Community*
- *Utility*
- *Learning*

⁹ Read the Europeana 2020 impact assessment on Europeana Pro.

<https://pro.europeana.eu/post/impact-assessment-report-europeana-2020>

| | |
|---|---|
| <ul style="list-style-type: none"> • <i>How does the annual conference support the digital transformation¹⁰ of the cultural heritage sector?</i> | |
| <p>What do you want your impact story to achieve?</p> <ul style="list-style-type: none"> • <i>Wider recognition of the impact of our annual events in which we convene the sector</i> • <i>Readers better understand the opportunities and limitations of the online conference format</i> • <i>More curiosity and use of evidence-based decision-making</i> • <i>Knowing more about our participants' experiences helps us make better capacity-building resources and activities</i> | <p>What do you want people to feel and care about?</p> <ul style="list-style-type: none"> • <i>Feel part of a community and Network that cares - that they are not alone</i> • <i>Feel inspired by our focus on the environment</i> • <i>Feel inspired by our commitment to continually improve</i> |
| <p>What will success look like?</p> <ul style="list-style-type: none"> • <i>Evidence-based decision making</i> • <i>100 downloads of the final report we will publish in the first month</i> • <i>High engagement with infographics on social media</i> | <p>What do you want readers to do next?</p> <ul style="list-style-type: none"> • <i>Tell us what they thought - give us feedback on how to improve our impacts assessments and events</i> • <i>Use what they've read - be inspired to think about the impact of their activities and events</i> • <i>Be inspired to attend our events</i> |

See Appendix 1 for a blank version of this canvas.



Part 3: Map your audience

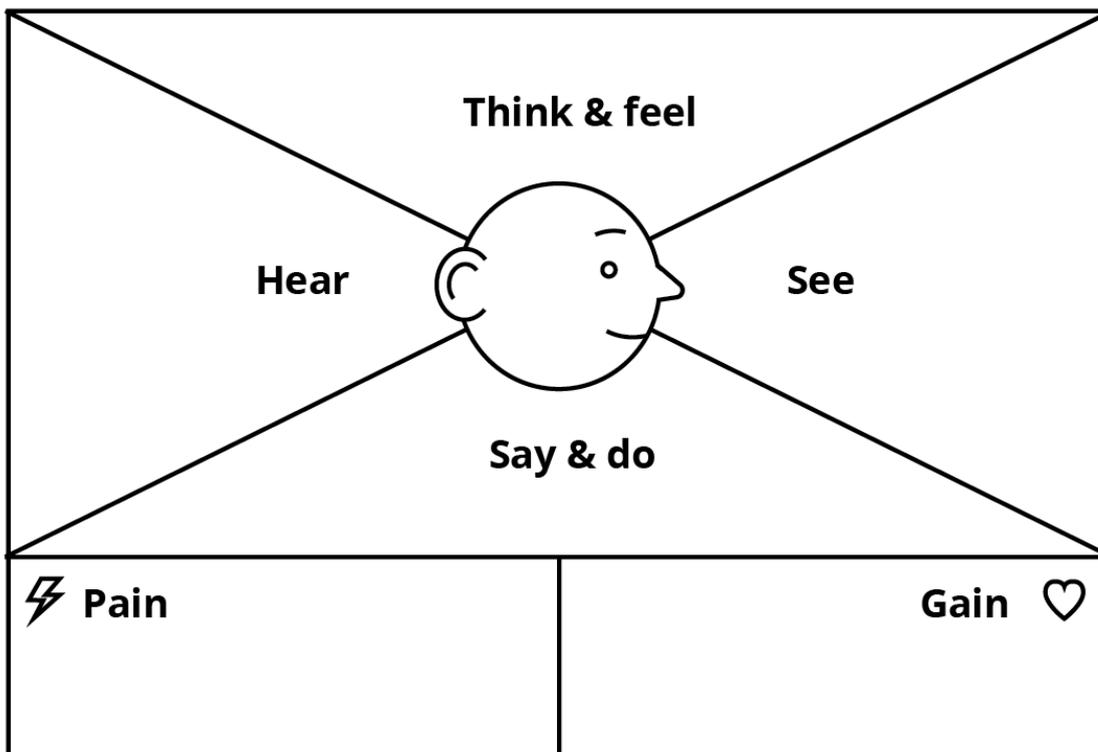
¹⁰ Watch Europeana's video on Youtube explaining our working definition of digital transformation. https://www.youtube.com/watch?v=j8z9t98Rb0&ab_channel=EuropeanaEU

Mapping the audience for the narrative and understanding their needs

It is important to know the audience you are aiming to reach with the report. You'll probably see that this is different from the main stakeholders in your impact assessment. Now you need to map their needs. This will help shape how you share your impact story with them:

- What do your audiences want or need?
- What will they gain from reading your report?
- How can your story address their needs?
- Who is expecting to see the results? How will you get the results to them?
- What 'pain points' does your audience have that your impact report can address or clarify?

Go back to your notes from the early days of Phase one when you were drafting a list of stakeholders for your project. In Phase one, you created empathy maps for your stakeholders to find out what they experience as pains and how your work can help to relieve them). Who were the stakeholder(s) you reached or wanted to reach? What do they think and feel and how will that influence how you share the findings of your impact assessment?



Empathy map from Phase one¹¹

You'll go into more detail about the 'how' you'll share the impact assessment with them in Step five. But it's important to know from the beginning who you're writing your narrative and report for.

Team exercise 3!

Task: map your stakeholders.

Learning objective(s): you will better understand what each of your identified stakeholders needs to know about your impact narrative and report, and how you'll share it with them. You'll also think about how you'll reach them which sets you up to go into more detail in the dissemination plan we introduce in Step 5.

The example below sets out the stakeholders we have identified for Europeana 2020 and how we intend to reach them.

| Exercise 3 - mapping your stakeholders | | | |
|--|---|--|---|
| Audience | Do they need to know about the report? (Yes/no) | What do they need from this Impact assessment and report? | How will you share it with them? (You'll work more on this in Step five of this Phase) |
| General audiences (sector) | Yes | <ul style="list-style-type: none"> Short insights into what we have learned An overview of what we will do next Direction as to how they might do this themselves | <ul style="list-style-type: none"> Europeana Pro blog Newsletter to the Impact Community Discussed/referenced at conferences or in presentations |
| General audience (wider public) | No | - | - |
| Funders (European Commission) | Yes | A summary of the main themes, and insight into what we are going to do next with what we have learned | Executive summary shared in reporting along with a link to the Europeana Pro blog |
| Project partners | Yes, in some cases | <ul style="list-style-type: none"> A summary of the main themes, and insight into what we are going to do next with what we have learned Direction as to how they might do this themselves | Share Pro blog on Basecamp |
| Sector stakeholders | Yes, in some cases (e.g. those working on digital heritage events, environmental sustainability, etc) | <ul style="list-style-type: none"> Main themes Rationale behind the approach Opportunities to partner or work together Direction as to how they might do this themselves | Personal emails to relevant stakeholders |
| Colleagues | Yes | Main findings as well as giving them an opportunity to feedback into what we are going to do next | An 'explainer' session or email/Slack message, set in the context of our planning for future events |

A blank exercise template can be found in Appendix 1.

Go to Appendix 1!



¹¹ Go to impkt.tools to download this and more Impact Playbook resources

Case study: looking back to Phase one and Europeana 2020's stakeholders

Europeana 2020's impact assessment could have included many stakeholders. In our Phase one process, we prioritised those who registered to come to the conference, noting that within this category there was a lot of variety. This helped to shape the focus for our data collection.

Priority stakeholder(s)¹² - the focus of the impact assessment

1. The registered audience (heritage professionals, educators, researchers, etc) - our priority for the impact assessment

Other stakeholders, not a priority of focus for the impact assessment

2. Invited presenters and speakers
3. Europeana Initiative partners and peers (including the Europeana Network Association Members Council and Aggregators' Forum)
4. The audience that visits and views the conference materials afterwards

The stakeholders for our impact narrative are however a bigger group than those above. Here is the more detailed list of those who were invested in the conference, who might be involved in validation or have a direct interest in the results:

1. Everyone above, and,
2. The events cross-team who delivered Europeana 2020
3. The programme and selection committee who advised on the programme
4. Europeana Senior Management Team
5. Europeana Communities
6. The European Commission (funder)

The second list is much more detailed for us but it might be the other way round for you.

¹² The audience(s) we prioritised and created a change pathway for.

III.2 Build your narrative

You've interpreted the data. It's now time to turn your data into a story. At this stage, it's helpful to get the perspectives of your communications colleague(s), if this support is available. Let them know in advance that you'll need this support - hopefully you kept them informed as you went through Phase two.

| | |
|---------------------|---|
| Who | You and your team (and especially your communications colleagues) |
| Why | A strong narrative will help you share your impact story, get feedback from others and help you and others learn from your work |
| Your results | A convincing narrative that incorporates the positive and negative sides of your impact story |

Walkthrough

There are as many different ways to tell a story as there are stories to be told. Here we set out two key aspects to creating your narrative: what should be in it and how you can structure this in an effective way.

“Change is what story is”

Erin Morgenstern, *The Starless Sea*



Part 1: what should be in a narrative?

Gather your bricks and mortar, the interpretation of words and numbers

Not all of your data will be numbers and in some cases, you might not have any words. Whether you have conducted purely qualitative or quantitative research or taken a mixed approach, you can still build a strong narrative. The bricks and mortar of your impact narrative are likely to come from your interpretation.

Tip: *You can build a strong impact story with numbers (if you have taken a quantitative approach) or without. Don't worry if your narrative isn't statistic-heavy. You might have rich qualitative data to support your interpretations. These can be just as powerful.*

Keep your data and interpretations from Phase two (your data analysis phase) close to hand. Read everything again. Does your interpretation fall into a natural narrative? Review it against the checklist below.

Checklist: the building blocks of your narrative

An impact narrative can be broken down into five elements. Use the checklist below to assess if you have the right information to hand:

❑ **Setting**

This includes all of the background information that helps readers understand the situation, such as your organisational goals, research question(s) and objective(s), conceptual framework (e.g. strategic perspectives and value lenses), and methodology. These pieces of information constitute the introduction of your final report.



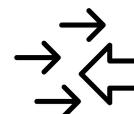
❑ **Characters**

Your narrative protagonists are your stakeholders – the narrative is for them, not the data! These include those for whom you have planned to create a change, as well as other stakeholders like funders, partners and local authorities etc. You can have a short ‘who is this report for’ section or a summary of your impact beneficiaries in the introduction. There are also supporting characters such as the survey/interview participants who share their experiences from a personal perspective. Their perspectives are the evidence you need to support your impact claims in the main body of the report.



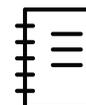
❑ **Plot twists: surprise, contrast or conflict**

Surprises are the interesting discoveries, problems or puzzles derived from the data. Like conflicts in a novel, these are important elements to hook your readers and keep them engaged before presenting your findings in detail.



❑ **Plot**

This is how your narrative flows from one finding to the next. A good plot in the main body of the report links your findings, impact claims and supporting evidence in a compelling way to guide readers through your impact journey and finally answer your research question(s).



❑ **Reflection**

This is the end of your narrative, which forms the conclusion. Remember your audience and what they stand to gain from reading your report. Now, you look back at the entire impact journey, summarise it and identify implications of positive findings as well as resolutions for problems.



Your narrative can come in different scales or formats, like a museum has its own story and individual stories for different exhibitions. You may want to create an overarching narrative for the entire report or just a powerful story about findings and impact claims in the main body or conclusions. Find the approach that works best for you!

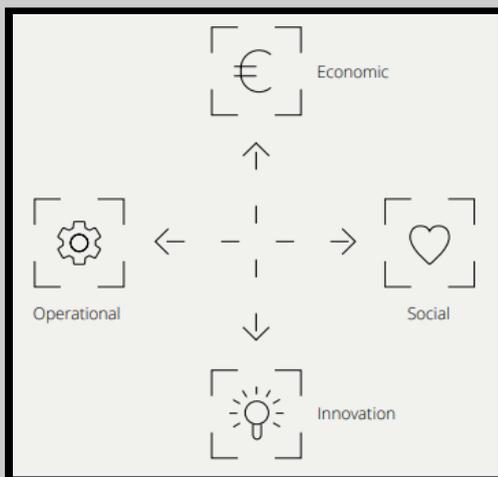
Tip: *Have you kept note of any insightful phrases or quotes that you can use in your report and that will help you highlight a specific finding or theme? Your data management plan in Phase two¹³ will help you in this regard.*

Think about impact

Now you have the main building blocks of your narrative, it might be a good opportunity to reflect with your 'impact hat' on.

Here we (re)introduce three tools from Phase one that might help you think about what you include in your narrative. Do you reflect on the social, economic, organisational or innovative value of your activity? Do you think about your legacy or activity? Do you think about the change you find in your data in the short-term and long-term and what connections can you make to the impact you want to make in the world?

Strategic perspectives



In Phase one, you discussed and looked at the strategic perspective(s). Which strategic perspective was most important for your project? Were you most interested in the social aspects of your activities? Or did you look at what you contributed to the economy? Or was it a mix?

To give the reader a good understanding of how you approached the impact assessment it is good to refer back to your initial thinking in the report. Did the impact assessment reveal that your assumptions were confirmed? Were there any unexpected results? Did the assessment reveal your activities caused a change in areas you did not expect? Did you expect to create change in some areas but didn't find any evidence that this happened? Did you find any negative results?

- **Social impact:** Activities contributed to a positive change in the behaviour, attitude or belief of my stakeholders, their communities and wider society.

¹³ This will be in the revised version of Phase two, ideally published Autumn 2021.

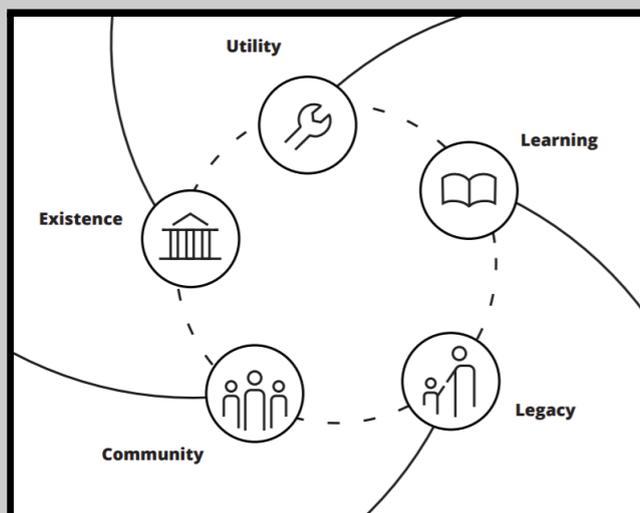
- **Economic impact:** Activities delivered economic benefits to stakeholders or to the organisation.
- **Innovation impact:** Activities enabled innovations that lead to a positive change, economic benefits or operational efficiency in our stakeholders.
- **Operational impact:** Activities lead to innovations which in turn lead to an improvement or refinement of internal processes.

In most cases, you won't see 'impact' in practice, but you will see indications of change - the short, medium and even longer-term outcomes you identify in your Phase one change pathway. Your narrative should be clear about this. You should reference any limitations in your data or approach and, importantly, any negative findings or areas where you don't see the change that you had expected.

Value lens

The value lens is a tool introduced in Phase one of the Playbook. Based on Professor Simon Tanner's Balanced Value Impact model, it sets out five types of value that are most commonly connected with the experience of interacting with digital cultural heritage.

In Phase one you looked through the value lenses and gathered assumptions on the value that derives from the experiences you are providing. Assessing your impact is more effective when you use different lenses to collect and interpret data. Each lens enables us to zoom in on the perceived value of what you measured, from a specific perspective, without being distracted by the bigger picture.



Utility lens: you saw evidence in your data that people developed a new resource, changed their perspective or outlook, or used more of a resource or service after engaging with your activity.



Learning lens: you saw evidence in your data that a person and/or community formally or informally learned from activities and that this made a difference to a person's sense of culture, education, knowledge, and heritage.



Community lens: you saw evidence in your data that people felt better connected to their community and the subject after engaging in your activities.



Existence lens: you saw evidence of how important people find the conceptual value and prestige derived from the existence of a resource or service.



Legacy lens: you saw evidence that people derived a benefit from inheriting and bequeathing (passing on) resources or activities between generations and communities.

Did you use the value lens in Phase one?

Then you use it now to help frame the value you are creating for your stakeholders. Have you had legacy value that you didn't expect? Have you created most value in the areas you had anticipated? How could this be reflected in your narrative?

Look back to your change pathway - Phase one

If you followed your change pathway throughout Phase one and two you will have an idea of the change you set out to achieve or to measure. In your change pathway, there are probably a number of implicit or explicit research questions you aimed to assess. What unexpected outcomes emerged?

Now it's time to make the connection between your change pathway and what you want to achieve with the impact narrative. Think about the bigger picture.

- What was the bigger change that you wanted or needed to see?
- What was the problem you were trying to solve with your activities?
- Where did you put your accountability line and does that still make sense?

Change pathway

| Stakeholder | Resources | Activities | Outputs | Short Outcomes | Long | Impact |
|-------------|-----------|------------|---------|----------------|------|--------|
| | | | | | | |
| | | | | | | |

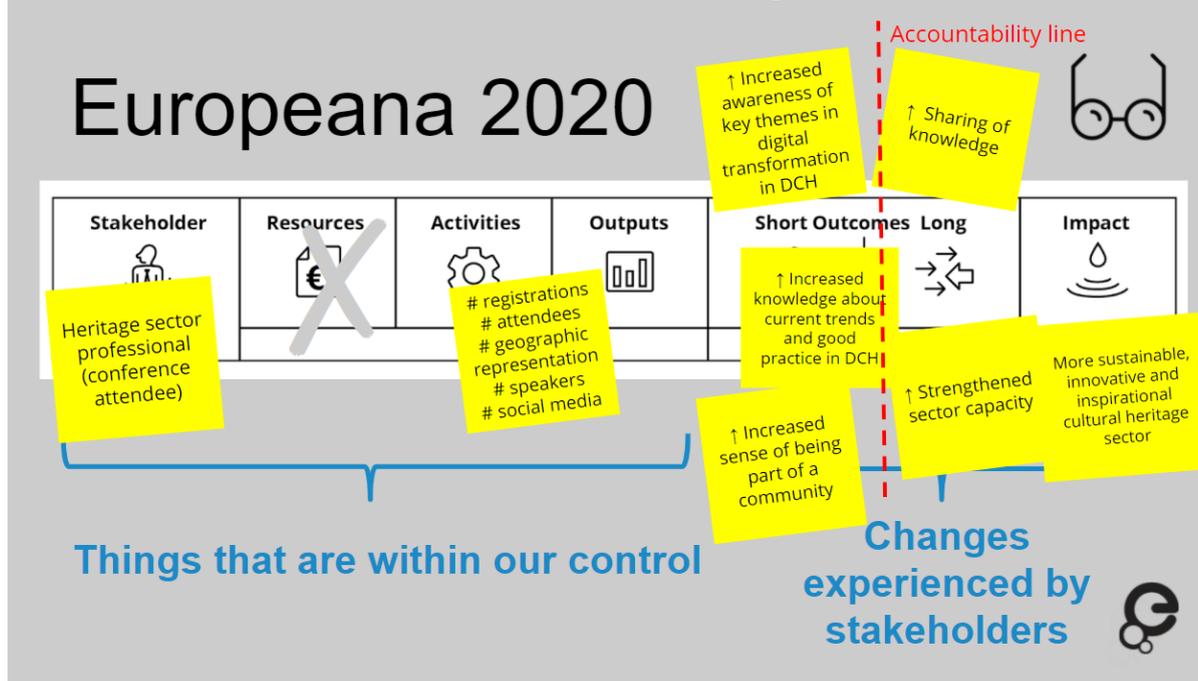
The change pathway helps you focus on a specific stakeholder and to map the change you expect them to experience. It makes the connections between your activities and your impact.

In Phase three, you might find it valuable to structure a narrative that walks through the activities experienced by your stakeholder (a description, including the outputs) to what your data tells you about the changes they experience in the short and long-term. You can also reflect on what isn't in the change pathway - did you find anything you didn't expect in your data?

[Download the change pathway, the value lens and the strategic perspectives tools from **impkt.tools!**](#)

Case study: Europeana 2020 change pathway

Here is a simplified change pathway that we developed for Europeana 2020 and the core audience of conference attendees from the heritage sector.



Part 2: how to structure your narrative

You have all the bricks. It's now time to build your narrative. Below we share with you some tips and tricks to help shape your narrative into a convincing impact story.

"Many times what we perceive as an error or failure is actually a gift. And eventually we find that lessons learned from that discouraging experience prove to be of great worth"

Richelle E. Goodrich

How do you manage the good parts and the bad and tell a balanced story?

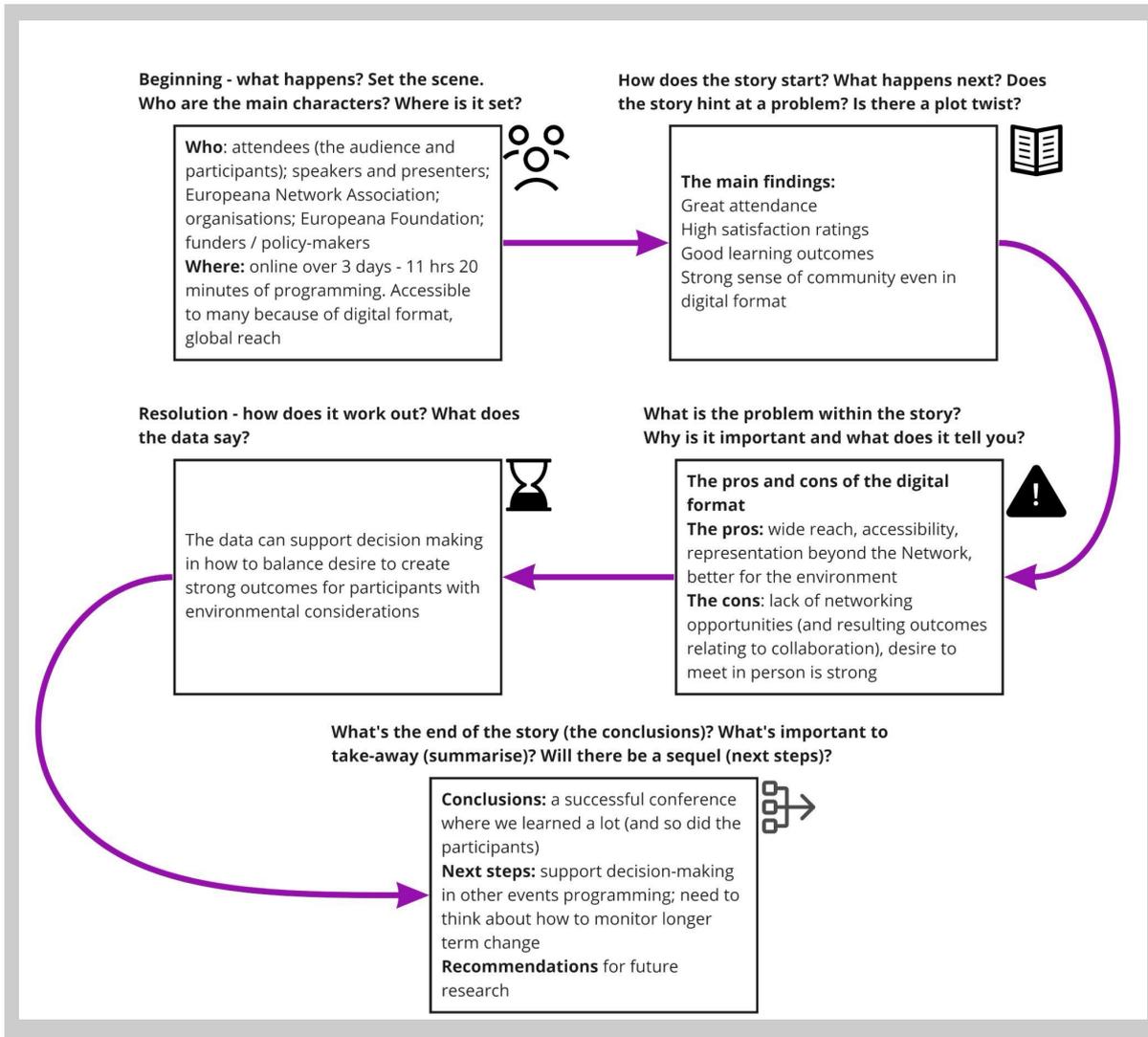
In some cases, you might have found some data that you don't like or that don't make your activities look as good as you want them to be. In some resources, you might find tips to build a narrative or a story that excludes these 'bad' bits. We recommend that you see these as a plot twist or a moment in the story.

Negative or less positive findings are important in your impact story for many reasons. Providing only the 'good bits' of an impact story may make it sound less believable. It's neither good practice nor ethical to pick and choose your data according to what makes your narrative sound good. Finally, it's important to share your data so it's there for you and others to learn from. Can you present the 'bad' data but also share what you have learned and how you will improve in future? This is already a very strong message that you are sending to your audience.

Phase four is being designed to help support organisational growth and improvement as a result of impact assessment. If you don't document and start learning from *all* of your data, then you are missing out on the richness and value of impact assessment practice.

Case study: Europeana 2020

Here we share with you our preliminary story board for Europeana 2020. You can see the main elements we bring together in each of the five parts of the narrative arc. You can also see a beginning, middle and end structure within this.

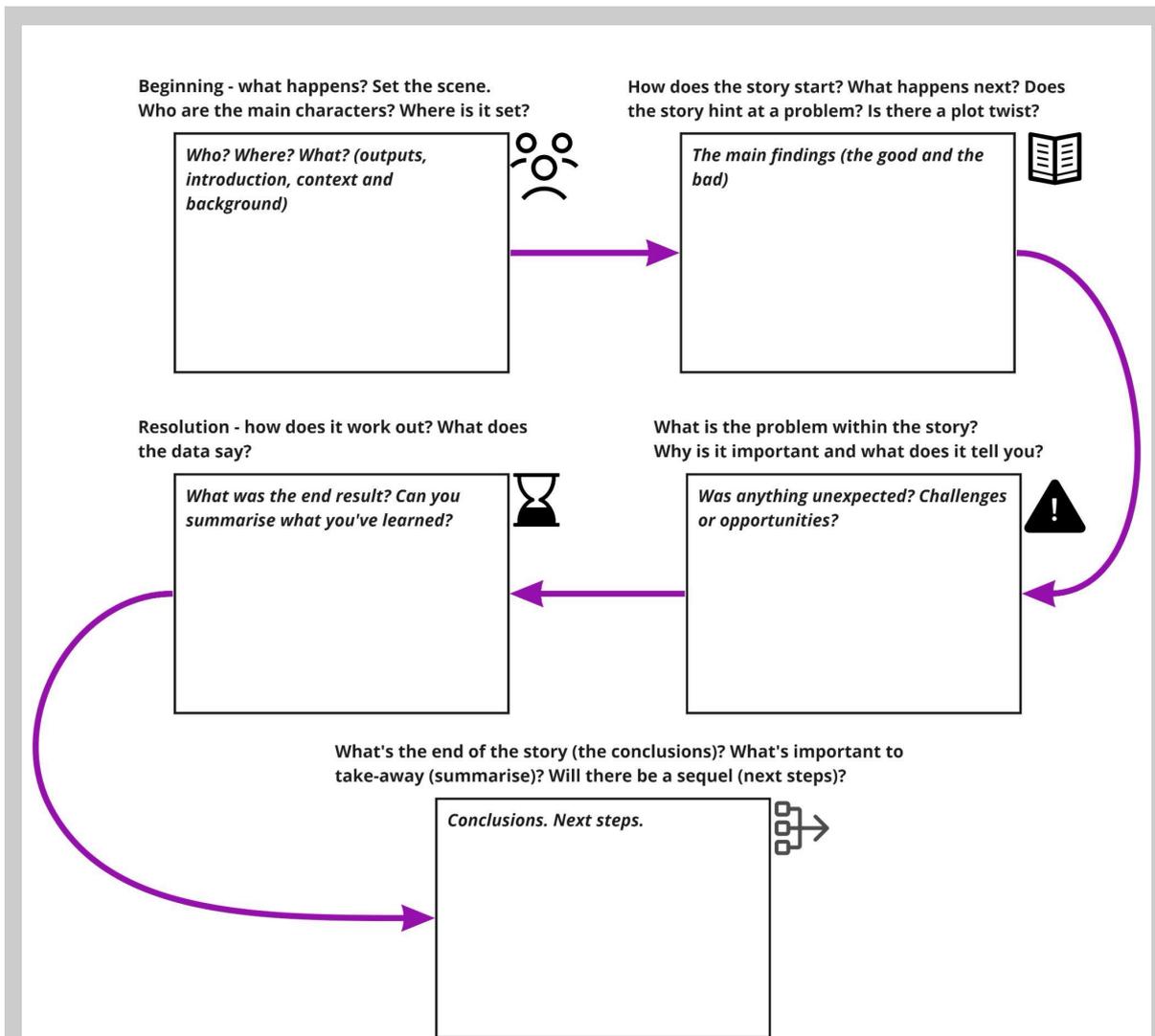


Team exercise 4 - narrative builder canvas

Download a PDF of this worksheet and the example above!¹⁴

¹⁴ Download the worksheet in PDF here

<https://drive.google.com/file/d/1yTcVafP8dM0zuUQUHi-MI13BR3Flb4eY/view?usp=sharing>



Checklist:

- Have you got a clear beginning, middle and end?
- Is there anything you can leave out to keep the story more concise?
- Can you change the order and still tell the same story? Does it work better if you retell the story but start in the middle or at the end?

 **Part 3: draft your narrative**

You've mapped your narrative above. With a lot of the hard work done, it's time to get even more creative! Set some time aside to do this. Maybe go somewhere new or write your story when you are feeling relaxed? What gets your creative juices flowing? What will inspire you to share your story in a way that inspires others? Could you draft your story while having a walk or talking it through with a friend?

Tip: *Has your organisation articulated its own narrative in terms of its mission/vision, values and key messages? How does your impact story fit into the story your organisation is telling about itself? Check this with your senior management or communications colleagues, if they are not already part of the process.*

Triangulation

Throughout your impact narrative, you might want to add references to other people's stories, reports or data. You can use this to support or challenge what you are writing (and what you have found in the data). Make sure that anything you refer to is properly referenced, e.g. with a footnote or reference and a place in a bibliography at the end of the report. Too many references can clutter up a story, but key references can highlight your plot twists and strengthen your case.

Five writing tips

- Write for busy people! Keep it simple - short paragraphs, short sentences, short words and simple punctuation.
- Use plain language - use words your reader would use and are easy to understand. Don't assume knowledge.
- Break up your text - use titles, sub-headings, lists, images, other media and white space. Make sure those titles, headings and link text are specific and descriptive (it's good for both humans and search engine optimisation [SEO]).
- Use a story arc - make sure each paragraph is linked to the next sensibly.
- Use an active voice, not a passive one as this is more immediate. Declutter your text - edit, edit, edit to keep your text precise and short.

You can hear more writing tips and storytelling suggestions from Europeana's editorial advisor, Beth Daley, in our Impact Community webinar dedicated to Phase three¹⁵ and via the work of a Europeana Task Force dedicated to story-telling.¹⁶

¹⁵ Europeana Pro:

<https://pro.europeana.eu/event/narrating-and-sharing-your-impact-story-impact-playbook-phase-3>

¹⁶ Read the seven story-telling tips by the Europeana Task Force on Medium:

<https://medium.com/digital-storytelling-festival/7-digital-storytelling-tips-for-the-cultural-heritage-sector-8e701a439dd6>

Tip: *Could you explain the conclusions to your granny? Boiling everything down to its simplest messages can help create the narrative you need to share your findings in a clear and memorable way. Drafting a set of slides can really help you in this process (and it's useful for sharing the results later on, too).*

Case study: Europeana 2020

Here is our impact narrative, drawn from our Europeana 2020 Impact Assessment report!¹⁷

Europeana 2020 took place in a completely different context to anything that might have been expected by conference attendees as they said their goodbyes in Lisbon in 2019. At the same time, reaching such high numbers of professionals - and in particular, sector professionals who were not Network members - in the next annual conference was probably also not expected.

Europeana 2020 brought together almost 1,000 professionals from across the world, with 22 more countries represented in the audience than in 2019. As Europeana's first all-digital conference, the event was able to reach those who might not normally attend Europeana's annual conferences. There was a much higher proportion of non-Network members in attendance than in 2019, 69% of whom felt motivated to join the Network afterwards.

With the conference being held online due to the pandemic, there were positives and negatives that emerged from the format. We can think of this as a feedback sandwich of the good, the less good and the great.

The conference was a positive experience for attendees and scored highly in terms of satisfaction. There were big increases compared to 2019 in terms of participants gaining knowledge or skills that they can apply in practice (29% increase) and wanting to change how they use digital cultural heritage (39% increase). Perhaps most importantly, in a time of rapid digital change and in the midst of an ongoing crisis, participants had a good time and many welcomed the conference's accessibility as a digital format.

¹⁷ Read the Europeana 2020 impact assessment on Europeana Pro.
<https://pro.europeana.eu/post/impact-assessment-report-europeana-2020>

On the other hand, there were both those who were dissatisfied with the online format. A digital conference has implications for other parts of the event that might have been enjoyed by attendees of past annual conferences. Networking outcomes (e.g. the creation of new contacts) seems to have suffered as a result of the digital format, but that hasn't seemed to detract from a sense of being part of a community, where we saw a small increase (5%) compared to 2019. Nonetheless, we anticipate that it has or will have an implication on the likelihood of new projects being generated from new encounters or strengthened relationships that are likely to occur when people meet in person.

As the Covid-19 and environmental crises continue to affect daily life in immeasurable ways, perhaps the most interesting finding of this impact assessment is that Europeana 2020 has been estimated to have significantly reduced the annual conference's environmental impact, with the digital potentially having reduced the carbon footprint by up to 149 times. The digital carbon footprint is being increasingly acknowledged for its own environmental cost. However, a digital event was very much less negative for the environment than a digital (or hybrid) event would have been.

A decision has to be made about future large-scale events, considering in tandem the ongoing health crisis, desired outcomes for participants and the environment. With this in mind, this impact assessment presents findings but also questions to encourage Europeana colleagues to consider the pluses and minuses of a digital event format.

Case study: DARIAH's approach to talking about their impact

This case study has been developed based on a presentation by Jennifer Edmond, President of the DARIAH¹⁸ Board of Directors in her presentation *'Whose impact is it anyway? Designing a systematic impact assessment programme for the DARIAH ERIC'* at the Europeana research and impact symposium 'New impact horizons' held in May 2021.¹⁹

Influenced by a conversation about Key Performance Indicators (KPIs) for all European Research Infrastructure Consortia (ERIC), DARIAH - in line with the development of their Strategic Plan 2019 - 2026²⁰ - set about exploring and developing tools and approaches to document and share their impact.

The approach they took centred on learning from the work of others (including the Europeana Impact Playbook) but finding their own way to express, document and share their impact. They learned a great deal from the qualitative approach taken by the UK's Research Excellence Framework (REF) Academic research Impact Case Studies²¹ and the Impactmatrix²² developed by the DARIAH working group for impact and success²³.

¹⁸ DARIAH is the Digital Research Infrastructure for the Arts and Humanities. To learn more, see: <https://www.dariah.eu/about/dariah-in-nutshell/>

¹⁹ Watch all the videos on Europeana Pro.

<https://pro.europeana.eu/event/research-and-digital-cultural-heritage-new-impact-horizons>

²⁰ Read DARIAH's strategic plan

https://www.dariah.eu/wp-content/uploads/2019/08/Strategic-Plan_2019-2026.pdf

²¹ Further information about the UK Research Excellence Framework can be found here:

<https://www.ref.ac.uk/about/> The Impact Case Studies were a core part of the REF 2014:

<https://impact.ref.ac.uk/casestudies/Search1.aspx>

²² View the impactmatrix <https://dariah-de.github.io/Impactmatrix/>

²³ Find out more about the working group for impact and success

<https://www.dariah.eu/activities/working-groups/impact-factors-and-success-criteria/>

Nonetheless, they 'came away with more questions than answers'. There were four key questions.

By who, for whom?

Much of DARIAH's direct impact is experienced by the members of their network - the Prosumer problem - input of their members is as essential to the eventual quality of the services and experiences DARIAH provides as is DARIAH to the services and experiences they partake of.

What is impact, anyway? Many people define impact differently, but for DARIAH, when they asked themselves key questions like 'how do they want to be viewed by their stakeholders' they came up with clear impact areas: *fostering research excellence; increasing efficiency; developing networks and collaboration; and promoting innovation.*

Where does impact happen? DARIAH conceptualises three levels of impact, that align to a great degree with the Europeana Impact Playbook change pathway. *Level 1 represents the activities; Level 2 represents the immediate and observable change; and Level 3 asks what happens next and if someone did something different as a result of the activity.* The challenge of Level 3 - the focus of their impact approach - is that it's difficult to assess impact 'when you're not in the room where change is happening'.

How to document impact? From the beginning, and influenced by the REF approach, DARIAH wanted to use qualitative evidence. Such an approach seemed suitable based on the high-level policy audiences who would be the primary readers.

Next steps

You can read DARIAH's first three Impact Case Studies in their 2020 annual report.²⁴

²⁴ Read DARIAH's 2020 annual report
<https://www.dariah.eu/wp-content/uploads/2021/06/DARIAH-EU-AnnualReport-2020.pdf>



i. A DARIAH Impact Case Study:
Cooperating to Improve Research Capacity in Europe: DARIAH's Work in Cooperative Contexts

| What is the activity? | What kind of impact does it have? | Who benefits? |
|---|---|---|
| DARIAH cooperates systematically and strategically with a wide range of partner institutions with the aim of delivering significant added benefits for its users and stakeholders in terms of the provision of access to tools, knowledge transfer and opportunities. | Our wide network of goal-driven and carefully-chosen partnerships allows DARIAH to improve and support organisational efficiency, build human capital, target the needs of specific communities and enhance sustainability of resources. It also promotes innovation and the development of novel, shared tools, services and policy responses. | DARIAH's research community, funders, staff and direct contributors; the community of research infrastructures and research policymakers. |

An extract from DARIAH's 2020 annual report, used with permission.

In the process of developing these first three Impact Case Studies, they learned that their original scope was too broad. DARIAH now aims to publish three case studies per year. The next case studies will be more narrow in terms of focus and activity.

Jennifer summarised DARIAH's learning as follows:

- Be inspired by many sources but you have to decide what impact means for you
- Mainstreaming data collection is difficult, but you should do it across your activities (enjoy it - it starts good conversations!)
- Impact is often most evident in the small things, not the big ones
- Keep the cases readable (two pages max. with a clear structure)

III.3 Present and visualise

You aren't (and don't have to be) a data visualisation specialist, but visualising the data in an effective and consistent way, and visualising your story, will help make your impact story even more impactful.

| | |
|---------------------|---|
| Who | You, your communications and design colleagues |
| Why | Visualising your narrative, or adding visuals to your narrative, increases engagement |
| Your results | Strong visuals that tell the story of change or pull out the key findings |

Walkthrough

You have your data and your narrative. Now it's time to add the visuals to help your impact narrative really stand out. We share some good practice principles and common mistakes to avoid.



Part 1: get to grips with visualisation

Why visualise your data?

Graphs and visuals make it easier to absorb information quickly. They create ways for you to quickly and effectively advise your colleagues on what happened and what should happen next.²⁵ In addition, they can easily be used in presentations and other publications when you are telling the story of your work or research. Visualising data doesn't have to be a graph or big data. Drawings, quotes and images are also impactful modes of communication.



86% of participants of Europeana 2020 enjoyed themselves

We developed this image to highlight a simple finding in our Europeana 2020 Impact Assessment Report.

Data visualisation can be off-putting for the non-expert. But this is where we hope the Playbook will be useful to you! You don't need to be an expert to present your data in a clear and accessible way. Here are some pointers and tools that we have found helpful. We share them here to help you find the confidence to explore new ways to present your data.

²⁵ This can be seen as creating 'actionable insights', drawn from <https://www.simplilearn.com/value-of-mastering-data-visualization-storytelling-for-data-scientists-article/amp>

"How do visualisations make arguments about data?...The introduction of a visual model is the development of an interpretation of the data."

Alison Hedley, Royal Statistical Society²⁶

Visualising the data and your narrative - charts, graphs and much, much more

You probably visualised a lot of your data naturally during Phase two using charts and graphs. Now in Phase three, you have created your narrative. What charts and graphs are relevant to keep? Some points in your report might not be related to the data you've collected but to your interpretation or to the main message you are trying to share. What other visuals do you need to illustrate this or your bigger impact narrative?

But first, ask yourself this. What is the best way to bring my story to life for my audience? What are the best visualisation types for achieving my objectives, like securing extra funding or changing how we deliver educational programmes? Here we talk about how you present your data in an engaging and accessible way.

'Not many people will read my report in full, so I'm going to make something visual that communicates vital information and attracts their attention'

Visualisation can take a number of forms, for example, charts and graphs, maps, timelines, illustrations, infographics (visuals) and narrative infographics (including short stories and narrative).²⁷ There are free tools you can use to create these, and for the more experienced or ambitious user, there are also plenty of paid tools too. There are also training and capacity-building opportunities that you can benefit from, some of which are free and some of which aren't. There are also even more novel ways to tell your story, such as transmedia storytelling.²⁸ We would love to hear from you if you use transmedia storytelling to talk about your impact.

²⁶ Alison Hedley (2020), Florence Nightingale and Victorian data visualisation, Royal Statistical Society <https://rss.onlinelibrary.wiley.com/doi/10.1111/1740-9713.01376>

²⁷ We've adapted the list presented in this publication by the Overseas Development Institute (2018) <https://cdn.odi.org/media/documents/12319.pdf>

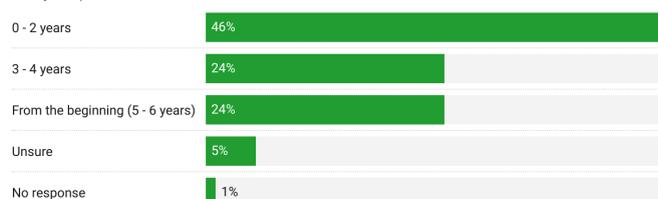
²⁸ <http://schoolofma.org/transmedia-storytelling.html>

Tip: *You don't just present data or visuals - you use it to answer your research question and narrate your impact story. Interpret that data for the reader - tell them what it shows and why it is significant.*

Charts and graphs

Europeana 2020: Network membership by length

This chart maps Network membership by length, and shows that of Europeana 2020 questionnaire respondents, Network members were most likely to be newer members (between 0 - 2 years).



Source: Europeana 2020 questionnaire data • Created with Datawrapper

Charts and graphs are the most common way to visualise data. Tools like Excel and Google Sheets may well be able to handle everything you need, and you may be familiar with them already.

GOOD FOR:

- Summarising information in an easy-to-understand format
- Making comparisons
- Highlighting key values
- Displaying relative proportions or numbers of different categories

EXAMPLES:

- Datawrapper charts are embeddable or downloadable, meaning that the data can be downloaded and that the charts are interactive. You can see some in their regular blog series.²⁹
- Watch this animated chart from the Centre for Biological Diversity's Save the Monarch's campaign.³⁰
- Check out this catalogue of data visualizations that also lets you know what each type of chart is best for different types of functions i.e. showing progress over time, comparisons etc.³¹

Tip: *You don't have to include everything in the main body of the report. The shorter, the better! Create an appendix, or an additional document, with the full data analysis and charts. You should always be able to refer back to the analysis.*

²⁹ Including this one, on the hottest 24 February in Germany since records began.

<https://blog.datawrapper.de/hottest-february-24-ever/>

³⁰ Watch the visualisation on Youtube

https://www.youtube.com/watch?v=pFkDbUO-mAU&ab_channel=CenterforBiologicalDiversity

³¹ See the Data Visualisation Catalogue <https://datavizcatalogue.com/>



Help Save Western Monarchs From Extinction

304 views · 15 Apr 2021

36 0 SHARE SAVE ...

A still from the Help Save Western Monarchs from Extinction video, by the Centre for Biological Diversity. Youtube: <https://youtu.be/pFkDbUO-mAU>

Infographics and narrative infographics

Infographics are ways to present data in a simple way, focussing on the numbers. Narrative infographics are when you share the numbers alongside the story.

The example we have to the right is a mix of both. It could be simplified to be just a number-focussed infographic, but there was some richness in the qualitative data that the creator wanted to keep.

A good infographic should be simple to understand; it should tell your story; and it should look good. There are lots of templates and design tools to help anyone, even the least digitally literate person, get creative online.

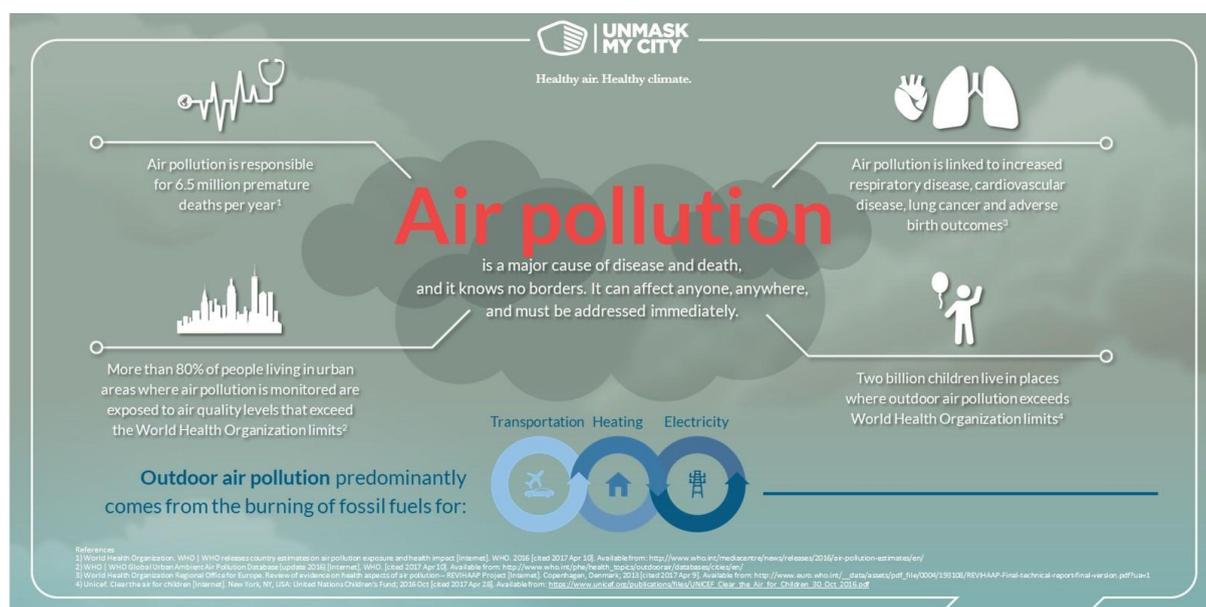
GOOD FOR

- Making a lengthy text easy to read
- Sharing important information in a visual and easier to digest way
- Highlighting interesting or surprising findings
- Delivering your key message

EXAMPLES

- See this very early example of infographics by W. E. B. Du Bois (1900) on the Public Domain Review.³²
- Shelter, a UK homelessness and housing charity, created this GIF to inform its audience in Twitter of the decrease of new homes being built and to encourage its audience to sign a petition³³
- Published in National Geographic, the award-winning infographic *Cosmic Journeys* mapped 50 years of space exploration.³⁴

Tip: Check out this data visualisation checklist by Stephanie Evergreen and Ann K. Emery.³⁵



This example by Unmask My City was published as a series of shareable resources (including infographics and social media cards).³⁶

³² Public Domain Review (no date)

<https://publicdomainreview.org/collection/w-e-b-du-bois-hand-drawn-infographics-of-african-american-life-1900>

³³ Twitter @Shelter <https://twitter.com/Shelter/status/1086157994088415234>

³⁴ Explore Sean McNaughton's Cosmic Journey's Infographic <http://www.5wgraphics.com/img/newsletter/50-years-of-exploration.jpg>

³⁵ Data visualisation checklist by Stephanie Evergreen & Ann K. Emery <https://stephanieevergreen.com/wp-content/uploads/2020/12/EvergreenDataVizChecklist.pdf>

³⁶ Unmask my city <http://unmaskmycity.org/shareables/>

Timelines

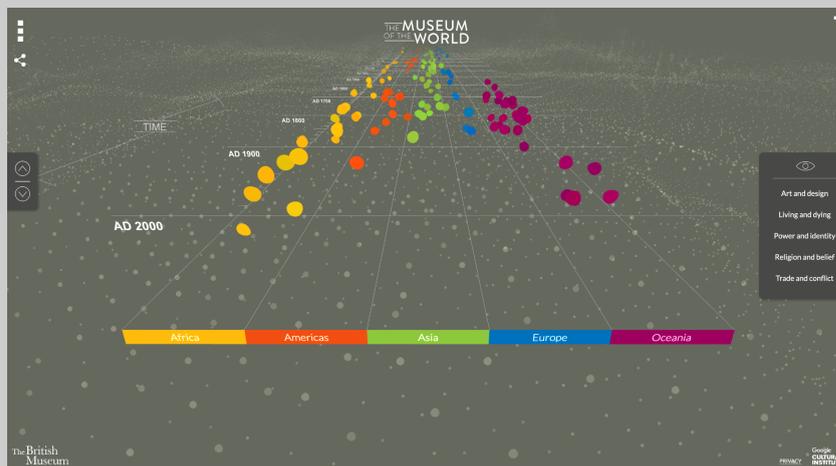
A timeline represents a series of data or events in chronological order. It can set out changes over time or map out a series of events in the order in which they happened. The scale might be constant or it might change (e.g. be condensed in certain places to show a longer passage of time).

GOOD FOR

- Showing the order of events (sequence)
- Demonstrating changes or trends over time

EXAMPLES

- A timeline of Apple products and their improved energy usage over time³⁷
- A timeline of the Museum of the World created by the British Museum³⁸



Tip: *Be selective! You don't have to illustrate everything but the important milestones that best help to visualise your narrative. Be clear about what your timeline depicts and the scale.*

Mapping

A map is a visual representation of information that's based on locations. Map infographics are commonly used to transform geographical data into location-based stories that people can easily read, understand and engage with.

GOOD FOR

- Displaying spatial distribution

³⁷ Image from <https://vizualize.tumblr.com/post/87616951072/applecomenvironment>, apparently derived from an original Apple image <https://www.apple.com/environment/>

³⁸ Image from <https://britishmuseum.withgoogle.com/>

- Showing geographical trends
- Demonstrating impact across regions
- Telling a story that involves multiple locations or a journey

EXAMPLES



- The above interactive map from Refugee Republic³⁹ provides a visual and audio tour through everyday life in Domiz Camp, a Syrian refugee camp in northern Iraq. The narrative is aided by first-hand accounts and stories from refugees
- The interactive map created by Dr Natalia Grincheva - 'Museum Soft Power Map' - visualises one institution's soft power, based on a number of ratings and criteria and its connections across the globe⁴⁰

³⁹ Explore the resource here https://refugeerepublic.submarinechannel.com/intro_en.php?o=0

⁴⁰ Use the resource here <http://victoriasoftware.com/demo/> and read more about it here <https://arts.unimelb.edu.au/research/digital-studio/projects/deep-mapping>

Illustrations and imagery

Graphic illustration



Graphic illustration is an increasingly common way to illustrate what can be complex stories in simple ways. We asked graphic illustrator Magda Rysuje to capture what we discussed about Phase three in one of our Impact Community webinars. You can watch the timelapse of the drawing on Europeana’s Youtube Playlist.⁴¹

Be creative! You might want to draw your own perspectives or summary of your key findings or narrative, like Lisa Charlotte Ross has done on Datawrapper’s blog.

-300€ TAXES
+500€ DIVIDEND

+200€ WIN

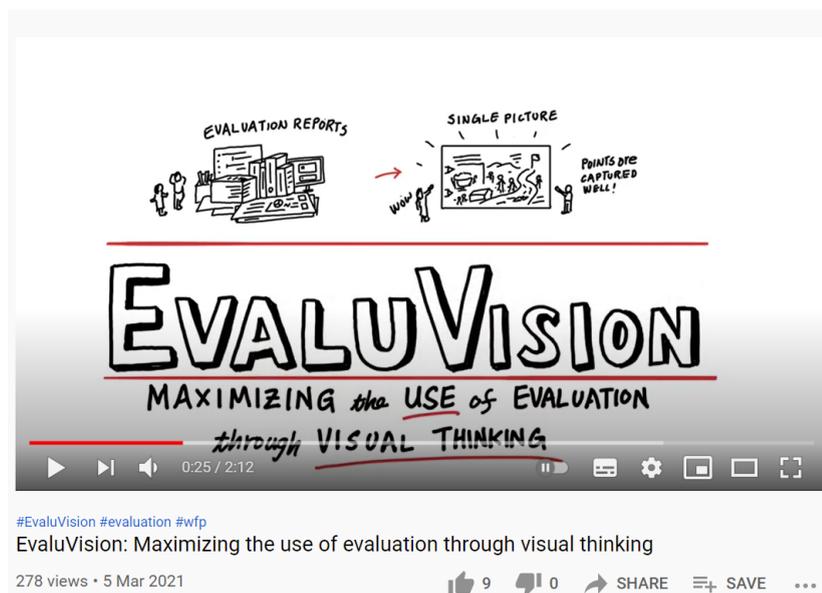
Image by Lisa Charlotte Rost on Datawrapper’s blog⁴², used with permission

⁴¹ Watch the timelapse by graphic illustrator Magda Rysuje on Youtube https://www.youtube.com/watch?v=8fgQcoFdSD8&ab_channel=EuropeanaEU

⁴² Read Lisa Charlotte Rost’s Datawrapper’s blog: <https://blog.datawrapper.de/co2-tax-fee-and-dividend-explained/>

In our Impact Community webinars⁴³ dedicated to Phase three, Magda led us through a simple drawing exercise to highlight our own creative possibilities. Influencers on Instagram are also telling short, impactful stories through simple illustration: Nadia recommends you check out Mari Andrews on Instagram.⁴⁴

Development organisations like the World Food Programme are exploring how they can use imagery and the visualisation of data so that it is seen and used to the greatest degree possible. You can watch this video on Youtube⁴⁵ developed to explore EvaluVision, the methodology the World Food Programme has developed.



Still from the World Food Programme's introduction to EvaluVision on Youtube, visual used with permission⁴⁶

⁴³ Watch our Impact Community Webinar dedicated to Phase 3
<https://pro.europeana.eu/event/narrating-and-sharing-your-impact-story-impact-playbook-phase-3>

⁴⁴ Check out Mari Andrews' simple but effective illustrations
<https://www.instagram.com/p/B0lFWyFlezx/>

⁴⁵ Watch the introduction to EvaluVision - 'EvaluVision: Maximizing the use of evaluation through visual thinking', created by the World Food Programme
https://www.youtube.com/watch?v=8OS9neGPHr4&ab_channel=WFPHungerFeed. You can also see more in their publication from April 2021: 'EvaluVision How visual thinking improves evaluation use and influence', World Food Programme
https://api.godocs.wfp.org/api/documents/WFP-0000126446/download/?_ga=2.261322372.845184520.1620047777-262216024.1620047777

⁴⁶ 'EvaluVision: Maximizing the use of evaluation through visual thinking', World Food Programme on Youtube
https://www.youtube.com/watch?v=8OS9neGPHr4&ab_channel=WFPHungerFeed

Imagery

Highlight your findings using emojis, icons, pictures, drawings or anything else that might be relevant. You find icons in our Phase one slidedeck⁴⁷, in the tools you use or online. Check the copyright and only use images that you are allowed to use and share.

Always credit your images: acknowledge the author and show which licence is attributed to the image.

If you are using creative methods, you might want to share some examples of the data that illustrate the findings and approach.

Image and icon repositories where you can search for reusable content

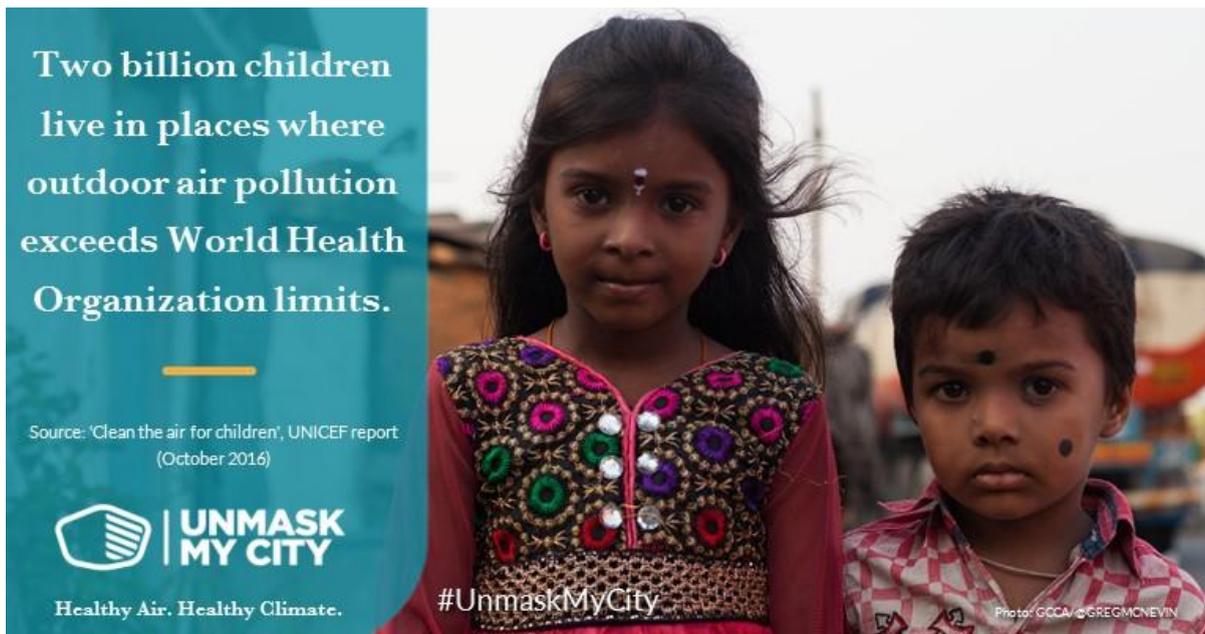
- Europeana - europeana.eu - you can find over 800,000 reusable in our art collection alone! Browse our galleries for more ideas and inspiration or search according to your topic
- The Noun Project, a site where you can find over 3 million Creative Commons-licensed icons - thenounproject.com
- Over 500 million images are free to use on the Creative Commons search - search.creativecommons.org
- Search Flickr by Creative Commons licences that allow reuse⁴⁸

⁴⁷ See the visuals and icons in our Phase one slidedeck

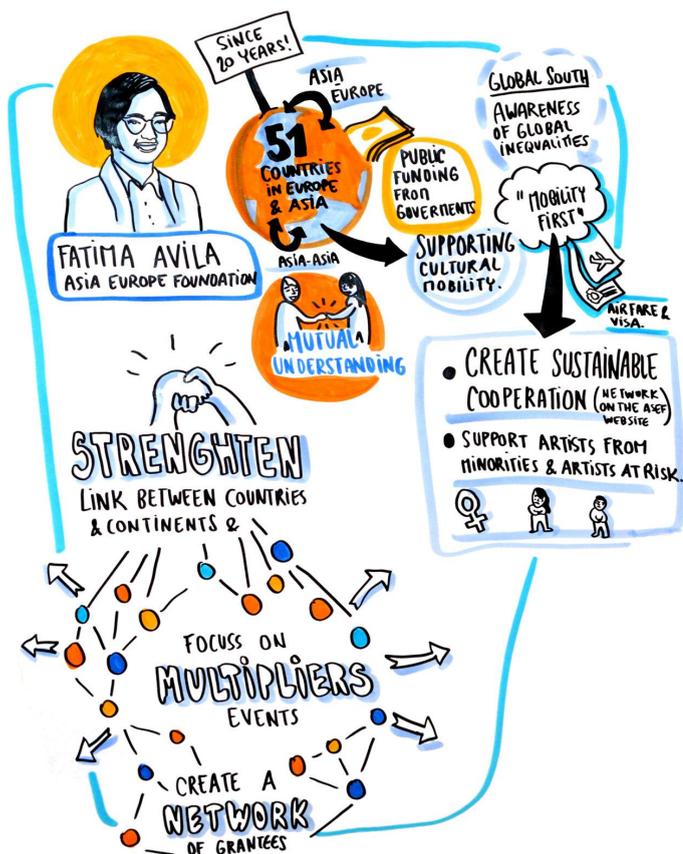
https://docs.google.com/presentation/d/1UuKlcmYDcFpOyuCUc3rMvD8i0Y7pEY_RT83vD7XQ2Y/edit?usp=sharing

⁴⁸ See this Flickr search:

<https://flickr.com/search/?text=&license=2%2C3%2C4%2C5%2C6%2C9&media=photos>



A social media fact sheet by Unmask My City.⁴⁹



A graphic illustration by Katja Goljat (2019)⁵⁰, Motovila Institute 2019 Avila's infographic Coline Robin Photo, Culture.si Photo Library, CC BY-NC. Image sourced from Europeana.

⁴⁹ Downloaded from the Shareables section of Unmask My City

<http://unmaskmycity.org/shareables/>

⁵⁰ Check out Katja Goljat's image here:

<https://www.europeana.eu/en/item/2020108/ urn www culture si images pageid 20148>

Visualising your impact narrative - a checklist

- ✓ Add the shortest possible version of URLs in full if you think your audience might print your report.
- ✓ Consult your communications colleague(s), if this role is available. They are the experts.
- ✓ Follow your brand or organisational colours, tone of voice, imagery, fonts, messaging and layouts, if these exist. If you don't have agreed fonts, you can use different websites to help you find a style. Canva also has guidance on how to use fonts effectively.⁵¹
- ✓ Use action colours, fonts or other highlights to bring your audience's attention to the point you are trying to make and to reinforce your structure. For example, multiple font weights (i.e. light, regular, semibold, and bold) are critical for building a clear text hierarchy. Specify foreign fonts if you will be using other languages.
- ✓ Follow your organisation's tone of voice guidelines and messaging, if such guidelines exist.
- ✓ Be objective in your tone. Don't be dramatically positive but avoid scepticism too. Talk about the positives (the good results, or the results you expected) and the negatives (results that didn't work out the way you expected) in the same tone. Ask someone to review your writing with this in mind.
- ✓ Be consistent throughout your report in terms of style, language and visuals, and everything else.
- ✓ Familiarise yourself with accessibility best practices so your output is usable by anyone.

Training and tools

In Appendix 2 we've mapped out some of the common and perhaps less-heard of tools that you can use to visualise your data. We have also made a short list of training opportunities that you can benefit from.

Go to Appendix 2!



⁵¹ Canva's training resource on Youtube:

https://www.youtube.com/watch?v=wTCsSc9EJEE&t=52s&ab_channel=Canva-Designanything.Publishanywhere



Part 2: bring together your data and visuals

How to bring your narrative and visuals together into a report

If you have ever written a report, you'll know that there is no section with the title 'impact narrative'. The impact narrative is something that you can reference in many different parts of a report structure. When writing the impact assessment report for Europeana 2020, we referenced the narrative we created in the executive summary, introduction and the conclusions. The conclusions and executive summary were the real home for the narrative.

Furthermore, the visuals you create have a life outside of a report. You might have designed your visuals for sharing on social media and not for your report. Your visual narrative (e.g. a narrative infographic) might be all that you want to share. You might use infographics or charts in a presentation you develop to share the findings.

Structuring your report

Here we share a structure commonly used for report templates. These are the core components but can be adapted when needed. We add in the key components that you should consider and how you can build your narrative into a report structure.

Tip: *Visuals (e.g. charts, infographics or imagery) can be placed throughout your report but should always improve or facilitate your reader's experience.*

Executive summary

- ❑ 'Everything in a very short form'
- ❑ Two-pages max (or even less?)
- ❑ Share or summarise your narrative while introducing the research question and main findings from your data
- ❑ This is the last thing you write even though it comes first in your report

Introduction

- ❑ Background and context
- ❑ Introduce your stakeholders (the people that you aimed to create change for)
- ❑ Conceptual framework
 - ❑ Value lens, strategic framework

Methodology

- ❑ Summary of your data collection approach
- ❑ How you analysed the data (e.g. with what tools)
- ❑ Data validation and review
- ❑ Limitations to your approach

Findings

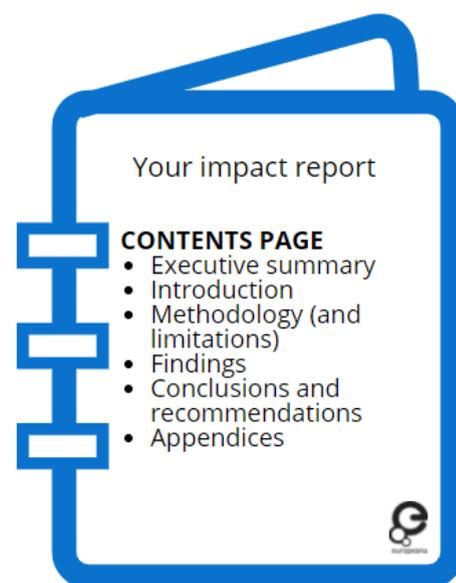
- ❑ Set out your data analysis in a structured way.
- ❑ **Tip:** *Can you use your narrative structure to shape how you present the different sections of your findings?*

Conclusions and recommendations

- ❑ The real home for your narrative
- ❑ Reference your original research questions or the anticipated outcomes you hoped to measure and compare those with the actual findings
- ❑ Recommend actions and next steps
- ❑ Close with some impactful and memorable words

Appendices

- ❑ Any data that is useful to share or referenced but not part of the report already
- ❑ Anything useful but not essential to or difficult to fit into the main body of the report
 - ❑ Additional information not directly related to the impact assessment but useful to document
 - ❑ Your questionnaire or interview questions



Tip: *Your executive summary should be concise and present - in summary - the whole report. You might find that this is the hardest thing to write! Keeping your executive summary short is difficult but it's worth the effort. Someone else may be able to edit down the text for you or even write the executive summary, based on their reading of the report. Having someone else draft your executive summary can help you understand how your narrative is being understood by others.*

Accessibility

- Colour-blindness is more prevalent than you might expect. For that reason, use colours that are least likely to cause confusion. When you pick colours, pick ones that contrast well so they can be easily seen in greyscale. Datawrapper has an inbuilt colour blindness test and you can use different colour blindness and contrast checking tools, like Contrast Radio.⁵²

⁵² Check out this contrast tool <https://contrast-ratio.com/>

- Is your impact report accessible to people who are blind and others who cannot see the story/presentation adequately. Consider having an audio recording that describes the report or impact story with any visual information needed to understand the report also described.
- How will your report and other outputs be shared online? In Europeana Foundation we are moving away from PDFs for documents of less than 10 pages. Webpages are more accessible. Where we have to use a PDF, e.g. in our impact assessment reports, we also shared the executive summary on the webpage.
- Ensure that everyone knows what you are talking about. Always introduce acronyms and add a glossary or a guide in the document if you have a lot of them.
- Look for tips, like this Google guide on how to make your Google Docs or Slides more accessible.⁵³

Tips on making an accessible document

- Use left alignment for your text.
- Use portrait format for your documents. Landscape formats can make lines very long and difficult to read but tables in landscape formats can work well.⁵⁴
- Keep your text large enough to read, 11pt is a good minimum.
- Create a clear structure and use headings through the text.
- Any image added into the document should have a description available beneath it (or alt text provided if the functionality allows).
- Text should be available in one column only; two columns can confuse screen readers.
- Avoiding jargon and over-complicated text and following a consistent style help improve readability for all users.

⁵³ Make your document or presentation more accessible, Docs Editor Help, <https://support.google.com/docs/answer/6199477?hl=en>

⁵⁴ You can find out more in this resource from Baymard <https://baymard.com/blog/line-length-readability>

III.4 Validate and review your narrative

Your impact narrative is stronger when it has been validated with those involved. This could be those who work with you in this area of work, someone who was involved in the activity, or the person commissioning the work.

| | |
|---------------------|--|
| Who | Internal and external stakeholders |
| Why | Validation strengthens the quality of your report and ensures no-one is surprised when you publish |
| Your results | <p>Feedback that you can incorporate into your published report</p> <p>New insights into the data and your analysis</p> <p>Ideas to help shape how you frame and publish your report</p> |

Walkthrough

You've got your draft report. You've drafted your narrative, highlighted the key parts with the data, and now it's time to get some 'fresh eyes' to give you feedback on your narrative and to take you one step closer towards publishing and using your findings.



Part 1: get to grips with validation

Validation: what does it mean and why do we do it?

It is good practice to validate your impact narrative with those who are affected by it or whose efforts have helped, in some way or another, to shape it. This could be someone who you interviewed; a partner in the project; your director or senior leadership; or your colleague who is responsible for the project. Validation means that someone has an opportunity to reflect on your findings and interpretations, to give feedback, and can help you better shape your narrative or to improve how you present the data.

| WHO | WHY |
|---|---|
| <ul style="list-style-type: none"> • Who did you collect data from? • Who has been involved in the project or the data collection? • Who could help you analyse the data or critique your interpretations? Might someone have more contextual knowledge than you do? | <ul style="list-style-type: none"> • Validate or challenge your interpretations of the data and the broader narrative you have constructed • Double check your approach and perspectives • Informs you of anything that you should be careful of, e.g. sensitivities or politics • Fresh perspective and new insight adds richness to the narrative |

Tip: *Plan your validation phase in advance. Think about who needs to see the data and when. Leave enough time for everyone to give their feedback. You don't want to rush this*

stage, and it can often take longer than you think. You might need to respond to clarification questions or go through several rounds of feedback.

Review: what does it mean and why do we do it?

Review (or peer review) is when others look at and provide a critique on your work. This is usually someone external to your organisation, but not always. These might be the ‘fresh eyes’ you need after validation. You might consider if there is someone or a group that is invested in the programme, therefore, necessary to be involved, or willing to give their feedback or expertise, e.g. if this is a topic of interest to them. Your objective is to know if your interpretation and narrative are robust, and if it makes sense to other people not involved in the activity you are assessing.

| WHO | WHY |
|---|---|
| <ul style="list-style-type: none"> • Who could review your interpretation who <i>hasn't</i> been involved in the programme or activity? • Can someone give the report a fresh pair of eyes, to help with editing and proof-reading? • Is there anyone that has to see the report before it's published? • Does a funder need to see the report? | <ul style="list-style-type: none"> • Check if the audience understands everything and that the style and language of the report is clear and error-free • If you have your head deep in the data and narrative, sometimes small mistakes are hard to see! |

Tip: *A lot of people might be giving you feedback. Keep track of this! Document the written feedback you've received. This can be valuable at a later stage (Phase 4 - evaluation).*



Part 2: incorporate the feedback

Email your stakeholders

- Be transparent about what you will and won't incorporate. You can do this by return of email, for example, or through comments left on a document. You can

also set expectations for your reviewers, for example, by sharing that you won't respond to or include every item of feedback.

- Make sure you leave enough time!
- Ensure that your reviewers are acknowledged in your report, if they are happy with this. In this document, we acknowledge everyone at the start but you could also do this at the end, like in a book.

Tip: *Many people forget to add the date when the report was published (month and year) and the author. Don't forget this! It helps anyone who might want to reference your work in future.*

III.5 Publish and share

Here are some tips and tools to help you present your report and to share it to create impact. We also think about how you'll share your visuals and narrative in other ways, too, like on social media, in presentations and much more.

| | |
|---------------------|--|
| Who | You and your communications and design team |
| Why | Share the knowledge, increase the impact and the learning |
| Your results | <p>A dissemination plan for each of your audiences identified in Step 1</p> <p>Your findings are read by many people in many different formats and in different ways</p> <p>You achieve the objectives you set out in Step 1</p> |

Walkthrough

You have your data, your visuals and your narrative. Now it's time to package them all up and think about how to get them to the audience that needs them. Here you get your communications team firmly on board.



Part 1: report layout and presentation

Your social media audiences might not want a report. They might only want an infographic. This wouldn't be suitable for your funders, so it does matter who your audiences are. We find reports are very useful for having all of the relevant information available in one place.

Here are some tools you can use to make reports:

- Google Documents (free)
- Word (paid)
- Adobe InDesign (paid)
- Canva can also be used for reports and PDFs (free, with a paid version with more features)

Tip: *if you think your audiences will print your report, you should ensure that you add any URLs in full, like we've done here.*



Part 2: publication

How will you announce the publication of your report? Some activities, especially high profile projects, might require a public launch or event. Could you programme a webinar bringing together you, some stakeholders and donors, for example, to discuss

the findings and next steps? Would you launch it as part of a presentation at another event? Might your director reference it in a speech or presentation? Will you write a blog about your approach, experiences, what you've found and what you'll do next?

A more public launch might not be appropriate for you if the findings of your report are more for internal use. You could also have a 'silent' launch where you publish the report on your website so you can link specific stakeholders to it.

Dissemination

You might be the communications officer or you might be a curator. You might be both! Whatever your role, it's time to harness some communications expertise and get planning. Who will draft the blog (using your lovingly prepared impact narrative)? Who will schedule the social media posts, when and to what audiences? Who will share your report with your donors? Who will email your newsletter list and when?

In Step 1 you already mapped your audiences and began to draft a plan of how you would share your impact assessment report with them. Here are some actions you and your team can take in advance:

- Draft a dissemination plan
- Draft text for your newsletter, tweets and social media posts
- Set a timeline for dissemination

Tip: *it usually takes more time to have your report signed off and ready to publish than you think. Add some extra weeks into your timeline to give yourself some space for this.*

Template dissemination plan

When you have more stakeholders than you have products, it can be easier to define your dissemination plan by *how* you'll share each output, with *whom* and *when*.

You want to share your report with everyone involved. But how do you do this? Go to our template dissemination plan in Appendix 3.

Go to Appendix 3!



III.6 Using your findings

Publishing your report is not the end of the process. We ventured on our impact assessment journey to have impact! Here we share ways to maximise the utility of what you've learned by suggesting ways to share it with your team and stakeholders, build it into future impact assessment planning and programme design, and using what you've learned about the process to improve your offer for your stakeholders.

| | |
|---------------------|--|
| Who | You and your whole organisation |
| Why | If you get this far and don't learn from your data, you miss out on the real value! |
| Time needed | As much as you have; you might use the findings straightaway or over a period of several years |
| Your results | More confidence in designing better programmes that meet the needs of your stakeholders |

Here we share some tips loosely based on Inspiring Impact's⁵⁵ top tips and Europeana's experiences.



Have more impact

Learn from your data and design better programmes

As you have been going through the data and writing your impact narrative, you have probably collected a series of recommendations on what you can do better next time. If yes, this is great! If not, consider going back through the data and your interpretation. What does the data tell you about how successful the activity was in achieving the goals set out in your change pathway? How could it be more successful?

Take your list of recommendations and do something with it. Have a meeting with your colleagues. Add the recommendations to the document in which you're designing a new project (and use the change pathway, too!).

Systematising how you learn from and use your data is difficult, but one thing is key: **communication**. Sharing the findings and recommendations in the right way can make all the difference. We've learned that when sharing the reports, you can't expect everyone to read everything. The author or the person who commissioned the report has to proactively summarise and share the relevant materials with the relevant audiences.

Think about bigger impact questions

You might find that your impact assessment is raising bigger questions, like 'how do we measure organisational impact as well as the impact of individual projects?'. That's what happened for us in Europeana, and we have started to work on a Europeana Initiative theory of change.

What is a theory of change?

A theory of change is an illustration of how to achieve impact at a strategic level. It has elements of the change pathway that we use in Phase one, but it can capture more

⁵⁵ Top tips and inspiring stories of adapting during covid-19, Inspiring Impact (2020)
<https://www.inspiringimpact.org/resource-library/inspiring-stories-during-covid-19/>

complexity. We can work backwards from the goal we want to achieve to the conditions that are necessary to achieve it. We can map different conditions and pre-conditions for impact. It can show loops and connections between different areas of change more than the linear change pathway can. It can help you spot risks, assumptions and limitations in the change you anticipate to have. You can also develop a parallel 'theory of action' whereby your activities are directly linked to the change you want to have. A theory of change can help to bring together a number of project areas or activities to show the bigger impact you wish to have.

Importantly, a theory of change should be co-designed with your colleagues and stakeholders. It is a useful process that helps align expectations and vision. It's also collaborative, involving workshops, discussion and validation. A theory of change can also become a living, breathing document: it can change as your organisation and the wider social and economic context change.

We don't go into detail about a theory of change here but we hope to share more with the Impact Community about our own process and experience later in 2021.

Theory of change resources:

- Better Evaluation Theory of Change guidance⁵⁶
- Theory of Change community⁵⁷

Design even better services for your stakeholders

You might find out that you aren't satisfying your stakeholders, or that what you offer isn't very interesting for them. You might have thought of ways that you should improve your work. While any disappointing results can be difficult to digest, look at this positively. **You have learned a lot and you are on the way to delivering more impact for your stakeholders and for society.** Based on what you know, you can now go straight to Phase one to design an even more impactful programme. Consulting and collecting data from your stakeholders will hopefully have helped you understand more about how to reach and communicate with them. Value this opportunity you have to collect their perspectives. Even better, try to get their perspectives in the next design phase, too.

⁵⁶ Read more about Theory of Change in a guide developed by Patricia Rogers for UNICEF, available on BetterEvaluation

https://www.betterevaluation.org/en/resources/guide/theory_of_change

⁵⁷ Learn more about Theory of Change and the community of practitioners on the Theory of Change website <https://www.theoryofchange.org/what-is-theory-of-change/>



Inspire bigger change

Advocacy - using what you have learned inspire better decision-making and policy

Advocacy is when you influence policy decisions or represent, encourage or mobilise others, through lobbying, campaigning, education and capacity building. Impact assessment is a key tool to provide evidence for advocacy, as advocacy should be informed by an in depth perspective of the issues involved. .

Impact assessment can support advocacy processes by helping you:

- understand the issues and context of existing policies and programmes, provide baseline information and identify opportunities and risks
- understand the stakeholders; analyse their power relations and decision making processes (and identify where you have the most opportunity to create a change); determine common or differing needs and interests and identify possible sources of conflict and opposition
- support design of the advocacy strategy, determine realisable goals and objectives for different stages of activity (and campaigning, for example)

Check out this guide published by Europa Nostra: Awareness Raising for Heritage Civil Society Organisations.⁵⁸ You can also see this guide by the International Federation of Library Associations on Libraries and the Sustainable Development Goals: a Storytelling Manual.⁵⁹ The advocacy planning two-pager developed in the UK's Inspiring Learning for All initiative might also be a helpful tool to use.⁶⁰ You can also read Arts Council

⁵⁸ Awareness raising & advocacy Learning kit for heritage civil society organisations, Europa Nostra:

<https://www.europanostra.org/wp-content/uploads/2018/02/Learning-Kit-Awareness-Raising-Advocacy-for-Heritage-CSOs.pdf>

⁵⁹ Read IFLA's storytelling manual (April 2021) on Libraries and the Sustainable Development Goals:

<https://www.ifla.org/publications/libraries-and-the-sustainable-development-goals--a-storytelling-manual>

⁶⁰ You can download the Advocacy Planning tool from Art Council England's website

<https://www.artscouncil.org.uk/resources#section-6>

England's 'Make the case for art and culture' resource section.⁶¹ The latter identifies three core audiences and provides guidance regarding advocacy campaigning for each one: social media, the wider traditional media and policy-makers (e.g. politicians).

Tip: *Time is of the essence. Try to do your analysis and report on your findings quickly. We've learned that the longer you take, the faster people lose enthusiasm. The findings also might not be as relevant if you publish one year later. However, even if you aren't publishing the data for a while, it doesn't mean that you can't use them. Share interesting information or analysis with colleagues straight away. If you often report to funders, use what you have learned.*



Improve your impact assessment processes

Improve on the methods you have already tested

You're now a Playbook pro. You've made it through to the end of Phase three! You're beginning to build an evidence base. Where do you go next? What methods would you use again, what would you do differently and what methods might you have to explore for a deeper or longitudinal understanding of your impact?

It's important to reflect and see if anything was missing from your data, and how you might address this in future. Are you missing any perspectives, e.g. from certain audience groups? What does the data *not* tell you and what might you need to do differently in future?

Start to embed impact assessment

At Europeana, we've been working for several years to embed impact assessment. We have identified the following challenges that you might also find on your journey:

- Finding the capacity and time to train colleagues
- Convincing colleagues of the benefit of taking an impact approach
- Embedding impact approaches into project design and delivery so that it becomes 'unconscious' and automatic

⁶¹ Access Arts Council England's support to make the case for arts and culture here <https://www.artscouncil.org.uk/toolkits/make-case-art-and-culture>

- Empowering colleagues with the skills and confidence to take an impact approach themselves
- Finding the capacity to conduct impact assessments when there are so many other priorities
- Learning from the data and using it in future activity is difficult to systematise

We'll keep you up to date as we continue to embed impact assessment and an impact approach within the Europeana initiative.

Looking forward to Phase four

Phase four is coming in 2022! We plan to bring in some more perspectives on how to make the connection between the story you've created here in Phase three and how you'll embed learning in your organisation. We anticipate learning from our friends at [Museum of Impact](#) and the Finnish Heritage Agency as they explore developmental evaluation approaches in heritage organisations (check out our Impact Community webinar on Phase four to find out more).⁶² We'll think about how taking an impact approach can create real organisational change.

Thank you!

Tell us what you thought by emailing us at impact@europeana.eu! Don't forget to stay up to date via the Impact Community newsletter by joining the [Europeana Network Association](#). We want to hear from you!

⁶² Watch our Impact Community webinar dedicated to Phase four on Europeana Pro <https://pro.europeana.eu/event/looking-back-at-the-impact-assessment-process-phase-4>

Appendix 1 - worksheets

All worksheets are available to download from Europeana Pro.⁶³

Exercise 2

You can print out this sheet or copy and paste this table to complete with your colleagues. It will be helpful for you to keep what you write so you can consult these at a later date.

| | |
|---|---|
| <p>What were the objectives and core research questions of your Impact Assessment (linking to the change pathway)?</p> | <p>What themes in the value lens do you want to highlight (if applicable)?</p> |
| <p>What do you want your impact story to achieve?</p> | <p>What do you want people to feel and care about?</p> |
| <p>What will success look like?</p> | <p>What do you want readers to do next?</p> |

⁶³ Download all resources that accompany the Europeana Impact Playbook <https://pro.europeana.eu/page/europeana-impact-playbook>

Exercise 3 - mapping your stakeholders

| Audience | Do they need to know about the report? (Yes/no) | What do they need from this impact assessment and report? | How will you share it with them? (<i>You'll work more on this in Step five of this Phase</i>) |
|---------------------------------|---|--|---|
| General audiences (sector) | Yes | <ul style="list-style-type: none"> • An understanding of why we did the impact assessment • Short insights into what we have learned • An overview of what we will do next • Direction as to how they might do this themselves as well as the benefit of taking such an approach | <ul style="list-style-type: none"> • Europeana Pro blog • Newsletter to the Impact Community • Discussed/referenced at conferences or in presentations |
| General audience (wider public) | No | - | - |
| Funders (European Commission) | Yes | A summary of the main themes, and insight into what we are going to do next with what we have learned | Executive summary shared in reporting along with a link to the Europeana Pro blog |
| Project partners | Yes, in some cases | <ul style="list-style-type: none"> • A summary of the main themes, and insight into what we are going to do next with what we have learned • Direction as to how they might do this themselves as well as the benefit of taking such an approach | Share Pro blog on Basecamp |
| Sector stakeholders | Yes, in some cases (e.g. those working on digital heritage events, environmental sustainability, etc) | <ul style="list-style-type: none"> • Main themes • Rationale behind the approach • Opportunities to partner or work together • Direction as to how they might do this themselves as well as the benefit of taking such an approach | Personal emails to relevant stakeholders |
| Colleagues | Yes | Main findings as well as giving them an opportunity to feedback into what we are going to do next | An 'explainer' session or email/Slack message, set in the context of our |

| | | | |
|--|--|--|----------------------------|
| | | | planning for future events |
|--|--|--|----------------------------|

Blank template - mapping your stakeholders

| Audience | Do they need to know about the report? (Yes/no) | What do they need from this impact assessment and report? | How will you share it with them? <i>(You'll work more on this in Step five of this Phase)</i> |
|---------------------------------|--|--|--|
| General audiences (sector) | | | |
| General audience (wider public) | | | |
| Funders (European Commission) | | | |
| Project partners | | | |
| Policy makers | | | |
| Sector stakeholders | | | |
| Colleagues | | | |

Appendix 2 - tools and training in data visualisation

An overview of data visualisation tools

We've collected our experiences and done a quick review of the main data visualisation tools available.⁶⁴ Here is our assessment!

| Features | Cost | Ease of use | Types of data sources | Types of outputs | Choice and flexibility of design (templates) | Best for |
|----------------------|-------------------|-------------|------------------------|------------------|--|-------------------------------|
| Google Sheets | Free | Easy | 11 data import options | Image | Limited | Basic visualisations (charts) |
| Excel | Paid subscription | Easy | 20 data import options | Image | Limited | Basic visualisations (charts) |

⁶⁴ As well as learning from experience and doing our own reviews, we've learned from the reviews of others including Big Data Made Simple <https://bigdata-madesimple.com/review-of-20-best-big-data-visualization-tools/> and Toptal <https://www.toptal.com/designers/data-visualization/data-visualization-tools>

| | | | | | | |
|---------------------|-----------------------------------|----------------------|---|------------------------------|---|--|
| Datawrapper | Free plans available | Easy | Limited | Image and interactive graphs | 20 chart types, 3 map types & responsive tables | Maps and charts |
| Tableau | Free public version available | Experience needed | All ranges and sizes of data | Image and interactive graphs | Lots of templates available | Advanced & dynamic visualisations |
| Observable | Free | Coding skills needed | Limited direct import options; coding required | Image and interactive graphs | Lots of templates available | Advanced & dynamic visualisations |
| D3.js | Free | Coding skills needed | Limited direct import options; coding required | Image and interactive graphs | No pre-built in charts | Advanced & dynamic visualisations |
| Canva | Free to a certain point | Design skills useful | No data import option | Image | Lots of templates available | Infographics |
| Piktochart | Free to a certain point | Design skills useful | No data import option. Limited ability to change data once uploaded | Image | Lots of templates available; | Infographics |
| databasic.io | Free | Easy | Limited | Image | Limited | Visualisation practices |
| Infogram | Basic account is free but limited | Easy | Limited | Image and interactive graphs | 16 chart types, lots of infographic templates | Maps, charts, infographics, dashboards, social media |

| | | | | | | |
|------------------|--------------------|--------|-----------------------------------|--------|----------------|--------|
| RAWGraphs | Free (open source) | Medium | Import and copy and paste options | Charts | 24 chart types | Charts |
|------------------|--------------------|--------|-----------------------------------|--------|----------------|--------|

Training in data visualisation

- Canva's Design School has some short video tutorials to help you get started: <https://designschool.canva.com/tutorials/designing/introduction-infographics/>
- Tableau has training available: <https://www.tableau.com/resources>
- Storytelling with Data hold workshops: <https://www.storytellingwithdata.com/public-workshops>
- So does Information is Beautiful: <https://informationisbeautiful.net/workshops/>
- Coursera have plenty of training offers (some paid, some for free): <https://www.coursera.org/courses?query=data%20visualization>
- You can access training at [Evergreen Data](https://stephanieevergreen.com/) - it can be expensive, but you can also learn a lot from her blogs: <https://stephanieevergreen.com/>
- Excel and Google offer their own training and support - you can search for this online
- DataBasic is a suite of easy-to-use web tools for beginners that introduce concepts of working with data: <https://databasic.io/en/>

Appendix 3 - template dissemination plan

Here is our dissemination plan for **Europeana 2020**. Below this you can find a clean copy for you to complete with your team - you can also download this from Europeana Pro.⁶⁵ For each stakeholder (the 'who') there is a call to action - what do you want the audience to do with the information you share with them? This is an important consideration that will help you share your communications.

| What | Who (the audience) | When (dates) | How | Call to action | Success indicators |
|-------------|--------------------|--------------|---|-----------------------------------|--|
| Full report | Colleagues | July 2021 | Internal slack message | Read the report, use the findings | References in green team to environmental impact methodology; use of the findings in publications or presentations |
| | Funders | August 2021 | Annual reporting - sharing an executive summary | N/A | Positive feedback in review meeting or written feedback |

⁶⁵ Download resources for Phases one, two and three of the Europeana Impact Playbook on Europeana Pro <https://pro.europeana.eu/page/europeana-impact-playbook>

| | | | | | |
|--------------|--|--------------------------|--|---|--|
| | Europeana Network Association / Europeana Aggregators' Forum | August 2021 | Basecamp message | Read the report, use the findings, share the report | Positive feedback in response to message on Basecamp |
| | Interviewees | N/A | | | |
| | Professional sector audience | July 2021 | Europeana Pro post linking to Europeana 2020 and Europeana 2019 impact assessments; social media | Read more about the impact of our work and use our Impact Playbook to start measuring your impact | Page views on Europeana Pro Twitter/LinkedIn response rates |
| Infographics | Professional audience | September - October 2021 | Twitter LinkedIn | Read more about the impact of our conferences in 2019 and 2020 and how it could inspire you to have more impact | Click throughs to report or blog page Shares on LinkedIn, Twitter likes/requotes |

Blank dissemination plan worksheet

| What (e.g. full report, infographic, executive summary) | Who (the audience) | When (dates) | How | Call to action | Success indicators |
|---|--------------------|--------------|-----|----------------|--------------------|
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |