VisitBritain Business Events Legacy and Impact Toolkit

VisitBritain Business Events in partnership with #MEET4IMPACT

June 2022

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Introduction – VisitBritain

VisitBritain, in partnership with #MEET4IMPACT, is pleased to introduce our Legacy and Impact Toolkit.

With international associations, businesses and tradeshows rethinking their models and approaches to live and hybrid events, the events industry is a hugely important vehicle to influence positive impact and education. Deeper collaboration of knowledge, stronger engagement with local communities and businesses, inserting sustainability into all key decision making, and establishing positive legacy will all be at the heart of business events looking ahead.

Event legacy can be defined and executed in various forms, but must be articulated, aligned and planned early in the cycle of organising a business event. International associations, global businesses and trade show organisers are working in partnership with destinations and venues to include legacy within RFPs, recognising the importance of incorporating longer term positive impact objectives. As we look towards the future, this approach within our industry will become more and more common, with a joint responsibility to identify and develop bespoke legacy and impact strategies.

VisitBritain encourages all our event partners to consider the specific actions you can take to align your events with stronger and more long-term impacts. Using this toolkit, we hope to offer support that helps you build knowledge around legacy, and develop stronger engagement with event organisers, local communities and stakeholders to help drive deeper positive impact and outcomes for your destination.

Together, we can help shape the future of events in Britain.

Context

In recent years, destinations have faced significant challenges beyond the Covid-19 pandemic – pressure on tourism ecosystems, protection of cultural assets, maintaining positive community sentiment for tourism, development of climate action & mitigation strategies, and continuing to demonstrate the value of events to both residents and prospective clients.

For DMO's there has also been growing pressure to rethink their approach to event attraction and consider how greater engagement with event organisers, local organising committees and international associations can help drive valuable long-lasting outcomes for destinations.

At #MEET4IMPACT, we believe there is an urgent need for destinations to learn to navigate and embrace change as a core strategy for long-term strength.

At the forefront of this change is the development of impact and legacy initiatives into destination strategies. The reason for this is two-fold; the development of legacy programmes provides prospective clients with an opportunity to define, measure, and communicate positive impacts (generated through their event activity) which enhance their organisation's mission and vision. The second is that impact and legacy initiatives help to shift focus away from activity-driven strategies to purposeful outcome-driven strategies, which in turn demonstrate far greater benefit to destination stakeholders, partners and host communities.

For this reason, VisitBritain is delighted to partner with #MEET4IMPACT on the development of our legacy and impact toolkit for DMOs. This toolkit is designed to assist DMOs to grow knowledge and understanding of legacy programmes for events, identify legacy opportunities, and understand the pathway for developing legacy projects.

Approach for this toolkit

This toolkit has been designed to help DMOs create the greatest possible impact through the activities they undertake, specifically congresses and events. This toolkit supports DMOs to work collaboratively with clients and partners and create impactful change from the events it helps attract.

There are four main steps to engage an ecosystem around legacy projects that aim to generate impact through event activities. They are:

1. **DEFINE**
2. **MANAGE**
3. **MEASURE**
4. **MAXIMISE**

The aim of this toolkit is to provide the DMO with a comprehensive step-by-step guide on understanding legacy and impact, what is required to undertake a legacy or impact project, and how to maximise the value of the project for your destination, congresses and events, for destination stakeholders, and for the wider community.

Key Definitions in this Toolkit

Much has been written about **legacy** and **impact** for our industry, and this has been the prevailing terms used when discussing these efforts.

At #MEET4IMPACT, we favour using the term **impact**, and more specifically socio-economic impact (also known as social or societal impact) to describe the kind of positive and lasting change that associations or event organisers can foster in their communities through their congress or event activities.

While legacy does convey the idea of building something over a long period of time, it also refers to something an organisation leaves behind, their gift to their wider community. The term impact on the other hand is a more transformative concept; it is an intention to generate a positive change in a given situation, which creates value for the community or the planet.

The key points to remember for these definitions are that legacy is **something left behind**, and that impact is the **sum of changes** that are generated through actions on a community. For example, a new governmental policy that is the result of mobilisation efforts during an event which provides access to free medications that were previously paid-for, is legacy - something that was left behind. The long-term effect of the affected community being in improved health and having a better quality of life is impact - the change that was made.

LEGACY

A GIFT, something that was PRODUCED and inherited from a past action or decision.

Legacies may create IMPACT if they fill a gap and create value.

Point of view of the **legacy creator.**

SOCIETAL IMPACT

The change over time generated by an activity which yields VALUE to stakeholders, and include: economic, social, cultural, ethical, environmental, legal and political impacts.

Point of view of the **beneficiary.**

LEGACY

Direct meeting outcomes:

- A new local program was created catalysing local + int'l collaborations & knowledge transfer
- Higher participation from developing countries
- Increased funding for the hosting university research projects

SOCIETAL IMPACT

Broader societal value:

- Improved health for beneficiaries of this new program
- Increased inclusion of research led in developing countries in following years
- Breakthrough innovation resulting from the new research funded

Figure 1. Legacy vs. Impact

This reflects the common understanding of legacy and impact within the global conference sector. In this toolkit, we refer to Legacy Projects: a Legacy Project is composed of multiple legacy activities – multiple interventions produced by the event or congress, which result in Impact – a true change.

NB. A complete glossary of terms and definitions are located in the Annex of this toolkit.

Initiating Legacy Projects in your Destination

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What is legacy for destinations

Legacy for DMOs is the process of understanding how event or congress activities generated in a destination can become more than just consumption of services (venue, accommodation, hospitality, activities, etc). Legacy for DMOs means developing a project or a programme that considers the mission and purpose of the client (association or corporate), and **how the destination can align and contribute to this mission and purpose with a view to create something more meaningful for the community and for wider socio-economic gain.**

Developing a legacy project or programme allows DMOs to work closer with clients to achieve a common goal, create greater opportunity for engagement with professional, trade, or scientific communities, address a need or gap within these communities, and create a system to measure success beyond the traditional economic output of each event or congress.

Many clients are now seeking out destinations which demonstrate both the functional elements of an event or congress, as well as how they can engage the local networks within the community to become the conduit for change occurring.

What is a legacy project and what does it aim to do?

A legacy project is considered to be the process which enables change to occur through planned activities pre, during, and post event or congress. Legacy projects consider actions, activities, and their effects that demonstrate change occurring.

Legacy projects are time dependent and centred on the organisation creating the project - an association, an event committee, often in partnership with a DMO and the event venue. Legacy projects will involve other organisations which support the event or congress either through funding, resourcing or content provision. These become stakeholders.

A well-managed and monitored legacy project will result in broader impact or change occurring. Types of impact that can occur include economic, social, cultural, intellectual, environmental, legal or political.

The impact or change that occurs may result in:

- Creation of a new innovation
- Improved community well-being
- Increased social progress (improved health, equality, safety, citizen participation, inclusion, employment, etc.)
- Enhanced public policy to support community groups
- Investment in community projects knowledge exchange
- New job creation
- Wider awareness of policy to push behavioural change
- Sustainability and environmental regeneration
- Accelerated commitment from public policy
- Sector cluster development and growth
- Foreign direct investment or export growth in sector specialism
- As well as other direct, indirect, and induced economic development.

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For example:

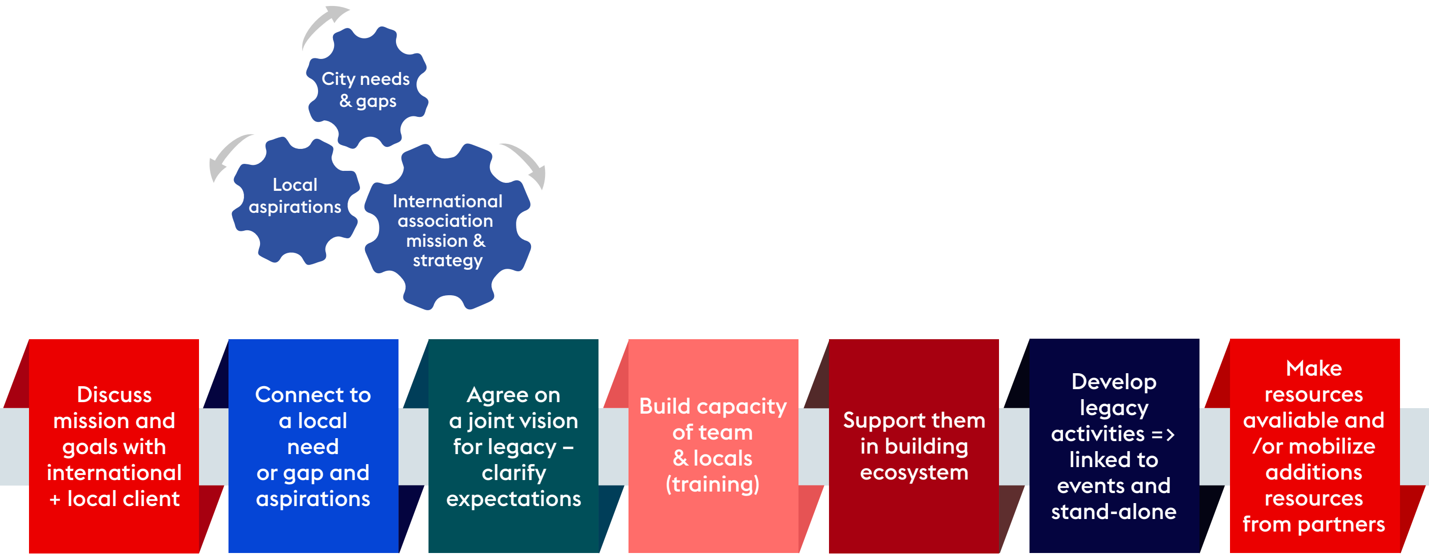
Event Activity	Short-term change	Mid-term change	Long-term change
Social Impact example			
A session is held at a university where specialists talk to medical students of their experience in the field	Medical students increase their awareness & understanding of a specific field	More students choose that field as a speciality	Increased capacity of care in that field within the destination
Economic Impact example			
Areas within the congress venue are dedicated to networking and connecting with peers	New contacts are made between local & international specialists in a given business sector	New partnerships and joint projects are initiated which include local specialists	The business sector's professional standards are enhanced
Environmental Impact example			
A webinar for the general public is hosted by topic specialists and distributed by local media	The general public gains a better understanding of environmental issues within a destination	Measures are put in place within the community to address the environmental issues	The destination is carbon-neutral/ positive

What is the role of the DMO and what is required to support the project?

Globally, DMOs have progressively been adopting legacy practices and initiatives that create value for their destination's tourism and event ecosystem. Several of them are also identifying the potential of legacy projects in their strategies to contribute to the United Nations SDGs and their country's 2030 Agenda for sustainable development.

Destination partners are considered the key leverage point able to create the necessary linkages between the association, the local event organiser and the local stakeholder groups who can "make it happen" on the ground. To become successful at this, they must develop the ability to support clients and local partners, identify joint desired outcomes and must be able to develop a clear roadmap to engage local ecosystems towards delivering on them.

Clear understanding of the destination promoters' role



Before embarking on specific legacy projects, broader consideration should be given to the development of legacy criteria for the destination as guidance for determining suitability for projects. Legacy criteria for events and congresses might include:

- Size and scope - congresses or events that are city-wide or reach a large number of stakeholders
- Alignment with key sectors within the destination - science, technology, education, trades, etc.
- Relationship between the host organisation and local community - is there a local association or event organiser with a comprehensive network or partnerships?
- Specific local needs or gaps to be addressed - does the destination have a specific health, poverty, equality, safety, inclusion, employment, or business need?
- Strategic focus for the Government or municipality - does the local Government focus on specific issues, if so how can an event or congress respond to these issues?

What is legacy for clients?

In this toolkit we focus on both association clients and corporate event organisers. While legacy and impact outcomes may be different for each type of client, the process to implement a legacy project around an event is the same.

For associations, legacy projects help to align the mission and vision of the organisation alongside purposeful actions and outcomes that can occur through activities planned before, during, and after the event or congress. For example, a legacy project could align a need in the community with the vision of the association. By undertaking the project, it could help increase membership, demonstrate community outreach or partnerships, or seek to gain new funding or partnerships.

For corporate event organisers, legacy projects help to define purposeful principles and outcomes which align with social initiatives or causes that the event organiser supports. This might include sourcing local talent, supporting start-up organisations, developing local networks or ecosystems, or fostering business relationships. For example, a legacy project could help to acquire new employees in the destination, could increase the speed of innovation, or create and build new business opportunities.

For both, the development and implementation of legacy projects, intending to generate meaningful benefits for their stakeholders allows them to refocus on their purpose and become much more intentional about how they bring about change to people, communities and the planet.

Who are the stakeholders in your DMO Legacy Project?

At the core of your Legacy Project, your stakeholders are:

a) Those who will benefit directly from the change you want to generate - members of the community (local residents), business communities, local associations or non-for-profit groups, Government entities, schools or education providers, etc.

b) Those who are interested but not involved directly in the project - association members, sponsors, or funders; and

c) Those who will support your project directly and help monitor your results, such as your local organising committee, the event team, the Chamber of Commerce, local Council, government or municipality or local authority, a university research group, community groups, or others.

1. When the event or congress owner is an Association: Local Organising Committee (LOC) & Legacy Taskforce

An important element for success of the legacy project for an association or non-for-profit is the existence of a formalised and engaged Local Organising Committee (LOC). Within the LOC, an Impact Taskforce (legacy sub-committee) may be developed. This taskforce would lead the legacy project alongside the typical LOC activities.

The following elements are success factors when initiating a legacy project at local level:

- There is a committed group of stakeholders who are vested in the success of the event and who support your 'local champions'
- The group is diverse; they do not all occupy the same position or serve the same function. They carry different viewpoints around the same subject
- There is a clearly defined scope of responsibility for this LOC (from the main association and event owner)
- There is (ideally) a formal agreement between the association and the LOC that defines the roles of each entity
- There is an active and regular communication line between the LOC (or its chair) and the main association or event owner
- The LOC members are enthusiastic about the idea of adding a legacy project to their scope of work around the event
- Within the LOC, there are a couple of individuals who are interested in taking the lead on the legacy project (does not have to be the chair)
- Those individual take a leadership role in convening the Legacy Taskforce (as a sub-entity of the LOC) and facilitating meetings, distributing roles and coordinating the contributions
- There is a stated commitment from these individuals from the start towards putting their time and possibly their own resources towards pursuing a legacy project

2. When the event or congress owner is a corporate organiser: Committee & Legacy Taskforce

Similar to an association, a critical element of success to a legacy project for a corporate event is the existence of a formalised committee along with an Impact Taskforce. The event committee and impact taskforce may be smaller and therefore it may become the role of each team member to ensure the following elements are achieved:

- There is a clearly defined scope of responsibility including actions and activities to be undertaken
- There is regular communication between the event team and impact taskforce
- There are individuals who will take the lead on the legacy project
- There is an agreed commitment from these individuals from the start towards pursuing the legacy project

Training your team

To be able to efficiently develop, manage and report on a successful legacy project, it is important to deliver basic training on what legacy and impact are. This is an opportunity to engage your immediate team and stakeholders and allow them to take ownership of the project and identify the value.

Top Tips for Training the Team

- Train your internal team: business development, sales, bid managers, comms & marketing, as well as management executives. This will ensure there is a common understanding of the legacy project and they can provide support when needed
- Train your stakeholders: this will ensure your stakeholders have a common understanding of the project, how it will affect them and how they can influence decision making
- A boot camp is a great initiative to build knowledge and understanding across all your stakeholders
- Develop some training materials that include: definitions on legacy and impact, how to identify event legacy opportunities (internal and external), developing a legacy roadmap, managing and measuring legacy projects, and case studies of event legacy best practices

How DMOs can identify a legacy opportunity

The first step is to identify an event or congress for which you would like to develop a legacy project. There are a number of ways in which a legacy project may be initiated with clients, and the most likely scenarios are the following:

SCENARIO A

You receive a client RFP for a future event which stipulates that you must include a legacy or social impact component (see example below).

- In this instance, as a response you should aim to determine the scope of this request in light of how much importance it takes in the RFP, and whether it is weighted in the evaluation criteria and to what extent. This will guide you on how comprehensive the response must be.
- Seek clarification on what the association or event organiser means by "legacy" or "impact", and for whom (which group of stakeholders). There are currently a number of definitions of legacy and impact, and clients have different visions of what this can mean
- It may be embedded in a "sustainability" clause, or an "SDG" clause – in which case you'll have to determine what they are seeking
- It is essential to include your local champion or sector representative in this discussion early on and formalise their intention for attracting this congress - which can form the basis of your proposition for the legacy project

ISPCAN CONGRESSES

ISPCAN International Congresses are held in three different regions each year. ISPCAN rotates Congresses in every region every two years, with the exception of Europe, which is annual. Our congresses bring over $1.6M in tourism revenue to the city. We partner with a local child abuse and neglect organisation in order to build and extend the safety net for children, one city at a time.

The ISPCAN Legacy

Each congress is more than an event. For the past 30 years, ISPCAN has constructed elements specifically designed to increase the footprint of the Congress to extent beyond the event, including building membership into our registration to expand membership throughout every region.

ISPCAN requires a local partner working in the field of child abuse and neglect as the foundation for building legacy. The Local Partner serves as scientific and financial Congress co hosts with ISPCAN to create a stronger system of prevention, diagnosis and care in the community. The knowledge transferred during the congress then drives new policy and solution for protecting children within the region. With the conclusion of the Congress, our local partner is awarded country partner status for ISPCAN.

Figure 2. Scenario A: Example of legacy requirements within an RFP

SCENARIO B

You decide to include a proposal for a legacy or impact project in a bid response even though the association has not asked for it.

- In this case, you should demonstrate how this would bring value to the organisation and enhance your bid. To do so, you should have conversations with local champions, members of the association, the event organiser, or previous DMOs or stakeholders involved in past congresses
- Make sure this aligns with the organisation's mission, and does not appear to serve only the local interests or agendas

SCENARIO C

Together with the Local Organising Committee (LOC) OR Event Organising Committee (when the event is corporate) of a confirmed event, you decide that the event is aligned with local and/or sector priorities and you develop a legacy initiative.

- In this case, the stakes are high and the risks greater, as this may not be seen to serve the objectives of the association or the event owner initially. It must be done in collaboration with both the LOC or the event owner (if they differ) from the beginning, and directly aligned with the client's core objectives for the event, but also around their mission delivery

NB. There are often initial intentions for impact that have been formulated at bid level (either in the RFP or the bid response) which should be revisited when wanting to initiate a legacy project with an already confirmed event.

Key Success Factors for Identifying the Right Event or Congress for a Legacy Project

- The event is already clearly understood as being 'for-purpose', which means that it has expressed a goal of creating social/environmental value before you get involved
- The organisation who owns the event has a clear strategy or framework on how the event delivers on its overall mission and has shared this
- The local champion, the entire LOC, or the event organisers have a clear intention for partnering on a bid to bring this event in one of your cities that extends beyond delivering a great event for participants or direct benefits for their institution
- The event is desired and supported by various levels of governments or institutions in your region. It is already perceived as an important event for the region and its importance has already been articulated
- It aligns directly with a governmental strategic priority around social / economic / environmental development
- There are clear guidelines delineating responsibilities between the international and the local entities responsible for the planning of the event
- There is a committed champion or event organisers who understands the aim of the legacy impact project, and they are supported by a group of people who are willing to invest time and resources in the success of the event (not a solo project)

NB. Not all event projects will become legacy projects. You may choose to select legacy projects based on a set of criteria - size, type, sector, alignment with Government, key sectors, or your DMO resourcing and time commitment.

1. Define

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Four Steps for Commencing your Legacy Project

As outlined in the Approach to the Toolkit section, there are four main steps to engage an entire ecosystem around legacy projects that aim to generate impact through event activities. These steps are **Define, Manage, Measure,** and **Maximise.** In each of the following sections, we will outline what is required as part of each step.

The Define step is the creation stage. It's where the process for building the legacy project commences. The event or congress may have already been identified, so the next step is to consider how an event or congress could fill a gap or need in the community - also known as defining your impact intentions. Once the intentions have been defined, then we consider how to turn these into actionable objectives. In this step we also look at how to document this process using a logic model, and identify what some outcomes could be for the legacy project.

Developing your impact intentions

The impact and solutions it brings must stem from a need to be addressed, or a gap that has been identified. It means that the first step is to identify the intention and objectives which are going to create the change(s) you will want to generate through the events or congresses. This impact should be anchored in a real-life situation by responding to an issue. To achieve such a goal, it is necessary to identify the intention and objectives collaboratively with the community who will benefit from the change.

In the case of a congress, there could be a need or gap identified within the community which is a non-existent service or product which would help community members. Planned activities around the congress could facilitate discussions (between attendees) and become the conduit for the creation of the new service or product for community members. This will provide meaningful outcomes for the community and over time demonstrate change.

Defining impact intentions can be done prior to bidding for an event or congress, during the RFP stage, or even after the bid has been won.

Defining an impact intention for an event

When engaging clients in the 'define an impact intention' process, it is important to understand that association clients are motivated by achieving the maximum impact of their mission, and often less concerned about the impact of individual activities or events. Corporate event organisers may also be motivated by the immediate 'impact' of their events and activities, but will often still be striving to support their chosen social initiatives, or their overall social purpose.

As a DMO representing your destination, your priorities will be about creating tangible change in your city or region. Your local champions will most likely be driven by a mix of a desire to create impact in their field, and/or an interest to see tangible benefits for their local ecosystem/ institution, and/or a personal agenda which has driven them to put their hand up in the first place.

Where does this all align? The most strategic legacy projects will look at aligning these three things:

1. What is the association or event organiser's mission, and what is their range of action on the issue they are tackling?
2. How does this align with your local council, government, or municipality priorities for social, economic and development? What does the event community bring to the table that could be of use in supporting those development strategies?
3. What are the real gaps and issues in your host destination around the topic or subject, or within its community (either the community it serves, or its community of practice)?

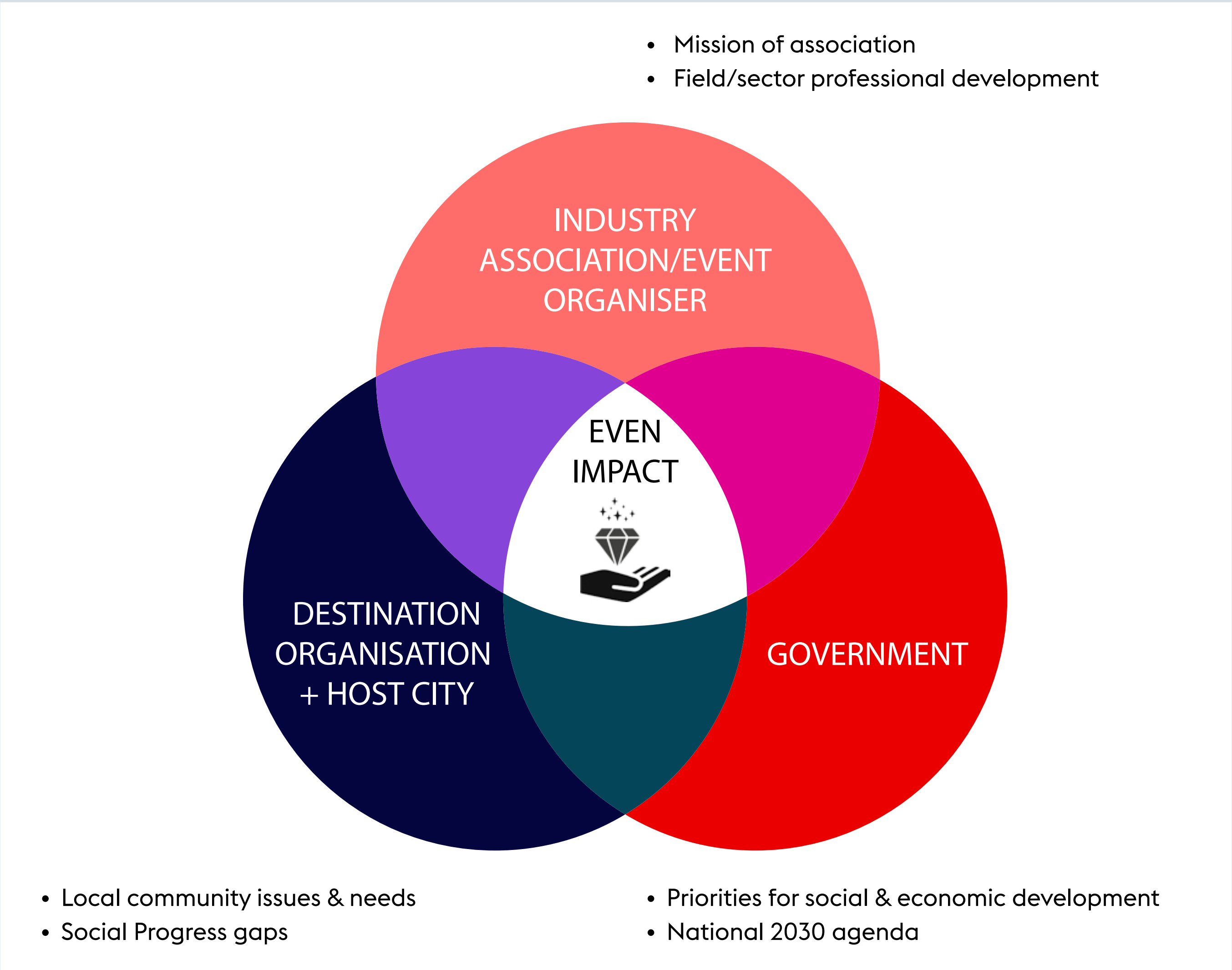

Figure 3. Alignment between organisations, institutions, and the destination

Case study

SACNAS - The National Diversity in STEM Conference (Hawaii 2019):

The University of Hawaii campus, located in Honolulu, is recognised as one of the most diverse campuses in the United States and Hawaii also counts a large indigenous population. Yet it was noted that there was a diversity and engagement gap in the STEM industry. The conference partnered with the University of Hawaii to establish their impact intentions: **showcase the work of their faculty and bring together Hawaii's traditional indigenous knowledge and practice with modern science to better understand and address the challenges and opportunities faced.** The two entities aligned their intentions of impact by forging a strategy anchored in inclusiveness and empowering indigenous and second-generation students and professors.

International Ornithological Congress (Vancouver, 2018):

The internal mission of the international union of ornithologists being to promote the dissemination of knowledge on avian species, collaboration between scientists and the transmission of knowledge from theory to practice (in particular the conservation of species), the intention of impact was to **promote the preservation of avian biodiversity within the host destination by raising awareness and educating the local community on environmental issues concerning birds.** This aligned with the City of Vancouver's effort to discuss local environmental issues concerning avian species and the need to put protective policies in place.

Converting impact intentions into measurable objectives

Once your impact intention has been defined with the client, it has to be converted into more manageable objectives and targets that can be measured. This is so that you (the DMO) and your clients can claim responsibility for the results. Converting broader impact goals into measurable objectives is crucial in order to articulate a clear vision of your intention and is a necessary step to achieving results that you can report on.

Creating a Logic Model

Once you have established the challenges, needs, or gaps, defined in your impact intentions, set some objectives for the project, identified target audiences and key stakeholders, this will enable you to take the next step with your legacy project.

To scope and implement a legacy project, a logic model should be used to demonstrate the cause and effect relationship of actions and outcomes. It demonstrates causal links that support the realisation of the project and the desired impact in the end.

To make the steps logical and understandable, it is best to build a logic model such as the one below that will illustrate how you expect activities to lead to the expected results. This will be a documented illustration of the sequence of the relationship from the initial inputs all the way to the long-term result(s), going through the activities, the outputs and the outcomes in the short and medium term. It documents the change made and the process that allowed this change to take place, and therefore reinforces responsibility and accountability.

If... then → If... then → If... then → If... then

Inputs	Activities and processes	Outputs	Outcomes	Impacts
What we invest • People • Resources (financial & non-financial) Knowledge • Research and evidence • Equipment • Facilities • Relationships	**What we do** **Actions across:** • Products & services • Capability, attitudes & behaviour • Culture, awareness & understanding • Economic participation & status **Stakeholder groups:** • Employees • End-users • Suppliers • Community **How we do it:** All actions will be underpinned by a focus on: • Relationships • Impact • Learning • Reporting	**What is produced** Outputs will be organisation & activity-specific, e.g. • Size & scope of the activities generated • Number of activities or products delivered • Participation rates • Hours of activities provided	**Direct changes that occur** • Short-term changes in knowledge or capacity (e.g. more members of the general public aware of good liver-health) • Medium-term changes in behaviour (e.g. general public more likely to seek professional advice in the future)	**The long-term change in condition** Wider effects, e.g. • Reduced stigma of mental illness due to improved knowledge & awareness of mental health

Ricks & assumptions: e.g. being able to unlock certain resources, having the capacity to attract the respective number of participants actually reacting & achieving according to your theory of change.

Figure 4. Logic Model

Identifying Types of Outcomes

Outcomes are changes that you intend to generate and that can be observed or evaluated following an activity. Consider what some of the observable results could be for a specific group of stakeholders that would be generated through a legacy project.

Impact or change occurs in three stages of outcomes:

1. **Short term outcomes** usually represent an increase in knowledge, capacity, skills or contacts **for an individual, and affect stakeholders that interact directly** with the event or the legacy project activities
2. **Mid-term outcomes** represent the most numerous and spread over a longer period. They would demonstrate a **tangible change in the way individual beneficiaries behave** and implement practice, **or the way groups or organisations function** and deliver services or activities
3. **Long-term outcomes** represent a durable, sustainable change where **society as a whole benefits**

The following should be taken into account when you are identifying your outcomes:

- ✔ Not all clients will have clarity on their own impact; this will affect their ability to identify a meaningful project
- ✔ You may have to support the client in having internal conversations + connect with their local partners to identify needs and gaps
- ✔ Legacy and impact mean different things to different people - hence the importance of agreeing on terminology and a common vision

Here is an example of how this could play out in a legacy context:

Association mission:

A medical European Association's mission is to improve the lives of patients living with a neuro degenerative disease.

Need/gap:

There is an insufficient number of specialists in the country that is hosting the next meeting, and therefore the capacity and standard of care is deemed inferior to neighbouring countries.

Legacy Goal:

Increase the number of practicing specialists in that field in the country over 5 years.

Inputs	Activities and processes	Outputs	Outcomes	Impacts
Association invests the time of one staff and develops a taskforce to undertake a legacy project around its annual event. A large sponsor funds the project and the impact measurement strategy. The venue and DMO support the initiative by committing staff time and subvention.	• A taskforce is created assembling stakeholders from the association members, the LOC, the local life science cluster representatives, a director from the main treatment hospital, the sponsor, patients, etc. • A campaign to raise awareness of the needs in this specialisation in medical schools is developed • Special activities for local medical students to meet international graduate students in this speciality is planned	1. A special session in the congress is planned for local undergraduate students. 2. Experts in the field give lectures in the two local universities for undergraduate students. 3. A national communication campaign is launched across the medical schools across the country. 4. The national association offers grants for students opting for this specialisation.	• Undergraduate students are made aware of the standard of care by increasing the number of specialists • They understand the opportunities for specialising in this medical field • More students seek more information and request internships in this specialty • A higher number of graduate students choose to specialise in this field	Thanks to the various efforts deployed by a range of organisations, the country experiences an increased capacity of care in that field within the destination which ultimately augments the quality of the care patients receive and decreases the wait time for treatment.

Alignment of Objectives with UN Sustainable Development Goals

When evaluating objectives and outcomes for a legacy project, it may be important to consider alignment with the UN Sustainable Development Goals (SDGs). It is now more common for destinations to align SDG targets alongside the overall DMO strategy.

The Sustainable Development Goals framework is increasingly recognised, provides a common language for Governments and municipalities, and they are universally understood when communicating impact. If you would like to align with the SDGs, we recommend starting with a small number of goals (2 - 3) as there are many targets and indicators found within each goal.

How to align your legacy project with the Sustainable Development Goals

To introduce SDGs into your DMO or legacy project and ensure that you adequately express the relationship between your organisation's activities and their impact on sustainable development (so that performance can be tracked over time), the SDG Compass website is a good place to start. www.sdgcompass.org

The website contains an inventory of business indicators mapped against the 17 SDGs and their targets and can be very useful when desiring to align your objectives and your impact indicators with the SDG framework.

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2. Manage

Once we have completed the tasks in the Define step, we move to **Manage**, which is where we develop the legacy strategy. This includes mapping stakeholders, engaging each stakeholder (or group of stakeholders), reviewing existing events and activities to determine additional opportunities, development of the project timeline, allocating responsibilities to stakeholders, risk assessment, and the development of an event legacy communications plan. These are all critical parts in the Manage step as they are actions and activities that are fundamental to the development of a legacy project.

Stakeholder mapping

A stakeholder mapping exercise is important in impact practice, to identify who is influencing, being affected by or is interested in the activities of your organisation, and specifically anyone linked to the needs and gaps that have been identified.

1) First, list all possible stakeholders with their interests. This is a non-exclusive list of stakeholders you will want to consider:

- CVB / DMO
- Venue(s)
- Business Events Industry supply chain such as PCOs
- Government organisations
- Academic / educational / research institutes
- Local host(s) and their organisation or institution
- National / international event owner
- Sponsors or funders
- NGOs
- Trade or sector associations
- Legal entities
- Accreditation or standards entities
- Experts
- Members
- Citizen groups
- Advocacy groups
- Business sector representatives
- Innovation ecosystem representatives
- Chamber(s) of Commerce
- Others(s)

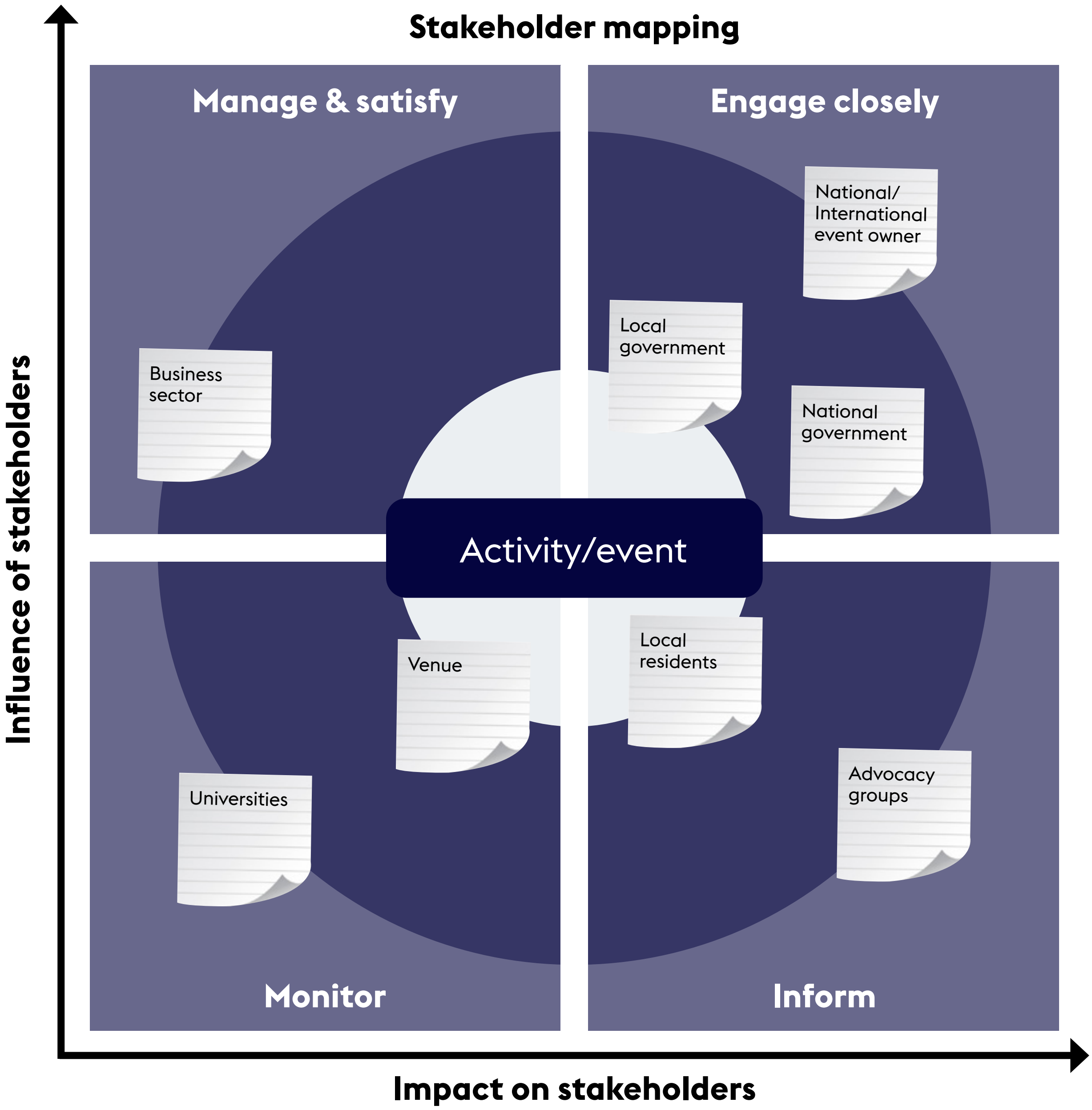


Figure 5. Stakeholder mapping example

Engaging your stakeholders on the legacy journey

When initiating a legacy project, it is important that the client is involved from the initial stages of the planning process. If there are multiple stakeholders involved in the hosting or organising of the event, consider who the primary owner of the event is beyond just the local host organisation.

While local hosts usually have a stronger knowledge of the local gaps and needs linked to the event, they may not be the main organisers so it is crucial to include all stakeholder contributions.

Top Tips for Engaging Stakeholders

- Engage your key stakeholders early - gauge their interest, availability, and outline the project steps
- Confirm the amount of time and resource it may take being involved in a legacy project. As an indication we suggest initial training time (1 - 2 days) plus an allocation of hours each month (5 - 10) depending on their role and responsibilities on the project
- Determine the best or preferred methods of communication with your stakeholders - in person meetings, video calls, via a WhatsApp group, etc. Having regular communication with your stakeholders will ensure the project remains on track
- Ensure stakeholders are clear on their roles and responsibilities - map them, collaborate with them on determining and documenting their responsibilities on the project
- Have a back-up plan if a stakeholder can no longer be part of the project. Consider how to introduce additional stakeholders into the group should this occur

Discussion Guide for Legacy Conversations with Clients

Here is a quick guide on what to discuss when you first have legacy conversations with prospective or existing clients:

1. How can the event support & reinforce the mission of this organisation? (This is the most critical question to ask and seek a response on)
2. When the local association/event organisers decided to bid for the event, what was the primary motivation?
3. For each occurrence/cycle, how does the event (congress/meeting/exhibition) deliver on the strategic objectives? Do they have additional strategic objectives for this edition of the event?
4. What other objectives do they believe that they could be pursuing through having the event in the city?
5. What is the benefit for:

- The association, event organiser, or their hosting organisation?
- The research community and practitioners in their field? Their colleagues and students?
- The city (yours), or its community of residents?

6. Do they believe that an external benefit could be achieved by having the event in the city for a segment of the broader, non-research or non-sector community? If so, which group(s) do they think would benefit, and which benefit would they gain from the event being held in their city?
7. Is there a specific challenge in their field currently that could be addressed by having this event in your city?
8. If they had a strong desire, what would they like to see or experience in your city that they have never seen in this event before?

NB. See our worksheet for identifying your stakeholders in Annex 1.

Mapping Activities & Identifying Opportunities

Identifying existing event activities

As part of the ongoing event planning, it will be important to review existing activities within the event or congress that are already having an impact, and to assess available resources needed to enhance them or to add additional activities in order to succeed in the impact intentions that have been set. This can be done at RFP stage or once the congress or event has been won.

Often at this early stage of event organisation there might not be a concrete activities plan, but you will be able to find a draft of the event program. This exercise will highlight which opportunities for impact are lacking.

Top Tips for Mapping Existing Activities & Identifying New Opportunities

- Review all existing congress or event opportunities - look at your list of upcoming congresses and events and determine what may already fit with your DMO legacy criteria
- Include all stakeholders that are in charge of activities in the activity mapping exercise
- Determine information you will need - what are the activities? Who are the beneficiaries? Who is producing the activity? Time frame & location of activity? What are the general objectives? What do they need (resources/funding, etc.)?
- Map out the activities normally delivered through the event:
- Identify how these activities deliver value beyond the event or congress - for who and how.
- Ask yourself if you could work with your client to maximize the benefits of these existing activities and extend the value delivery over time without too much resources.

Once all activities have been mapped, it's important that this information is presented to all stakeholders within the DMO and any clients. These activities should be incorporated into your DMO legacy planning and leveraged for maximum value.

Identifying new legacy activities to be created

Once the exercise above has been done for each event or congress opportunity, it is important to discuss whether the regular event activities (activities already confirmed) will be sufficient to deliver the intended outcomes generated by the different stakeholder groups.

Consider what additional activities would be needed to generate maximum benefits for your stakeholders, and meet the impact intentions. Do you need to engage more stakeholders? Are further resources required? Is there a need to create new actions or activities? Who will be responsible for developing, implementing, and monitoring these activities?

Here are some examples of new activities that can be undertaken:

- Knowledge sharing sessions or workshops with the general public
- Open exhibition days or public information displays
- Developing a network of local stakeholders to present work done locally at or around event
- Involve local students in the event activities or develop outreach activities in schools
- Planning a day in the field for event attendees
- Corporate social responsibility program with a local organisation working in the same field
- Public awareness campaigns through various media channels

Developing the legacy project & allocating responsibilities

Once project stakeholders have been identified and you've developed your logic model, you can now begin to build a proper project plan. Although your logic model created a framework or diagram flow of your project, building a project plan will help you map out the details. It will enable you to visualise every key meeting, deadline, and activity on a timeline to make sure you are on track.

Formalising a project plan is ideal for creating internal and external teams, so that you can allocate responsibilities and delegate roles to your stakeholders. It is very important to determine who is leading specific actions or activities, and who needs to follow up which tasks.

Developing your legacy project timeline

As part of your project plan, it will be helpful to develop a project timeline. Consider the preparation time needed for planning and developing each stage of your legacy project.

Starting your legacy project early will allow time for each phase of the legacy project to be developed fully. We recommend commencing 12 months (or more) prior to the date of the event or congress. This will allow for plenty of time for defining the intentions of the project, stakeholder training, developing the logic model, and allocating roles and responsibilities.

Figure 6. Example legacy timeline from the AIDS2022 Congress

Mobilising your stakeholders

Once the impact intentions have been set, gaps have been identified, actions, activities and outcomes have been mapped, it is important to reflect on whether you have all the correct stakeholders on board to make this project successful? If you don't, consider how you would bring in additional stakeholders and train them as the project progresses. The stakeholder journey will only be as successful as the engagement level of your stakeholders.

How to assess and manage risks

Assessing the risk in legacy projects is paramount when considering the amount of individuals and organisations involved, as well as the time it takes to collect information and data.

Risk management should include:

1. The list of essential project activities and contingency plans if they do not go as planned
2. Things that are outside of the control of the project manager but still under the responsibility of stakeholder organisations such as stakeholders leaving the project, new stakeholders joining the project, or activities not being undertaken as planned
3. Organisations and individuals who may oppose or create barriers to the project
4. Data collection, analysis and reporting - data not stored or collected as intended, incorrect analysis of the data meaning the final reporting is inaccurate.

Developing & aligning your communications strategy

To implement a successful impact management and monitoring strategy, communicating your intention publicly will be essential.

Top Tips for Developing Your Communications Strategy

- Engage your DMO team - share the motivations, expectations and impact goals of the project. When presenting the project, make sure to highlight the need for change for the entire organisation and clearly describe how the changes will affect each department of the DMO organisation.
- Draft a comprehensive communication plan - should be drafted at an early stage and delivered to ensure transparency for the project. It is much easier to mobilise a broader group of stakeholders around a new project if it is communicated clearly and regularly on what will be achieved and the action plan on how to achieve it. Each legacy project should have their own dedicated communications plan
- When initiating the communications, consider each audience and segment them into groups based on their needs and expectations. It is important to ask:
- What will they want to know? How will the outcomes of the project affect them? What will they get out of it?
- How best to engage with them? Is it via meetings, emails, online tools etc?
- What new value or gains will be brought on by their involvement?

3. Measure

The previous sections have laid the groundwork for the **Measure** step. Here, we will determine what impact measurement is, measurement indicators, the scope of data that will need to be collected, and what to consider for analysing the data for future legacy reporting.

The logic model that was developed in the Define stage is an integral part of the Measure step as it documents actions and activities around data collection, analysis, and reporting.

The Measure step helps to demonstrate the effects of your event or congress activities.

Impact measurement

As the legacy project progresses, it will be important to develop a measurement strategy plan. Having a plan for measurement will ensure that the intended impact or change will have supporting data that provide evidence that the change has occurred. This evidence will help to inform future decision making and demonstrate the positive effects of events and congresses on the destination, outside the traditional economic gains.

When developing your logic model (in the Define step) and creating objectives, consider what an indicator or target might be that you can measure. Once you have determined the indicator or target, consider what the baseline (present or current situation - see in the below table) is so that you can compare this in your data analysis. These will demonstrate the outcomes that will occur as a result of the project and a necessary step for achieving results that you can report on.

Identifying indicators and data

Measuring impact is not an exact science. However, by adopting indicators it will make it possible to attribute ownership (of the impact or change generated) to the organisation, or outline the contribution of the organisation to the realisation of this impact.

Indicators are specific measures that can be observed to demonstrate that an outcome is being met. Indicators should be easily measurable (within reason) and meaningful to stakeholders. When selecting indicators, it is important to consider the following. Are they:

- Observable and measurable
- Clear and specific
- Represent change or progress
- Specific time frame

Action	Indicator	Objective
Monitor residents perception of tourism	• New survey conducted Baseline = the number of surveys conducted now will be compared to the number of new surveys conducted in 2022 • Level of key perception indicators Baseline the key perception indicator level now will be compared to the key perception indicator after the monitoring period	Conduct a survey in 2022 and publish results Improvement in 2022 key perception indicators from 2021 baseline
To develop communications tools for locals and make available on website	• Number of unique visitors on the designate website Baseline = number of visits to the website now will be compared to number of visits once the communication tools have been published	5% increase in unique visitors
Create interdisciplinary work groups as part of open governance	• Number of work groups meetings held Baseline = number of work group meetings held currently will be compared to the number of meetings held once the work groups have been established • Number of participants Baseline = number of participants now will be compared to the number of participants attending at once the work groups have been established • Number of actions integrated into the multi-year strategy Baseline = the number of actions in the strategy now will be compared to the number of actions in the strategy once the work group is established	In 2022: 7 group meetings Minimum of 100 participants 3 actions integrated into the multi-year plan

Figure 7. Example from a Logic Model of actions, indicators, objectives with a baseline for each indicator

To measure the impact of an event or congress, the association or event organiser will want to assess and understand the economic, social, and environmental effects on the local host communities, on the event participants, and on its community of interest as a whole.

It is also important to consider which impacts can actually be measured. What is practically possible for you to find out? Are you able to access the kind of information you are looking for? What are the data sources?

Keep in mind what you need to use the information for; therefore you may need different data for communications, accountability and decision-making.

When developing your logic model (in the Define step) it is important to understand how the results of an objective can be evaluated. Not all objectives can be quantified, but they should all be able to be assessed somehow. Each of the objectives selected should be supported by information/data that can be evaluated in one of two ways:

Quantitative Data	Qualitative Data
Numerical: expressed as numbers/statistics/ rankings	Usually descriptions, narratives, open ended responses etc
Proves that a change has occurred and by how much	Explains why and how the change occurred
Typically easier to collect and analyse	Important for understanding patterns and relationships
Useful for comparison against past data	Useful for identifying unknown variable that influence outcomes

It is recommended to use both kinds of data throughout the process. Using both kinds of data will enable you to tell the story of your impact in a more complete way. Currently, qualitative data is often missed but it is essential when telling the story of social impact as it is the only way to tie your activities with your observed outcomes.

Data Collection

Data collection should be done by the most appropriate stakeholder and closest to the source of the information. Building a data management strategy also means having the tools, the technology, and the resources to be able to capture that data in a reliable, centralised location and through tools or interfaces that are recognised and adopted by all stakeholders.

Data Collection Considerations

If your indicators aim to measure the increase in capacity or knowledge of a conference attendee, then the survey that will be designed to collect this information needs to assess knowledge at the beginning and end of the conference, to start. Furthermore, it will need to assess the perception of the attendee in what they believe their chances are of being able to convert the newly acquired knowledge or capacity into a change in their practice or their behaviour.

You will then need to follow up at least once, but ideally twice at different times, on how this has actually materialised, and what the outcome was on their practice or way they work. You may back this up with performance data collected separately, which evaluates the actual results from an external perspective; i.e. objective or subjective assessment of the individual's performance by a 3rd source (not self-assessment).

Analysing your Data

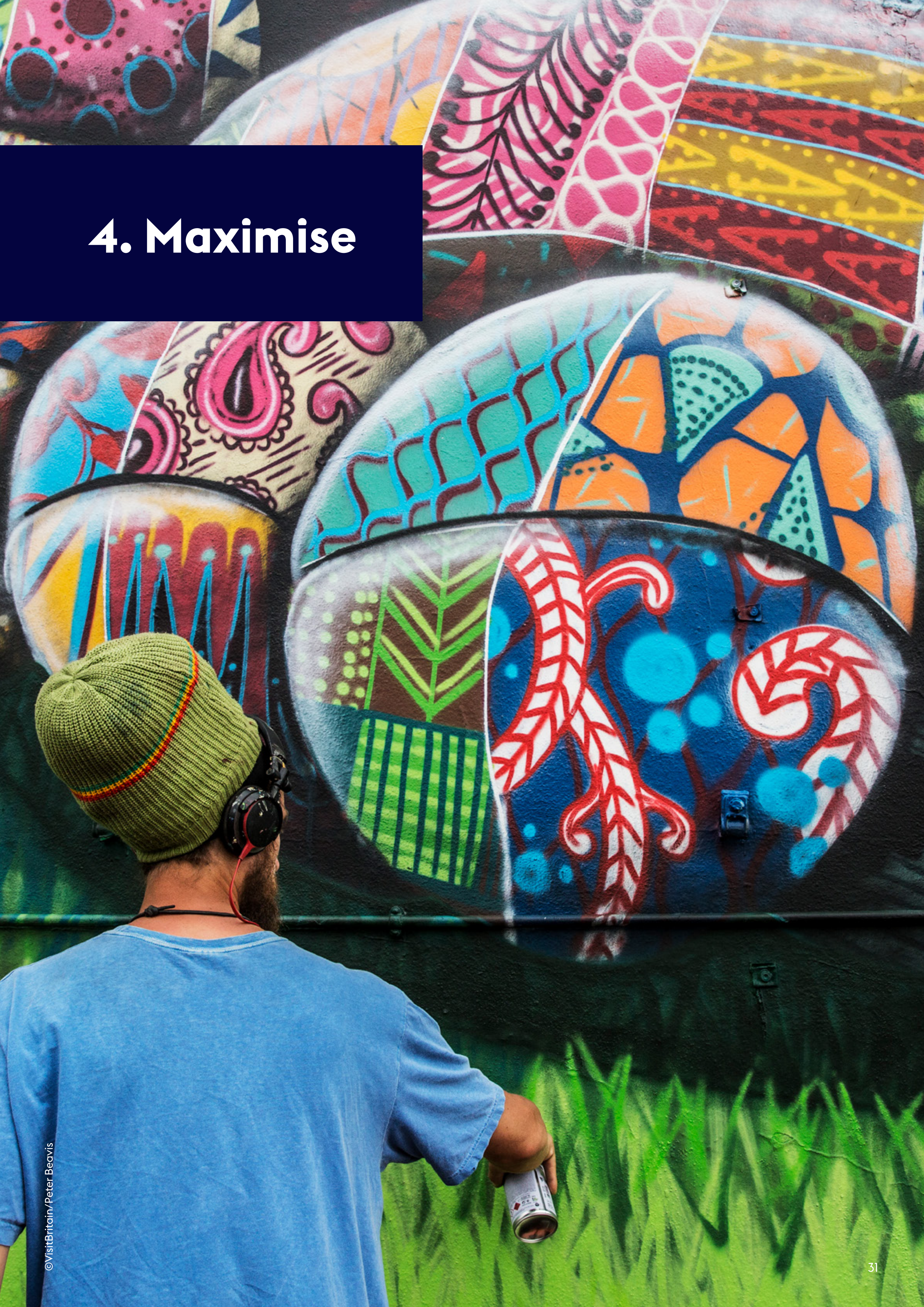
Data analysis will allow you to understand the change that has occurred. The analysis will allow you to show the tangible results of the Legacy project. The story told by the data should inform on the success of the stakeholders in achieving their goals, and ideally support broader strategy and decision making.

Your impact objectives provide guidance as to what your determination of change is.

Here are some broad assumptions when carrying out your analysis:

- Events generate positive outcomes for society, which can be grouped under broad categories of communal assets (outcome categories) which are affected by different economic activities (event activities in this case).
- Outcomes generated by events will evolve and vary over time, and will include direct outputs, short-term outcomes, mid-term outcomes and longer term legacies (or impacts).
- These outcomes will be felt by different stakeholders, and we will look for outcomes occurring at four levels:
  - Individual level
  - Organisational level
  - Sector level
  - Community level
- Outcomes will vary and will have different impacts based on certain variables, such as size of the destination and extensiveness of the involvement of local stakeholders for example.

4. Maximise



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The **Maximise** step is the final stage of the impact journey. This step considers how to report on the impact that has been created through the Define, Manage, and Measure steps and considers how to communicate the story and utilise the information for future DMO strategy development. Due to the nature of legacy projects, this step may not occur until 6, 12, 24 months or more after the event or congress has been held. This is due to the fact that most of the data collection and analysis typically occurs after the event or congress has been held.

Reporting on legacy

Legacy and impact data is more complex to convey in figures since outcomes are often: a) qualitative in that they demonstrate a change in behaviour; b) incomplete since they are calculated over a longer time than usual; and sometimes c) limited since they do not express the magnitude of the actual transformation that is occurring.

Beyond the production of an activity report on your event, we recommend the drafting and distribution of an impact report, which would specifically focus on the outcomes of your efforts and the change generated from the point of view of the target audience benefiting from this impact.

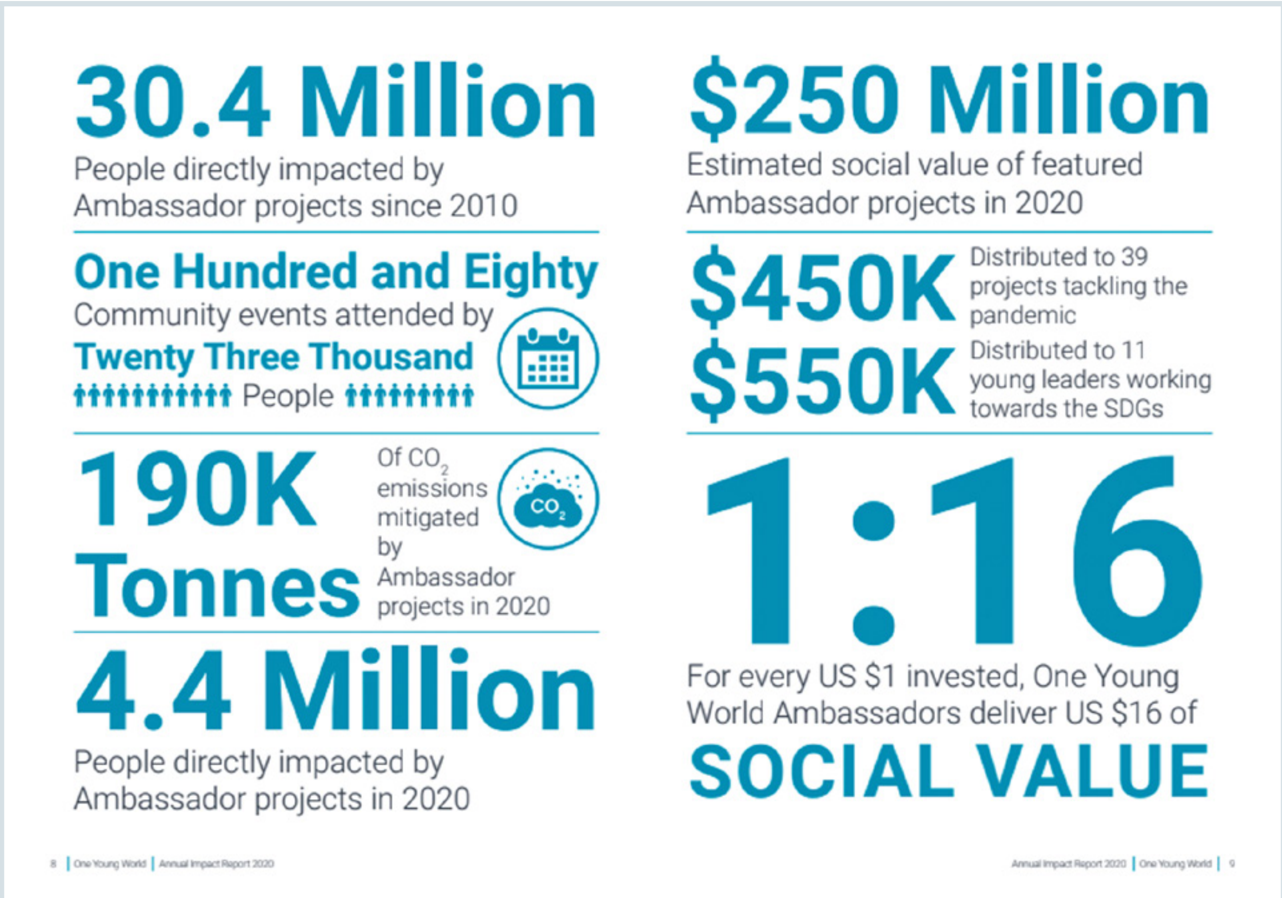


Figure 8. Impact Report from One Young World 2020.

An impact report is often a mix of visuals such as graphs, tables and infographics, and content covering the following:

- Description of the initial intention, the needs evaluation, details on target audience(s) and related impact objectives
- Details on the project such as stakeholders involved, activities undertaken, successes and challenges in the planning phase
- Data strategy about what you wanted to measure, what has been measured, how and by whom and how it was analysed
- Key findings arising from the information (data) collected and analysed
- Recommendations on how to act upon the findings and how to convert these efforts into a broader strategy
- Consider adding an executive summary of the project, the key findings and recommendations.

NB. Impact reporting is something that your organisation will learn to do over time but it must be guided by principles of transparency, clarity, intentionality, accountability and verifiability.

Case study

SACNAS - The National Diversity in STEM Conference (Hawaii 2019):

It was important for SACNAS to be able to collect all the important data they needed to demonstrate the impact the conference would have. Following the events, surveys and questionnaires collected by paper and online provided the data that was needed to measure the impact of the conference.

The data collected was then analysed to provide concrete facts: 2903 local individuals participated for the first time at this conference and there was a 85.5% increase of participation from indigenous people. Students from the University of Hawaii also reported feeling increasingly confident in their academic careers after having had the opportunity to present their research for the first time. Below you can find links to their infographic, reporting on their numbers.

Communicating legacy

To be able to tell a compelling story, your data must be put into context. The data should be presented from the perspective of the audience that is on the receiving end, it must matter to them and clearly demonstrate the benefits they receive.

At the conclusion of a legacy project, it will be important to develop case studies as examples of what can be achieved within the destination. These can be used for future congress or event bids as they can demonstrate the success of a legacy project to prospective clients.

Top Tips for Communicating Legacy

- Always consider the target audience - who are they, what is important for them to know, how will you communicate it in a way they will understand?
- Communicate how the legacy project has addressed a challenge, need, or gap in the community
- Consider the range of channels to communicate the story and how the information can be repurposed - website, blog, social media, editorial, PR release, podcast, community, etc
- Include strong imagery or videos which explain or highlight the legacy project in more detail

Case study

SACNAS - The National Diversity in STEM Conference (Hawaii 2019):

Armed with solid data that told the story about the clear social impact the conference had, SACNAS set out to share their news far and wide. They asked participants to share tweets and social media posts to garner some first level testimonials and included these in their impact report. The impact report was shared locally through regional news reports, thanks to the connections made earlier in the impact journey. They have since posted it on their webpage and made it accessible to all, ensuring its legacy through time.
You can access their page here.

Using Legacy Projects for Future Strategy Development

Legacy projects will enrich and solidify the relationship and position of DMOs as a real support for their communities, and as facilitators of positive change within their destination. The ability to leverage the relationships created through legacy projects, and to closely monitor these projects and turn them into replicable and scalable initiatives will ensure long-term success and growth.

ANNEX 1

Initiating Your Legacy Project Checklist

☐ Identify your stakeholders
☐ Train your team
☐ Identify the legacy opportunity - congress or event
☐ Engaging your client

1. Define Checklist

☐ Develop impact intentions for the congress or event
☐ List out your objectives
☐ Create your logic model
☐ Consider how you might align with SDGs

2. Manage Checklist

☐ Map stakeholders
☐ Identify and map activities
☐ Engage and assign roles to stakeholders
☐ Build action plan with project timetable
☐ Assess and manage risks
☐ Develop and activate communication plan

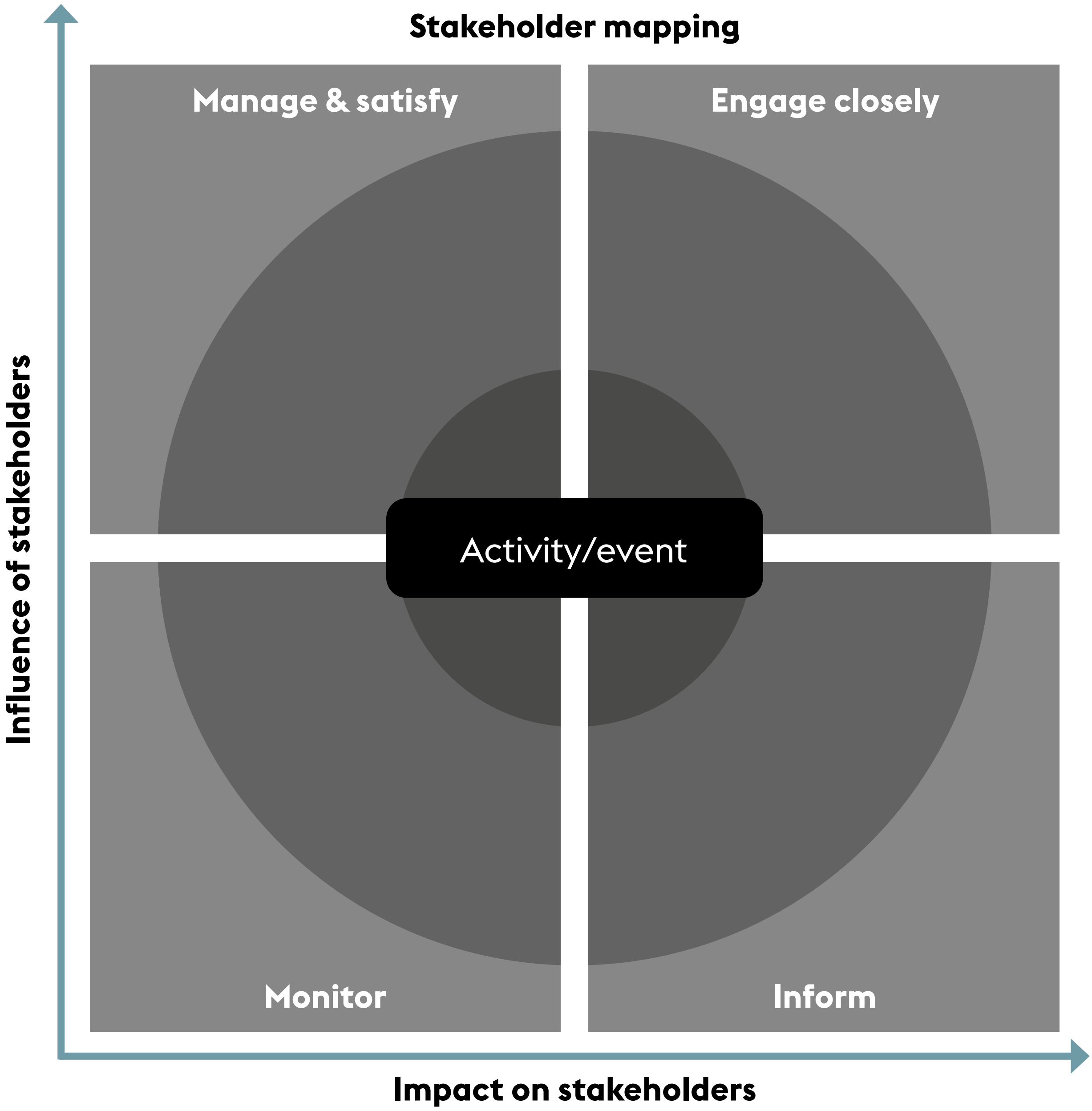
3. Measure Checklist

☐ Develop your vision for measurement
☐ Select what to measure
☐ Choose your indicators
☐ Plan your data collection method
☐ Collect and manage your data
☐ Analyse and use your data

4. Maximise Checklist

☐ Report on your findings
☐ Communicate widely
☐ Learn and create a long-term strategy

Stakeholder Mapping Template



ANNEX 2

#MEET4IMPACT Glossary of Terms

Impact

The sum of changes generated by an organisation through its actions on the community or ecosystem, which take into account the needs of stakeholders and the system targeted. In this toolkit, it will refer to the change that is experienced by stakeholders as the consequence of event related activities which create a legacy. To discuss impact, you must be able to demonstrate a clear link between an activity undertaken and the outcomes generated from the point of view of the person/group who has benefited from the results of this activity. While the legacy of an event can be clearly identified, the impacts are much more dispersed and can rarely be attributed to the event activity directly.

Legacy (also referred to as event legacy or meeting legacy)

In this toolkit, we use the term legacy to designate the long-term effects the congresses and events aim to create, which will result in impact for different stakeholders. While legacy and impact are widely used interchangeably in the business events industry, we define the term "legacy" as being organisation-centric and refers to what has been created or "left behind" by the event host and its ecosystem, while the impact will be beneficiary-centric.

Legacy Project

A legacy project is composed of multiple legacy activities - multiple interventions produced by the event or congress, which result in Impact - a true change.

Sustainability

Defined as "...development that meets the needs of the present without compromising the ability of future generations to meet their own needs." By the Brundtland Report in 1987. Nowadays, we consider that practices are sustainable when they seek to formulate objectives & carry out actions that allow the mitigation of the negative and amplification of the positive effects of organizational or individual activities on the 3 pillars (economy, society, environment).

Socio-economic/Social/Societal impacts

Designate the value generated by an activity and include: economic, social, cultural, ethical, environmental, legal and political impacts; and they may affect societal issues such as: innovation and decision-making, community well-being and social progress (poverty, health, equality, safety, citizen participation, inclusion, employment, etc.), education/knowledge acquisition & transfer, creation of networks, sustainability and environmental regeneration, sustainable business models & improved efficiency ,and direct/indirect/ induced economic benefits, as examples.

Societal need

The problem you are trying to solve, a gap or an unmet need within the community, where you want to create a gain of value.

Intended impacts

The change you want to generate; should seek to respond to an issue or a need and should be designed collaboratively with the community who will benefit.

Impact statement

A broad intention statement mentioning:

- What will change (as a result of your action); In what direction (increase? decrease?)
- Who will benefit
- Where will this occur?

Later, it should be converted into more manageable objectives and targets that can be measured and that your organisation can claim responsibility for.

Beneficiaries

Your target audience. They are the ones that will benefit from the impact.

Stakeholders

The ecosystem actors that are interested, affected by or could assist and influence your decisions and/or activities.

Stakeholder engagement

Activity undertaken to create opportunities for dialogue between an organization and one or more of its stakeholders.

Impact Measurement

Logic model

A logic chain or model is simply a diagram that shows how a proposed intervention is supposed to work. It is an illustration of the sequence of the relationship between the input to long-term results, going through the activities, the outputs and the different stages expected in order to create a chain of results that lead to the achievement of an outcome. It summarizes how a program is to work at the implementation level (responds to the question: how will this program or activity be implemented?).

Objectives

Objectives should articulate the change that you wish to generate = your desired impact (what do we want to achieve?)

Actions

The intervention(s) or activity(ies) that you will put in place to achieve your objective (what will we need to do?)

Inputs

What we put in and invest in the project (e.g. information, human labour, material, resources).

Activities

Refer to actions that are undertaken to get things off the ground, what is needed to mobilise all stakeholders to collaborate in order to deliver the desired impacts.

Outputs

Refers to what is delivered by our activities as direct results - it is usually reported in quantity of activities and products or in services rendered and clientele serviced.

Outcomes

Changes that you intended to generate and that can be observed or evaluated following an activity:

1st level outcomes - (short-term)

- First category of effects, yielded by the outputs. Usually a change in capacity (acquisition of information, awareness, knowledge, skills, contacts, etc.)

2nd level outcomes- mid-term impact

- Second category of outcomes, yielded by the 1st level. Usually a change in behaviour - attitude - practice - performance.

3rd level outcomes-long-term impact

- The ultimate category of outcomes - the true impact. Usually a lasting change in condition or status. Should always be reported from the point of view of the beneficiary that has experienced the change.

Impact Management

The ongoing practice of understanding, planning, assessing and measuring the impacts or effects of its activity on broad sustainability issues (env+social+econ).

Through impact management, one can deliberately mitigate the negative effects and amplify the positive outcomes of their activity. For tourism and events, we use the term more specifically to refer to the practice of managing impact goals and outcomes while meeting business objectives.

Impact Assessment

The practice of evaluating and understanding how our activity has generated the expected change on targeted stakeholders and on the planet.

Impact Measurement

The systematic process of analysing the change that has occurred through qualitative or quantitative measures of results & effects of a specific activity.

Contribution

Contribution in impact assessment recognises that impact occurs in a dynamic social system, with various stakeholders playing different roles. To understand their own contribution to a social or environmental outcome, organisations need to consider what would have happened in absence of their activities. This is done by sticking close to your logic model, which enables you to formulate a hypothesis of cause to effect relationship between your desired goal and the end result and document your intentions so that you can refer to them afterwards. If your evaluated outcomes prove that your hypothesis was correct, and you can prove that you undertook the necessary actions to go from one to another, you can claim a contribution to the impact being created.

Indicators

A measurement, a piece of information or a value which provides an assessment of what something is like and, when compared, how it has evolved (e.g. figures and numbers that may indicate a change). They make it possible to attribute a certain ownership (of the impact generated) to the organisation, or minimally outline the contribution of the organisation to the realisation of this impact.

Target

A value that specifies 'how much' of your outcome needs to be achieved within a certain period of time to achieve the intended impact (what is the minimum standard to be considered a success?)

Reporting

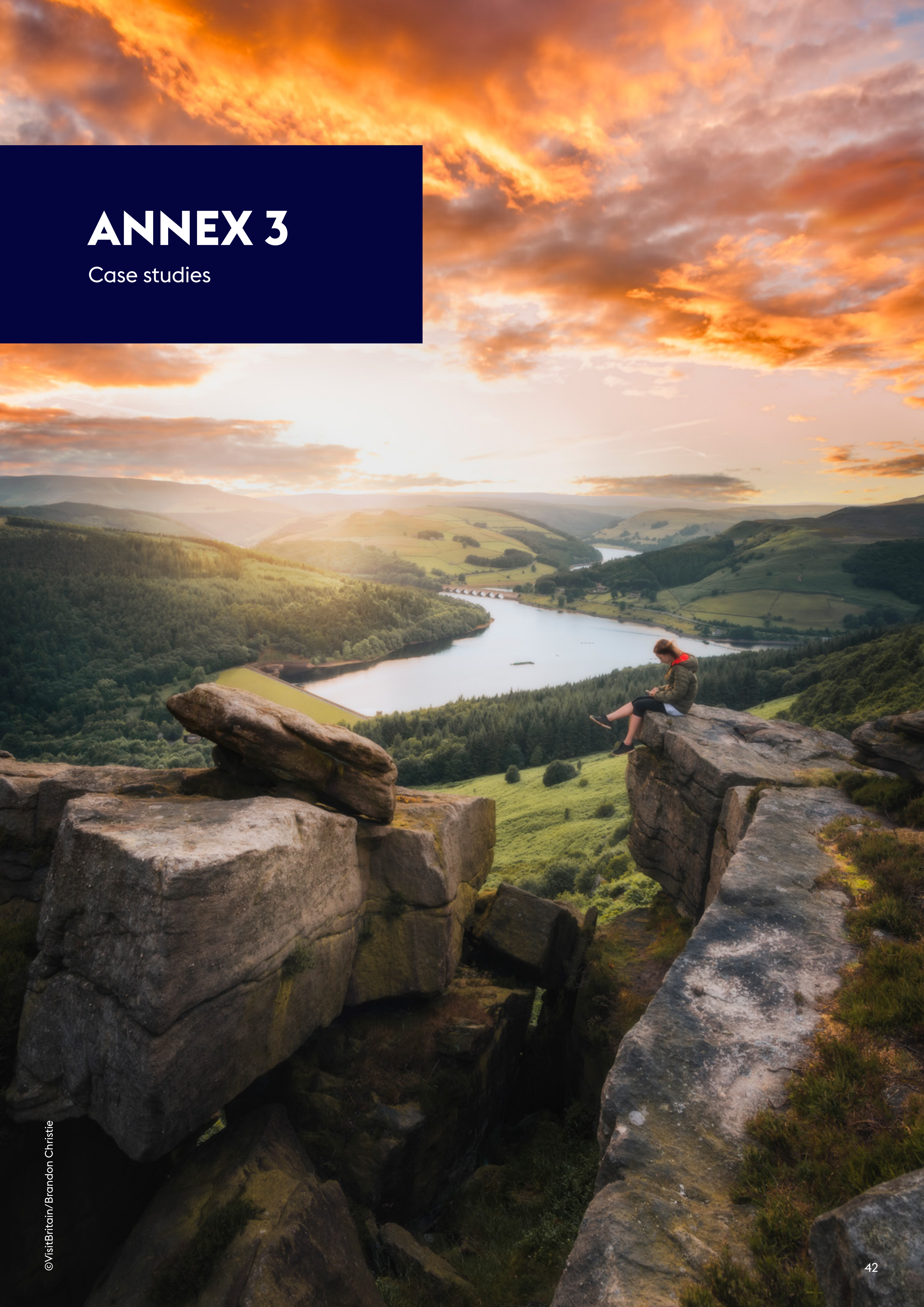
Impact reporting refers to the act of communicating the difference you made to the people you are trying to help (or the change you want to take responsibility for), or to the issue you are trying to improve. Impact reporting often takes the form of an impact report or annual report, but it can also include regular communications through media, reports to funders and stakeholders.

Storytelling

Developing narrative based on evidence of change (data collected through quantitative and qualitative means). Impact storytelling demonstrates change, recounting how results against what was there before are felt by beneficiaries, from their own point of view. Whereas metrics will help attest that change occurred and how much, storytelling will help demonstrate how something changed and why.

ANNEX 3

Case studies



SACNAS - The National Diversity in STEM Conference

Honolulu, Hawaii, 2019

AT A GLANCE

The conference's purpose was to develop inclusiveness in the STEM sector, fostering the professional development of Indigenous and second-generation individuals and their knowledge within STEM research.

Pathway to impact

1. DEFINE

The University of Hawaii campus, located in Honolulu, is recognised as one of the most diverse campuses in the United States and Hawaii also counts a large indigenous population. Yet it was noted that there was a diversity and engagement gap in the STEM industry. The conference partnered with the University of Hawaii to establish their impact intentions: showcase the work of their faculty and bring together Hawaii's traditional indigenous knowledge and practice with modern science to better understand and address the challenges and opportunities faced. The two entities aligned their intentions of impact by forging a strategy anchored in inclusiveness and empowering indigenous and second-generation students and professors.

2. MANAGE

The impact strategy centred around community and innovation and this was sewn into the fabric of the event and satellite activities. A specific day was allocated to focus on Hawaiian students from local community colleges, 430 exhibition booths were headed by Indigenous or second-generation professionals, 838 posters were submitted by local students and 6 speakers were local Hawaiians, who shared their personal experiences, thoughts and advice on entering the STEM world.

3. MEASURE

Following the events, surveys and questionnaires collected by paper and online provided the data that was needed to measure the impact of the conference. Seeing as the impact intention of the conference was to establish greater inclusion within STEM research for indigenous and second-generation professionals, the indicators chosen reflected this: number of indigenous people who participated, number of students who formed new relationships, whether they were inspired by the talks at the conference and whether new students enrolled to STEM subjects post-event. The data collected was then analysed to provide concrete facts: 2903 local individuals participated for the first time at this conference and there was a 85.5% increase of participation from indigenous people. Students from the University of Hawaii also reported feeling increasingly confident in their academic careers after having had the opportunity to present their research for the first time.

4. MAXIMISE

Armed with solid data that told the story about the clear social impact the conference had, SACNAS set out to share their news far and wide. They asked participants to share tweets and social media posts to garner some first level testimonials and included these in their impact report. The impact report was shared locally through regional news reports, thanks to the connections made earlier in the impact journey.

European Forum for Primary Care (EFPC)

Ghent, Flanders, Belgium / September 25-27, 2022

AT A GLANCE

The healthcare sector in Flanders recognizes people and communities as co-producers or "stewards" of care. Improving the quality of Primary Care in Flanders will ensure the overall quality of life for individuals, families, and communities. To ensure a successful improvement of the population's health, EFPC and VISITFLANDERS embarked on a legacy journey around the planning of the annual meeting of the European Forum for Primary Care 2022, supported by #MEET4IMPACT.

The aim of the European Forum for Primary Care is to improve the health of the population by promoting strong Primary Care. This is done by advocating for Primary Care, by generating data and evidence on Primary Care and by exchanging information between its members. The primary motivation to host the event is 'to improve Primary Care in Flanders'. And the main theme of the 2022 Conference is 'Integrated community care, a challenge for primary care'.

Pathway to impact

1. DEFINE

Before diving into the impact journey, EFPC clearly identified the core intention they wished to achieve with this legacy track:

"Primary Care in Flanders will be strengthened, better integrated with other care domains (community care, social care...) and more accessible to those who need care."

To strengthen Primary care in Flanders, many different levels of impact intention needed to be accounted for: Participants, organizations, regional entities as well as the national government explicitly depicted an interdependent sector. This was coherent with the primary intention which included better integration with care domains but also easier access to those who need care.

Through workshops, VISITFLANDERS (VF) helped the EFPC local hosts to recognize the needs and gaps of the local sector. These addressed the need for better tailored and widened care access for all patients as well as better connection and interaction from field professionals and policymakers. Using a Theory of Change (ToC) framework, they explored activities that would fulfill these needs and support the intentions. As desired short-term, mid-term, and long-term outcomes were pinpointed, the roadmap to a maximum impact was created. As a result, Primary Care in Flanders would be strengthened, better integrated with other care domains (community care, social care...), and more accessible to those who need care.

2. MANAGE

To ensure that there was a solid project aiming to achieve these impact intentions, a great level of engagement from a wide variety of stakeholders was required. Hence, a Legacy Core Team was created from the Local Organising Committee (LOC). They were tasked to identify and engage key stakeholders in the project such as the Primary Care Academy, Flemish Institute for Primary Care, Flemish Department for Care & Health, Ghent University, and more. Through meetings, discussions, active participation, and workshops, broader networks were created, collaborations and engagement were formalized, and learnings were shared.

Programme and legacy activities were identified and supported by the LOC and VF, ranging from networking and knowledge sharing activities at the conference itself, specialised workshops meant to reinforce engagement by workers to improve practices and create multi-functional teams, to field trips enabling international participants to discover primary care facilities and services .

3. MEASURE

To evaluate the success of these efforts and measure the impact of the legacy initiative, three sources of data were collected. First, participants to organised field trips were asked to share their experience through a questionnaire. During the event, workshops with different stakeholders were held and facilitators were tasked with providing first-hand feedback on participant learning and provide measurable feedback through standard collection tools. Finally, a post-event survey was used to collect information and measure the short-term effects of the event, and a follow-up survey will be administered in a few months to assess how the short-term take-aways have converted into mid-term outcomes. For each of these data collection tools, precise indicators were meticulously selected and reviewed by the impact team.

4. MAXIMISE

In order to capture the effects and maximize the impact of the legacy project, an impact report will be created. This report will detail the various efforts and activities undertaken, it will highlight results of the data collection process and showcase the collected outcomes, and provide some insights into the future positive impact of the event on the initial goal of strengthening primary care in Flanders. A case study will also be produced and shared widely by the VISITFLANDERS and #Meet4Impact teams in industry conferences and partner events in Flanders.

International Ornithological Congress

Vancouver, Canada, 2018

AT A GLANCE

At the 2018 congress in Vancouver the topic mainly focused on environmental issues concerning avian species. The internal mission of the international union of ornithologists being to promote the dissemination of knowledge on avian species, collaboration between scientists and the transmission of knowledge from theory to practice (in particular the conservation of species), the intention of impact was to promote the preservation of avian biodiversity within the host destination by raising awareness and educating the local community on environmental issues concerning birds.

Pathway to impact

1. DEFINE

Vancouver is located on a major migratory route and the city has a bird protection strategy but in recent years, they have seen these migration patterns change as a result of forest fires. It's local context made it an ideal location for the congress, which aimed to strengthen The presentation of terrestrial ecosystems by raising awareness and informing the local community about environmental issues concerning avian species.

2. MANAGE

Key stakeholders including tourism Vancouver, the city of Vancouver and the province of British Columbia, professors from Simon Fraser University, Environment Canada and Bird Studies Canada were strongly involved in the conference and that collaboration helped to create a favourable context to create impact. In order to establish the long-term impact, the conference had the short-term objective of promoting the awareness of host communities towards environmental issues in relation to avian species in the importance of conserving that ecosystem. The congress partners with the indigenous tourism Association of British Columbia to create bird species Discovery tours in different parts of the city. This was an opportunity to connect with nature in Vancouver and develop local commercial activity around bird protection. A collaborative mural featuring the 678 endangered bird species of the world was publicly exhibited for six months post-conference. Workshops were also held for the wider public to raise awareness of birds, for example: a stilt walking workshop to learn about bird movements.

3. MEASURE

The International Union of Ornithologists worked throughout the congress to collect data through surveys, questionnaires and interviews in order to put together an impact report. It was important to collect stories happening around the congress, such as the collaboration between cabinet ministers from federal and provincial governments that opened up a discussion with the community and researchers on the role of science in government policy in Canada. The congress also wanted to report on the impact involving the First Nations had; not only did it promote knowledge and awareness, but also created a stronger self of community engagement between the public and First Nations.

4. MAXIMISE

Whilst International Union of Ornithologists worked on publishing the impact report for the congress, Tourism Vancouver published a series of articles and videos to summarise what was delivered by the event. They described the activities that occurred - such as the tours, the policy advancements, the mural - and collected first person testimonials to accompany those. The impact strategy was community centred, therefore it was important to see faces of the community whilst reporting on the congress.