

2025

The NNF Way of Impact Management

– because it matters for increased societal impact

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Impact
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Purpose

- to explain the NNF's Impact Management process, key elements, principles, and narrative
- to highlight the internal value creation and the external increased societal impact by implementing Impact Management
- to help understand that success of Impact Management is based on a true co-creation process and activities between project leads, impact partners, grant-holders and key stakeholders in society





Impact management – in brief

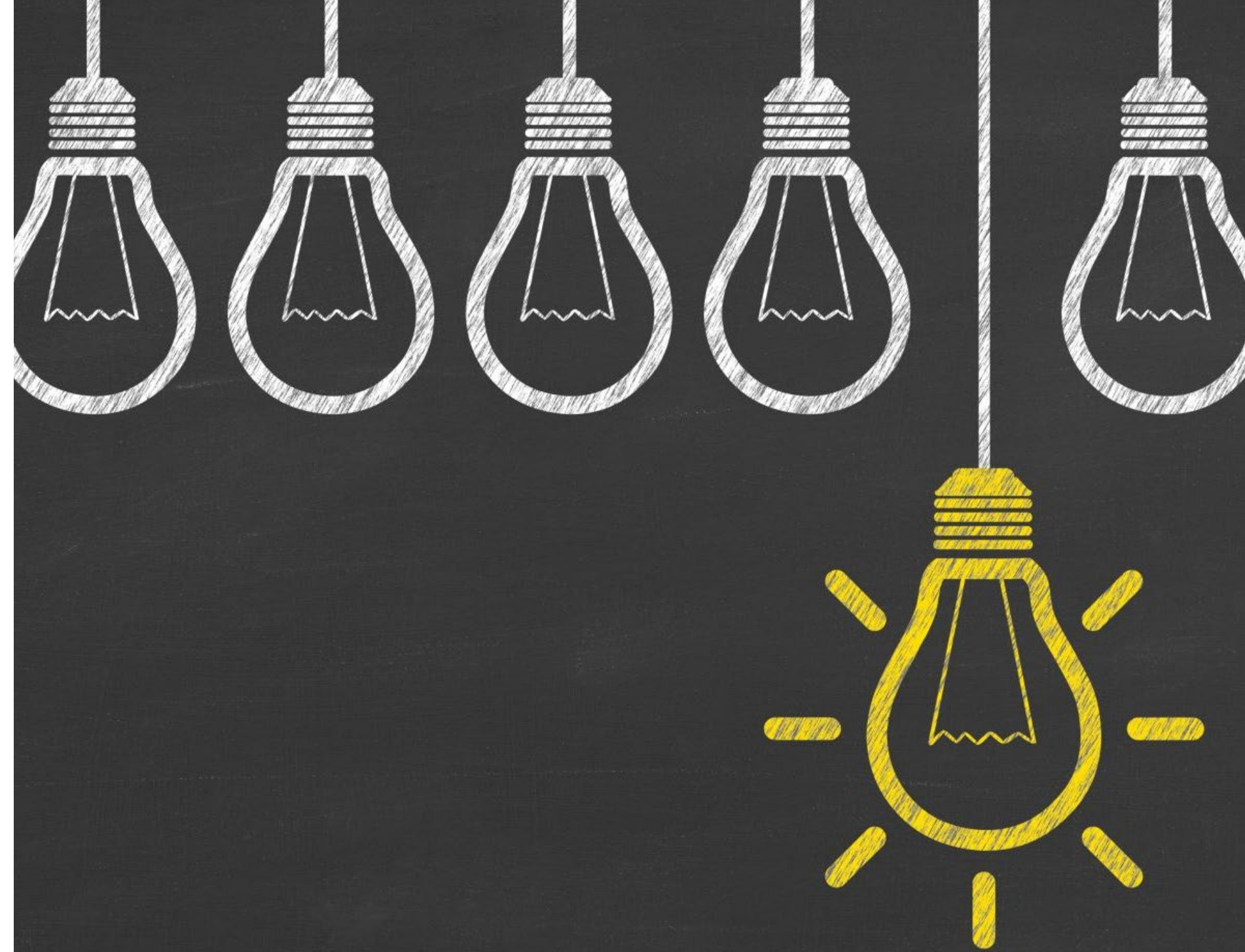
- is the process of planning, collecting, measuring, assessing, learning, and improving the positive effects and minimizing the negative unintended effects of a project or intervention on people, systems, or the environment.

Ambition

Impact Management must always support NNFs vision, mission and impact principles of Strategy 2030

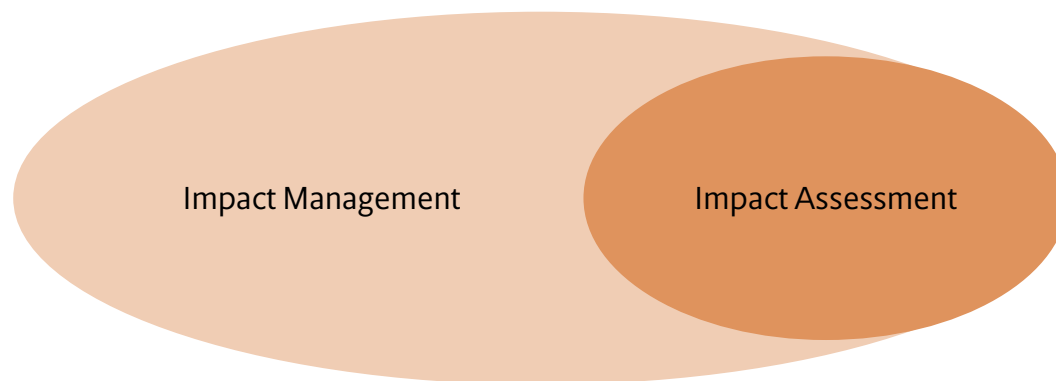
Move the NNF way of Impact Management to a new level of value creation that increase societal impact:

- Refining and improving activities, processes and services
- Introduce new services



From Impact Assessment to Impact Management

- **Impact Assessment** was introduced in 2014 to support the Board to monitor strategy progress, increase transparency, insight and accountability
- **Impact Management** was introduced in 2021 to support the project-centric organization with focus on increasing impact of efforts via impact frameworks



Impact management is based on solid knowledge and research showing that

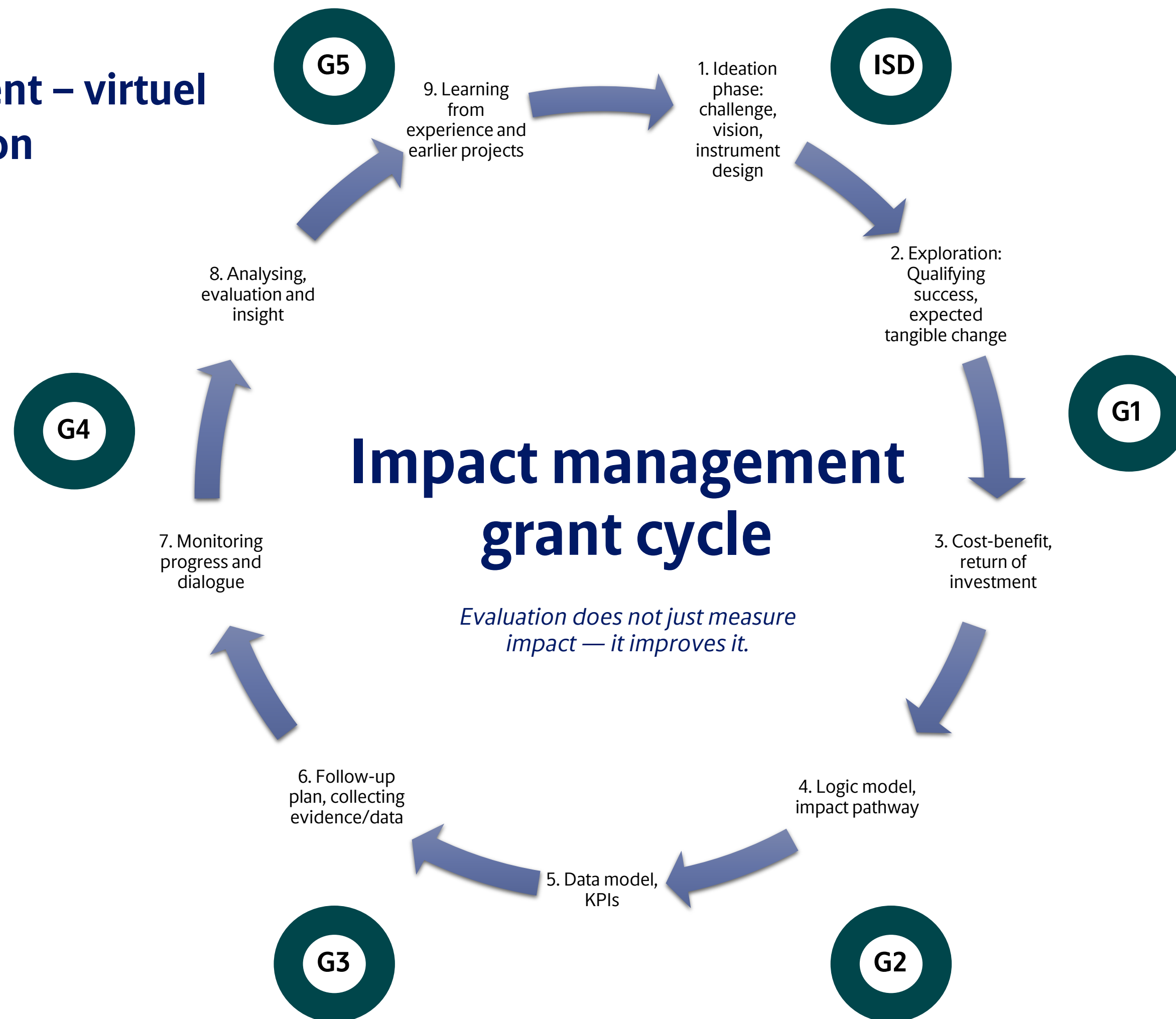
- ✓ Impact Management is pivotal to achieving increased societal impact
- ✓ Value creation and increased effects takes place through each of the following key elements:
 - ❖ Scoping of challenge and problem,
 - ❖ ex-ante evaluation,
 - ❖ instrument design,
 - ❖ logic models,
 - ❖ data collection,
 - ❖ monitoring, evaluation, and learning.

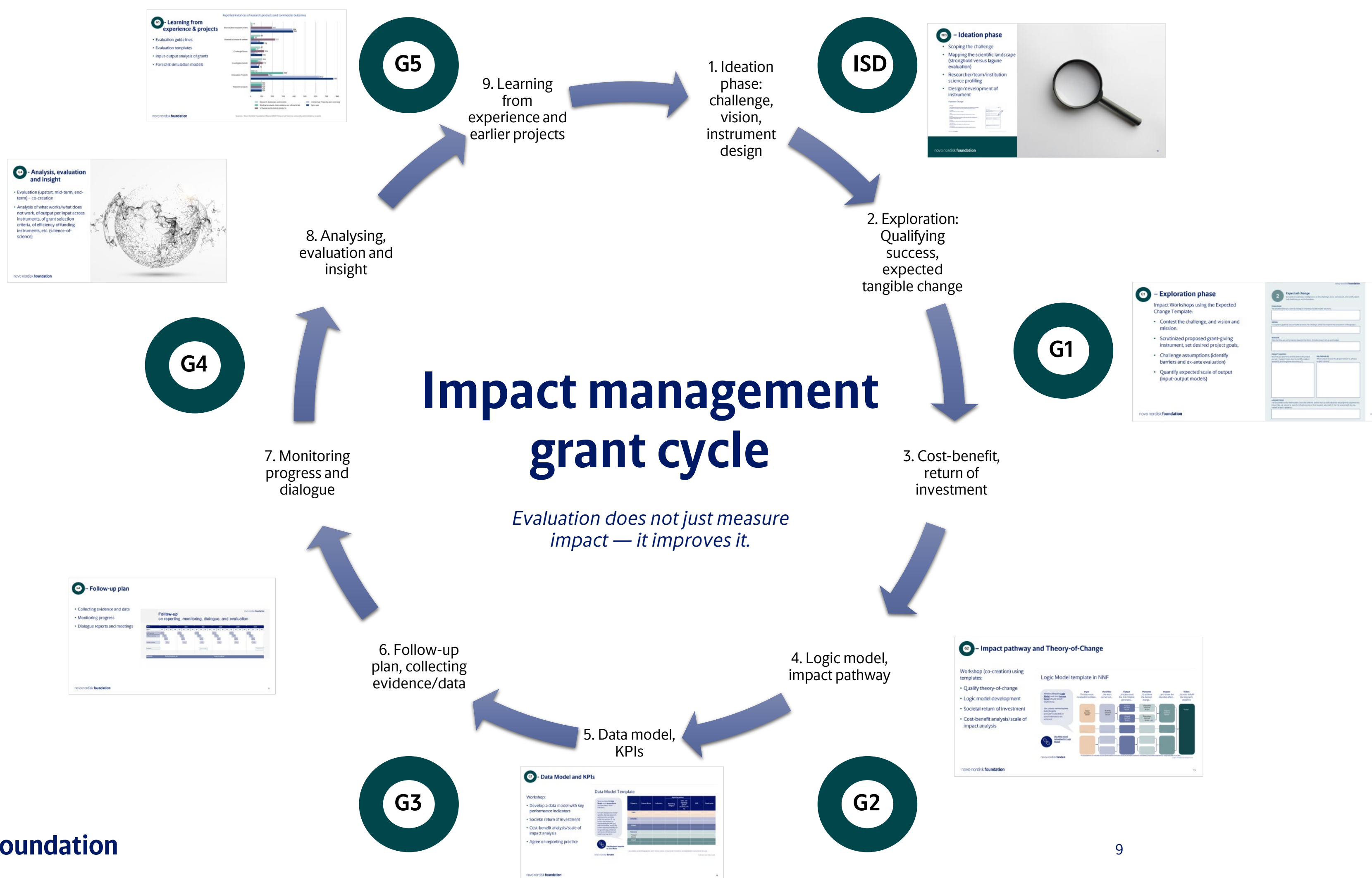


The Novo Nordisk Foundation Stage Gate Model



Impact management – virtual process explanation





ISD – Ideation phase

- Scoping the challenge
- Mapping the scientific landscape (stronghold versus lagoon evaluation)
- Researcher/team/institution science profiling
- Design/development of instrument

Expected Change

Content:

The template for Expected Change requires the completion of multiple text fields in accordance with the specified descriptions below:

Challenge:

Situation that you want to change.

Vision:

A desired state or long-term objective that you want to reach.

Mission:

Best set up/funding instrument to help you solve the challenge and progress towards the Vision.

Success:

Description of what success looks like within the grant period.

Deliverables:

What the project must deliver to achieve success.

Assumptions:

Considerations about dependencies on project external factors.

The form is titled 'Expected change' and includes a 'novo nordisk fonden' logo in the top right corner. It contains several text input fields for the following sections: Challenge, Vision, Mission, Success, Deliverables, and Assumptions. A pencil icon is positioned over the Vision section, indicating it is being filled out.

novo nordisk **fonden**

Preparation for development of Impact Framework process





– Exploration phase

Impact Workshops using the Expected Change Template:

- Contest the challenge, and vision and mission.
- Scrutinized proposed grant-giving instrument, set desired project goals,
- Challenge assumptions (identify barriers and ex-ante evaluation)
- Quantify expected scale of output (input-output models)



Expected change

Complete this template to alignment on the challenge, vision and mission, and briefly sketch high-level success and deliverables.

CHALLENGE

The situation that you want to change or improve. Do not include solutions.

VISION

A long-term goal that you strive for to meet the challenge, which lies beyond the completion of the project.

MISSION

Describe how you will progress towards the Vision. Include project set-up and budget.

PROJECT SUCCESS

What do you intend to achieve within the project period + 5 years? Cover short term (ST), medium term (MT), and long term outcomes (LT)

DELIVERABLES

What outputs should the project deliver to achieve project success?

ASSUMPTIONS

The preconditions for deliverables. Describe external factors that can/will influence the project in a positive way (inputs like e.g. access to specific infrastructures) or in a negative way (part of the risk assessment like e.g. limited access to patients)

Cost-benefit/Return on Investment CropSustainN (CASE)

- **Investment:** DKK 145 million grant from NNF
- **Additional co-funding:** DKK 0-181 million
High likelihood of attraction during grant period
- **Partners:** Non-profit, international organization CIMMYT, plus several key R&D partners. 30-40% of NNF funds allocated to third-party partners.
- **Problem:** Nitrogen fertilizer use has enormous negative environmental footprint
- **Goals:**
 - 1) Verify global potential of BNI technology to reduce the nitrogen footprint from wheat crop production
 - 2) Enable plant breeders to provide BNI-wheat seeds to farmers globally
 - 3) Generate the 'pull' for adopting BNI technology from farmers, policymakers, and influencers in existing value systems

Results: BNI technology is on track to lower the environmental footprint in agriculture

Non-monetary societal return of investments (quantitative & qualitative)

Short-term

- Increased knowledge generation & sharing: 75-100 researchers delivering ~50 scientific papers
- Global research ecosystem strengthened to tackle problem
- Technology de-risked for global adoption
- International public good offers equitable access
- Political & societal awareness about agricultural sustainability

Long-term

- Reduction of CO₂ emissions by 0.16 to 0.36 Gt per year, plus a lowering of nitrate pollution
- Decreased dependency on N fertiliser, reducing ~17 megatonnes per year globally
- Cost savings for farmers
- Farmers playing an important role in food systems transformation

Monetary return of investments (long-term)

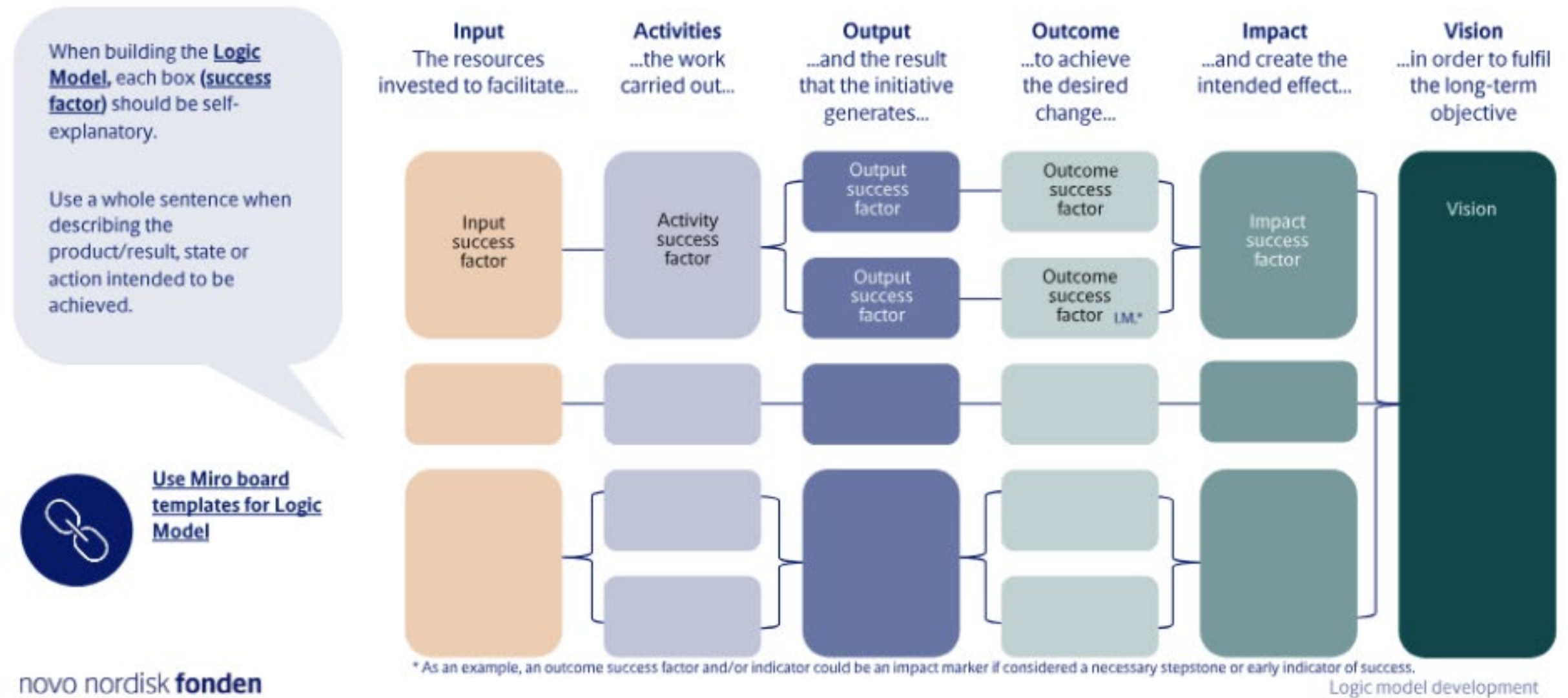
- Enhanced economic stability for farmers across ~60 countries from lower fertilizer expenses & more consistent yields, resulting in about €6.4 billion in savings
- Increased farmer earnings if compensation is received for ecosystem services & carbon credits

G2 – Impact pathway and Theory-of-Change

Workshop (co-creation) using templates:

- Qualify theory-of-change
- Logic model development
- Societal return of investment
- Cost-benefit analysis/scale of impact analysis

Logic Model template in NNF



G3

- Data Model and KPIs

Workshop:

- Develop a data model with key performance indicators
- Societal return of investment
- Cost-benefit analysis/scale of impact analysis
- Agree on reporting practice

Data Model Template

When building the **Data Model**, each **success factor** can have one or more indicators.

For each **indicator** the model specifies the data source, 1) administration and data collection systems, 2) any further data analyses or responsibility for NNF (e.g. data enrichment), and 3) any further data responsibility for the grantee (e.g. additional submission of data, annual reports, surveys etc.).



Use Miro board template for Data Model

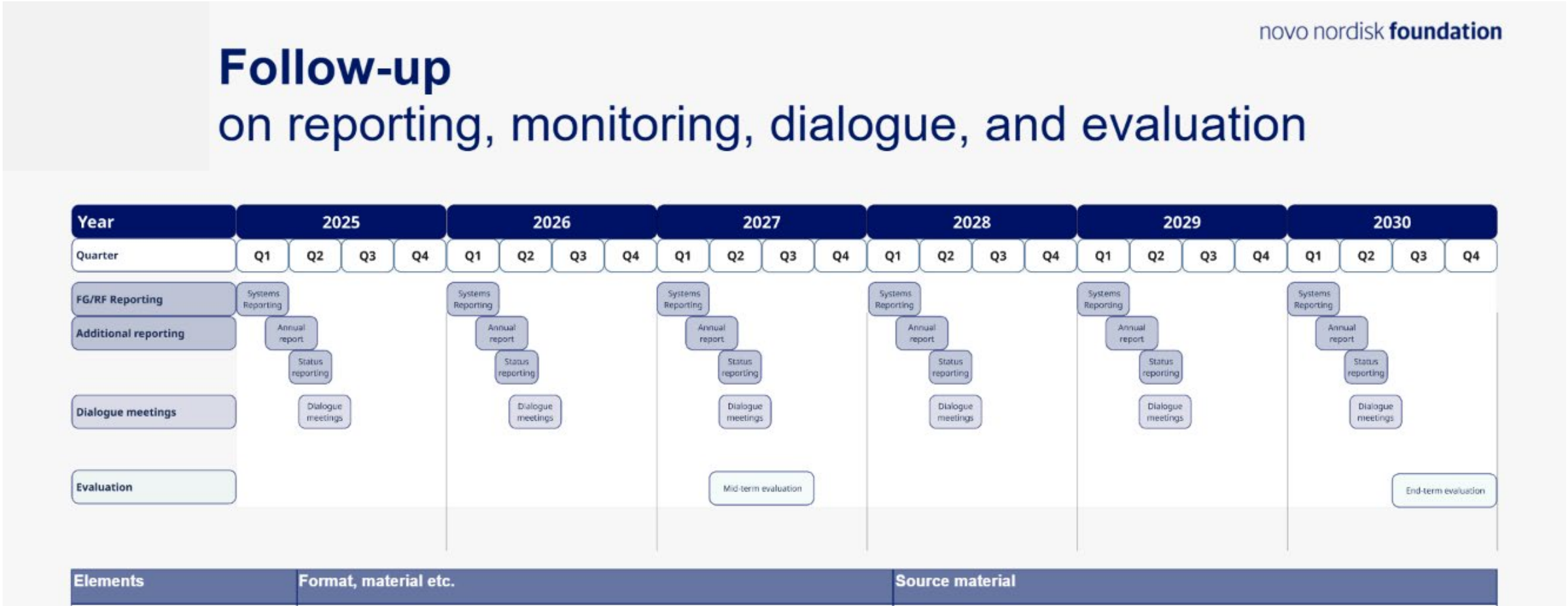
Category	Success factor	Indicators	Reporting system		NNF	Grant name
			Reporting category	Adm. and reporting system (NORMA/ RF/ FG)		
Input						
Activities						
Output						
Outcome						
* Impact Marker						
Impact						

* As an example, an outcome success factor and/or Indicator could be an impact marker if considered a necessary stepstone or early indicator of success.

G4

– Follow-up plan

- Collecting evidence and data
- Monitoring progress
- Dialogue reports and meetings



G4 - Analysis, evaluation and insight

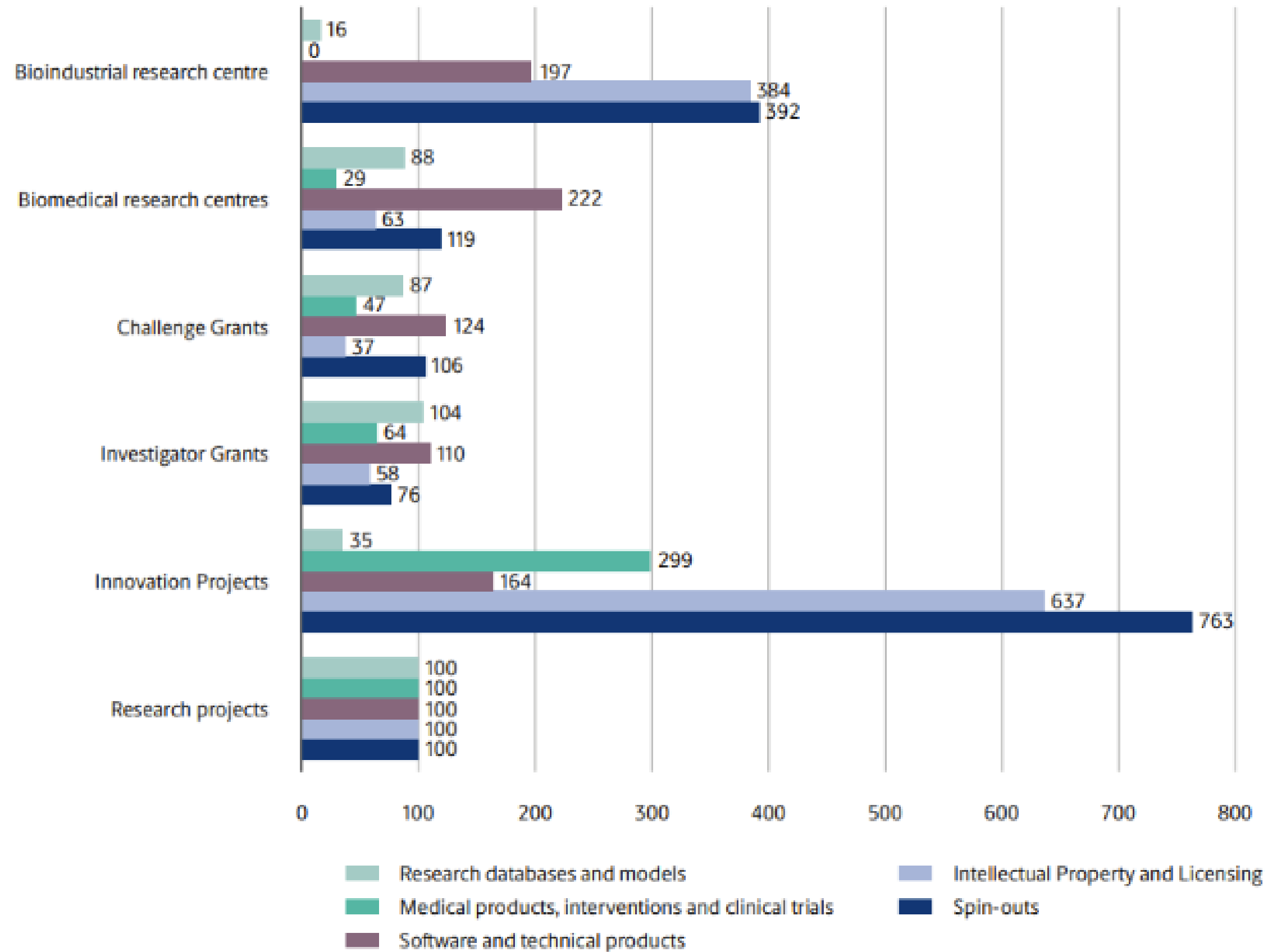
- Evaluation (upstart, mid-term, end-term) – co-creation
- Analysis of what works/what does not work, of output per input across instruments, of grant selection criteria, of efficiency of funding instruments, etc. (science-of-science)

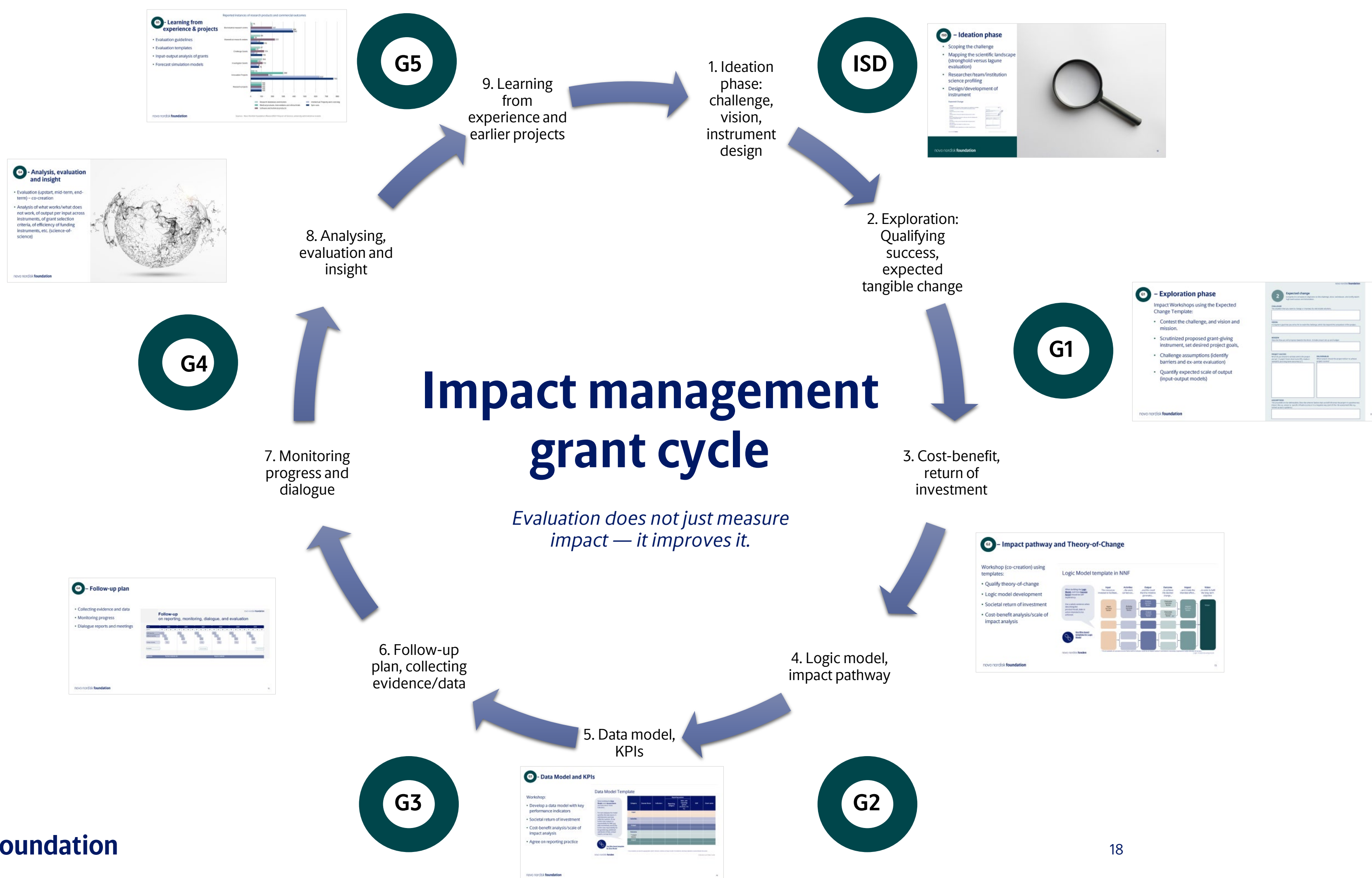


G5 - Learning from experience & projects

- Evaluation guidelines
- Evaluation templates
- Input-output analysis of grants
- Forecast simulation models

Reported instances of research products and commercial outcomes





The Novo Nordisk Foundation Stage Gate Model

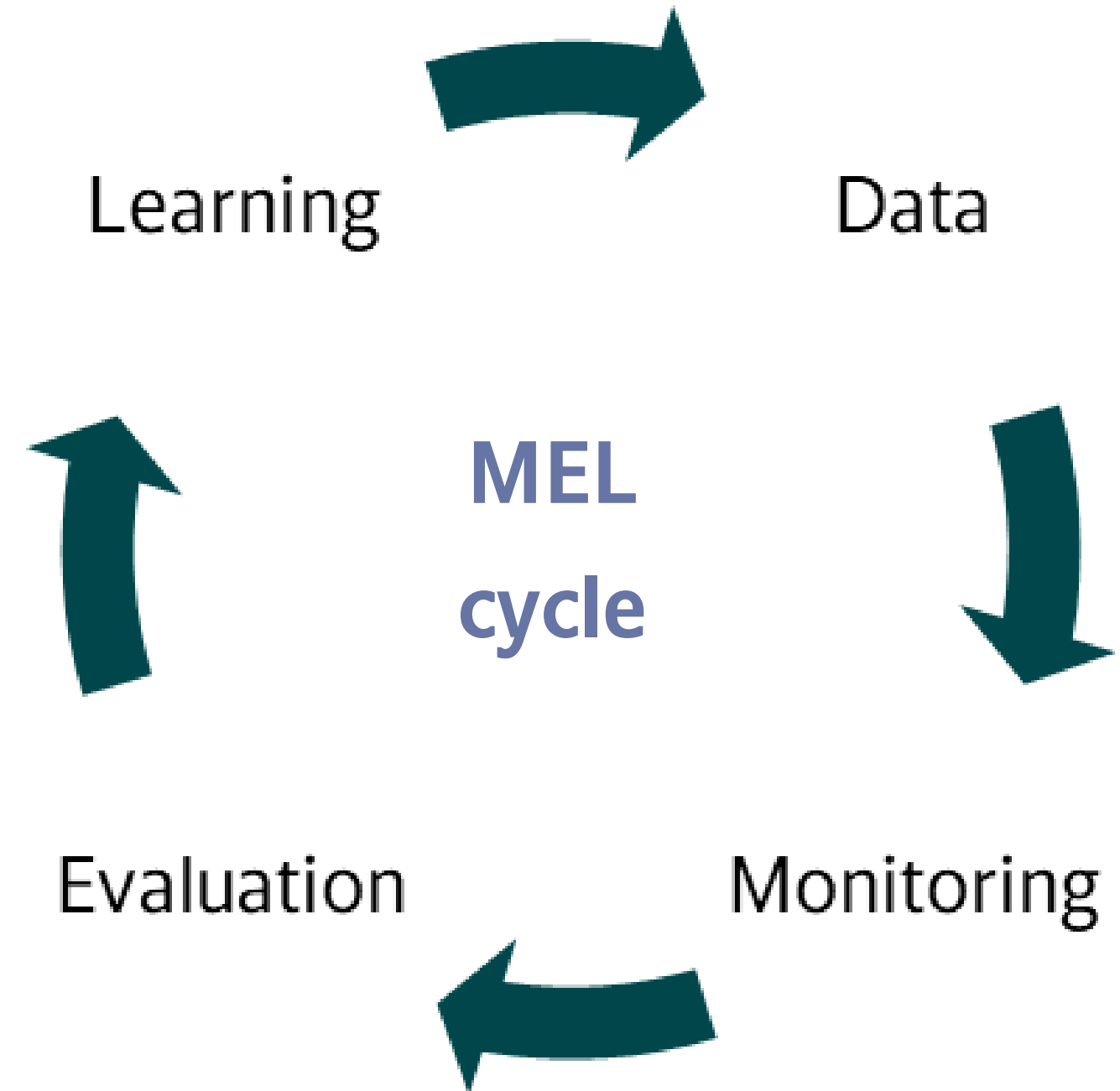


The Hawthorne Effect from Monitoring

The phenomenon that **individuals improve their performance when they are aware that they are being monitored. This leads to:**

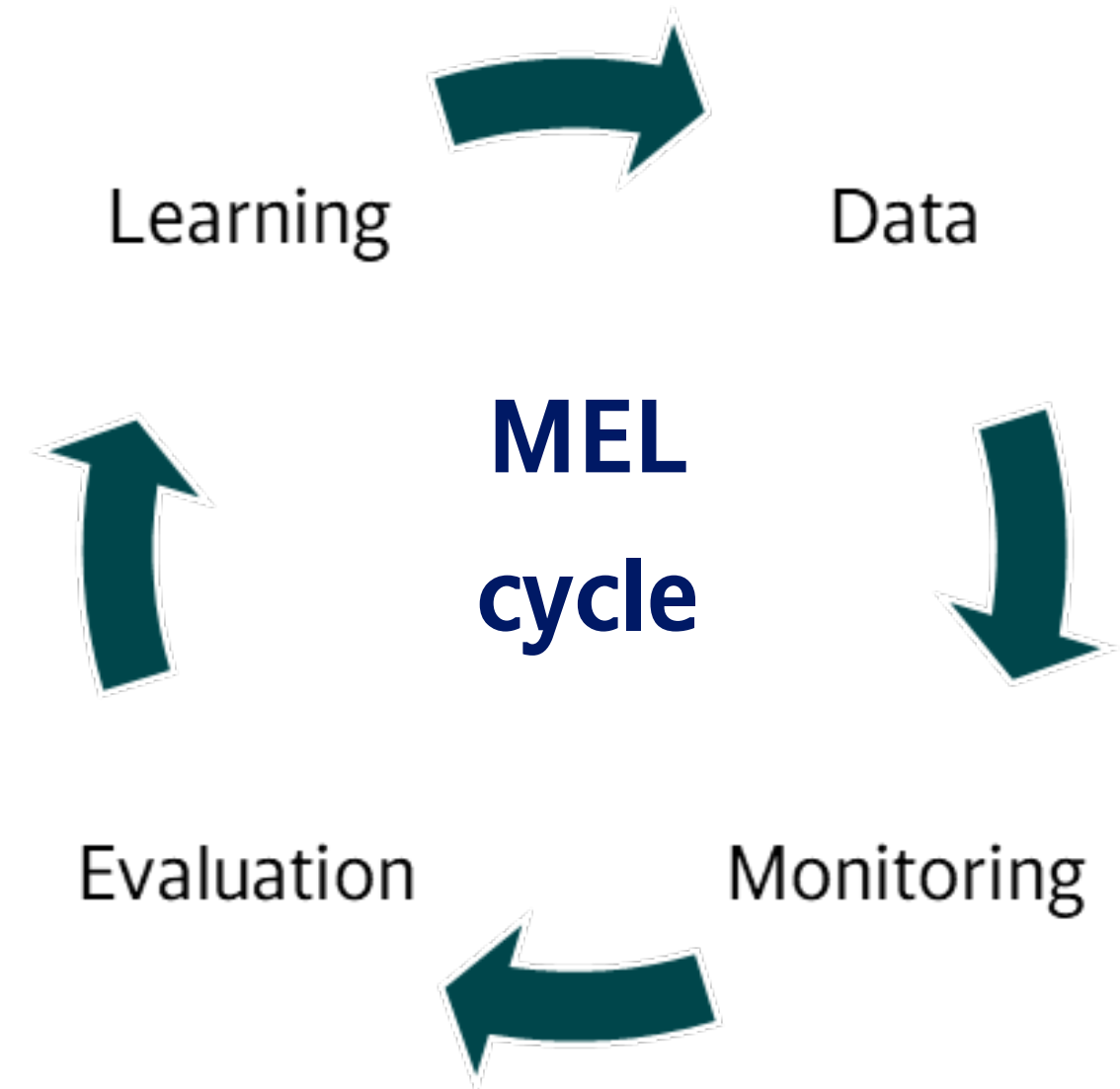
- 1. Increased productivity and engagement:** People may work more diligently, meet deadlines more reliably, or report more accurate data.
- 2. Improved adherence to protocols:** In clinical or lab settings, teams may follow research procedures more strictly, leading to higher methodological integrity.
- 3. Motivation and morale boost:** Observation can validate the importance of the work, leading individuals to feel their contributions matter — potentially increasing effort.

The effect may fade over time if monitoring stops.



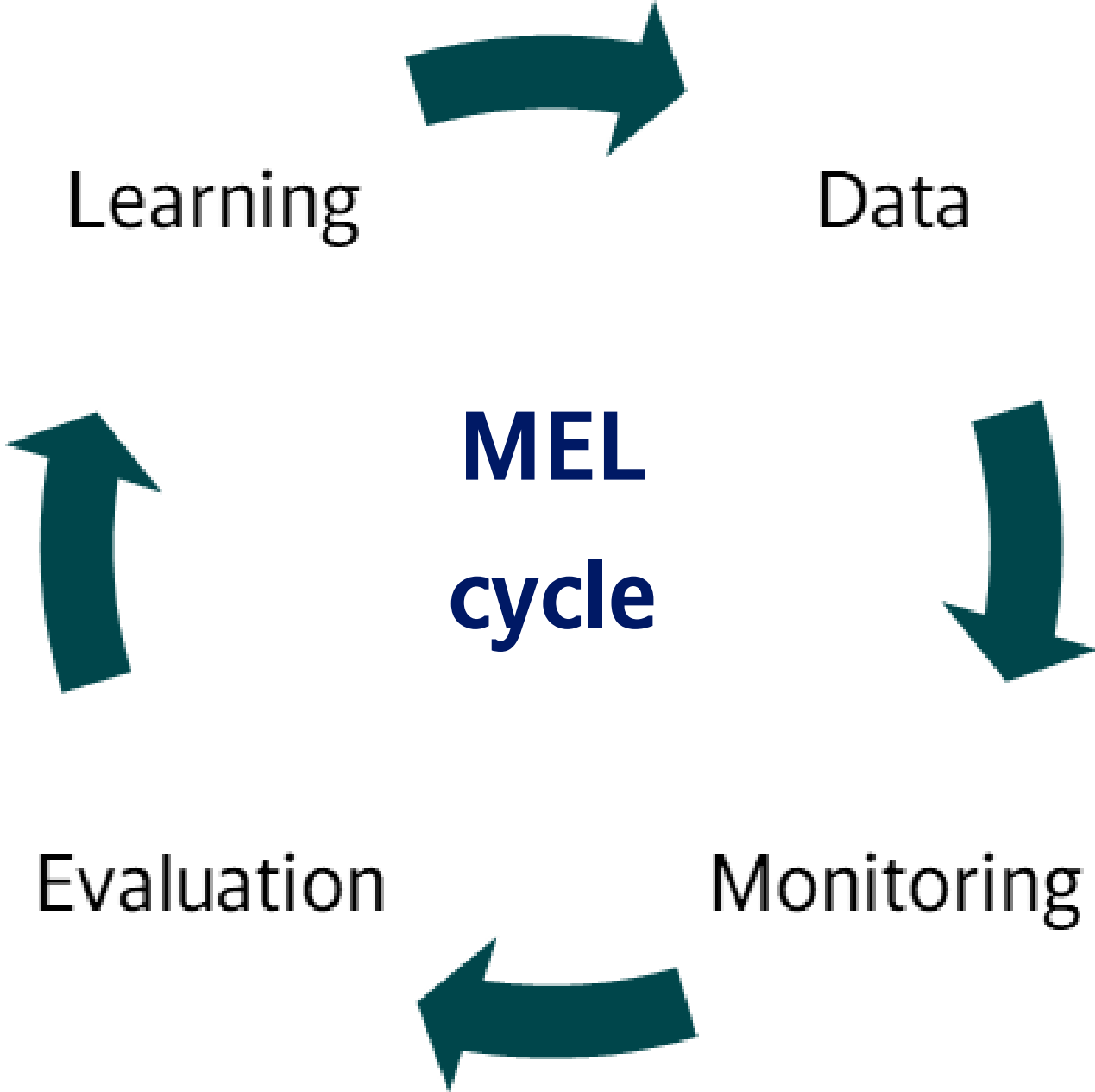
Data Collection Adds Value

- ✓ Collecting data is not a burden, and it does not take long time.
- ✓ Collecting data for the purpose of **monitoring, evaluation and learning (MEL)** adds value.
- ✓ Linked to **MEL**, it is a mechanism for improving effectiveness, accountability, and impact.
- ✓ It enables **informed, timely, and adaptive decision-making** throughout the grant lifecycle.

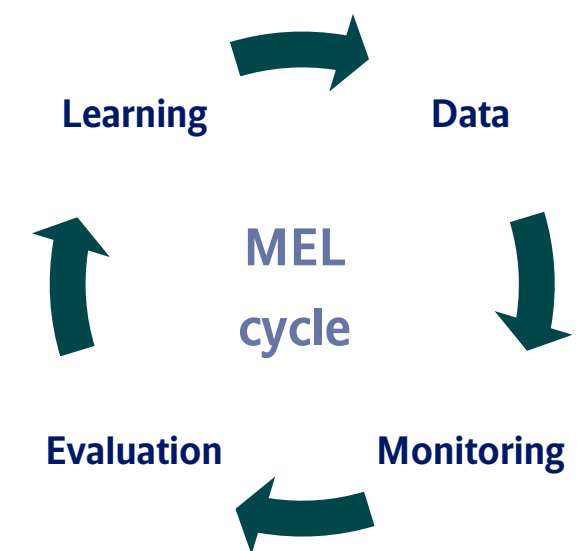


Data collection value chain – MEL Cycle

Data	Role of Data Collection	Outcome og Value
Monitoring	Tracks progress continuously against plans	Adaptive management and early corrections
Evaluation	Assesses effectiveness, efficiency, and relevance	Deeper analysis of results and impact
Learning	Transforms data into insights through reflection	Improved future planning, innovation, and quality



Evaluation increase impact along the impact pathway

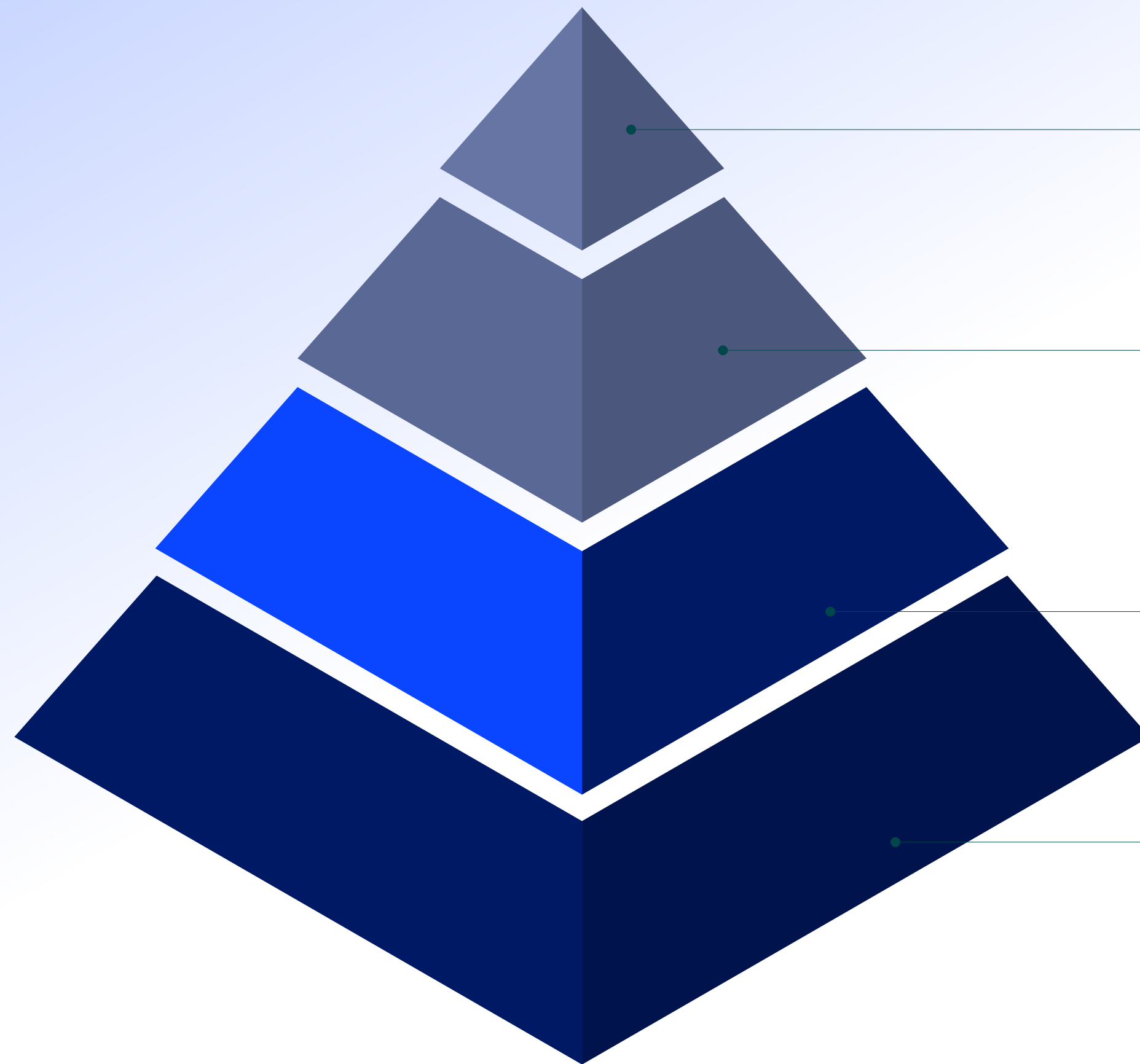


Effektområde	Evalueringsrolle	Eksempel
Output	Forbedret fremdrift og kvalitet	Øget vidensproduktion og dokumentation af effektive metoder efter midtvejsevaluering
Outcome	Tilpasning til målgruppens behov	Didaktisk forskning justeret for bedre skolebrug
Societal impact	Bedre brugerinddragelse og formidling	Nye og flere sociale og pædagogiske værktøjer implementeret i lokalpolitik

Impact management is a bottom-up approach to portfolio monitoring, evaluation, learning and information-based decisions



**Impact
management
serves multi-
level
information
needs**



BoD and External Key Stakeholders in Society:
– Accountability, Advocacy, Transparency, Legitimacy

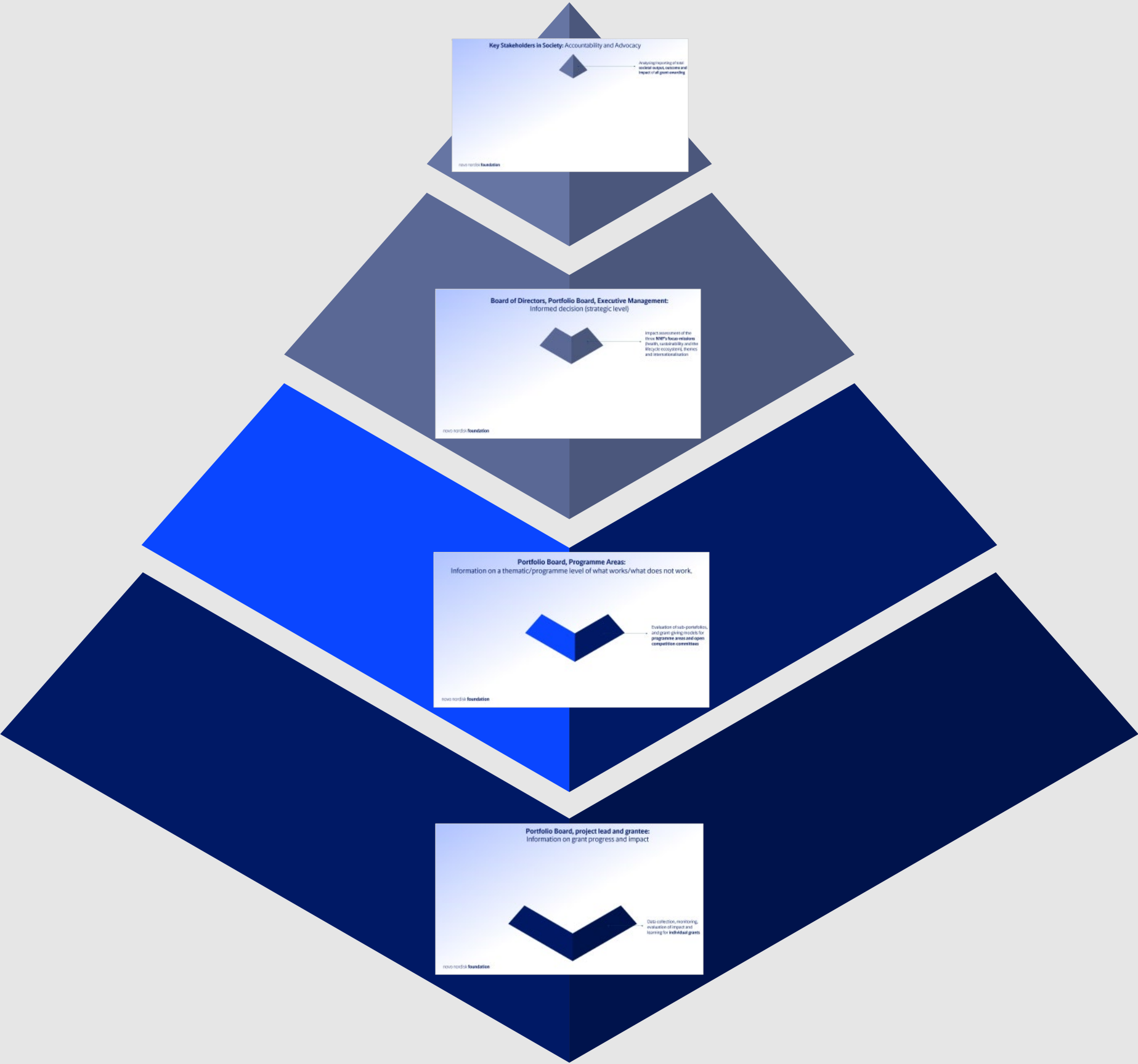
Board of Directors, Portfolio Board, Executive Management, :
– Informed decision (strategic level), evaluation and learnings

Portfolio Board, Programme Areas:
Information and MEL on a thematic and programme level of what works/what does not work.

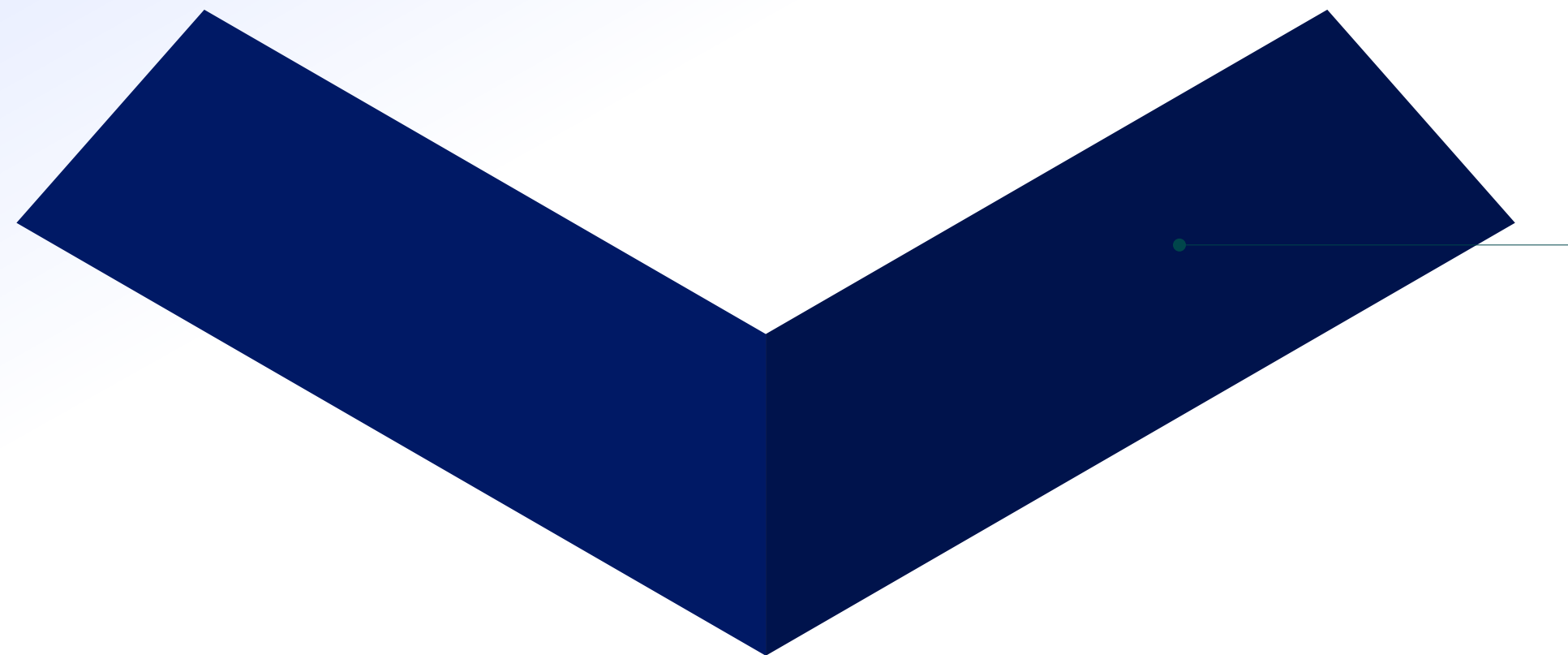
Portfolio Board, project lead and grantee: Information and MEL on grant progress and impact

Impact Assessment
bottom-up approach:

- from impact reporting of individual grants, via aggregation of output and outcome data towards portfolio analysis, MEL and assessment of societal impact of of the Foundation.



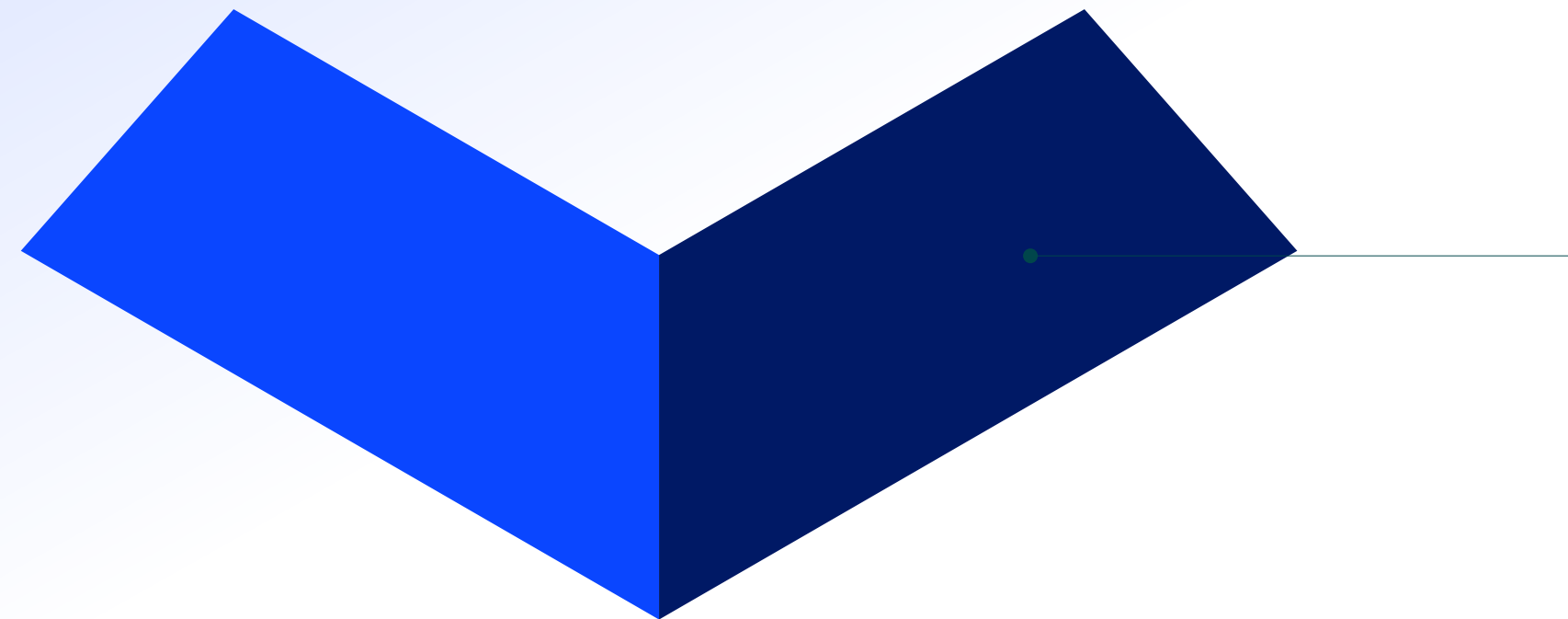
Portfolio Board, project lead and grantee: Information on grant progress and impact



Data collection, monitoring,
evaluation of impact and
learning for **individual grants**

Portfolio Board, Programme Areas:

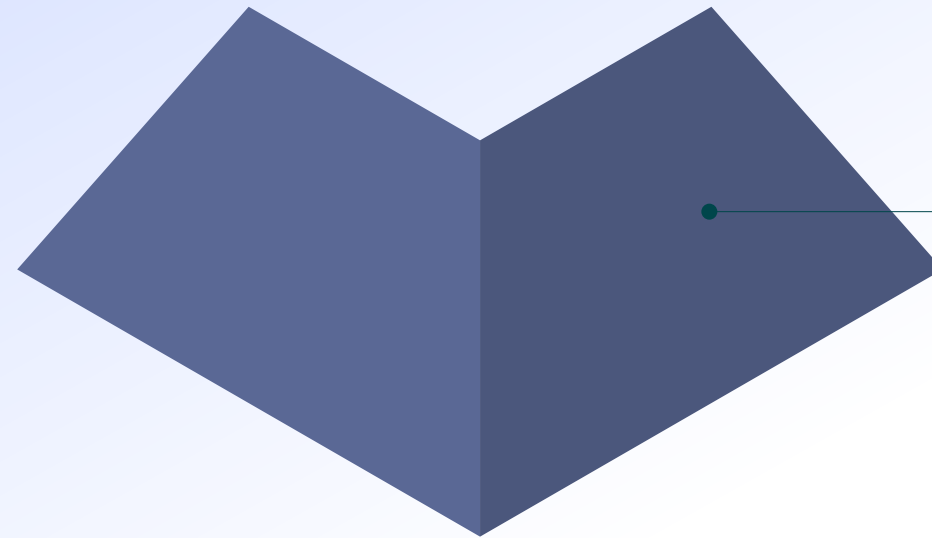
Information on a thematic/programme level of what works/what does not work.



Evaluation of sub-portefolios,
and grant-giving models for
**programme areas and open
competition committees**

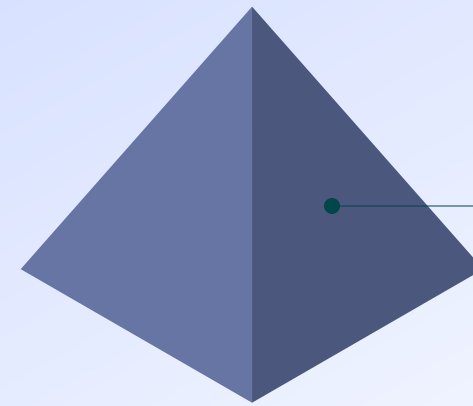
Board of Directors, Portfolio Board, Executive Management:

Informed decision (strategic level)



Impact assessment of the three **NNF's focus-missions** (health, sustainability and the lifecycle ecosystem), themes and internationalisation

Key Stakeholders in Society: Accountability and Advocacy

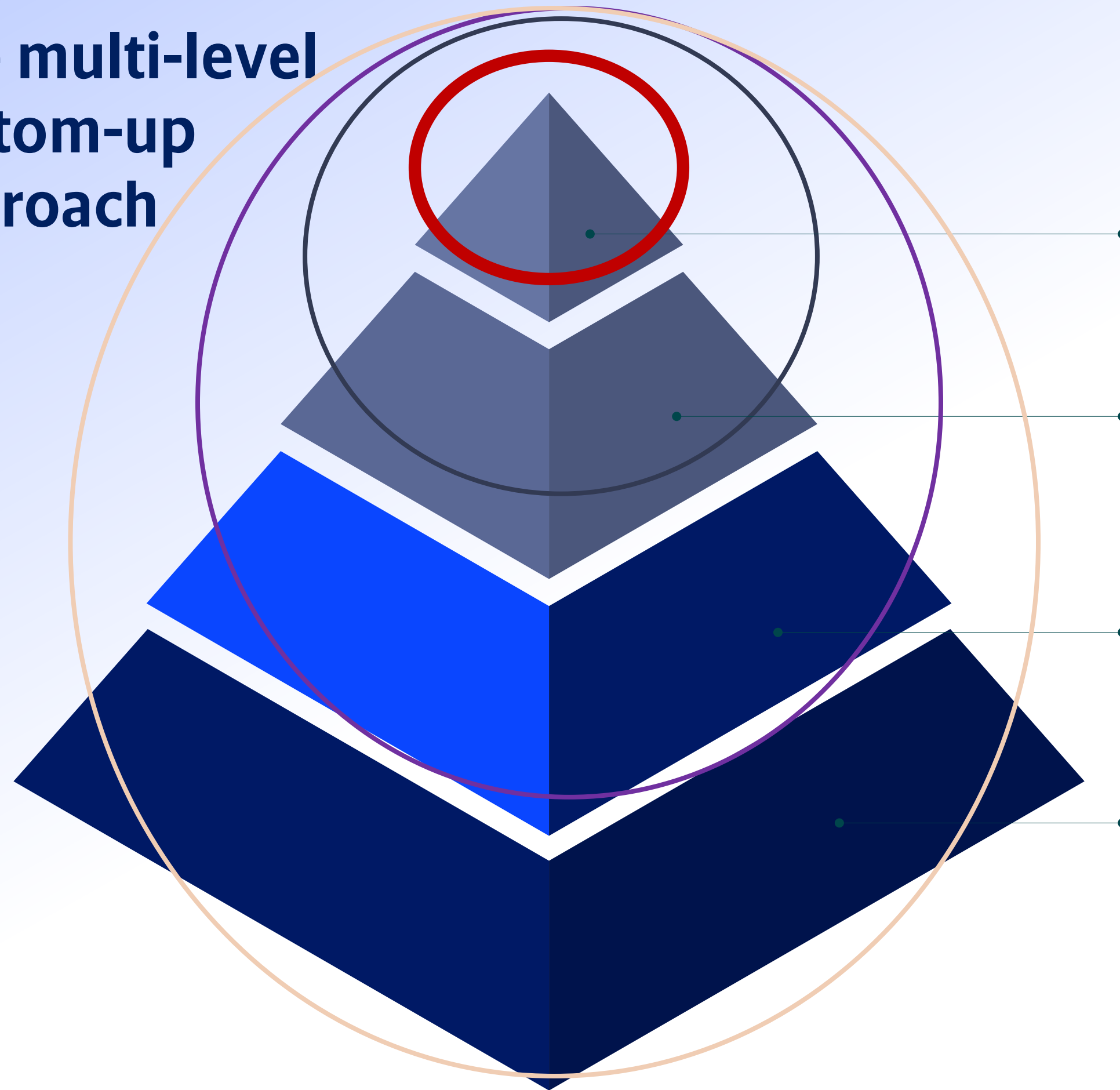


Analysing/reporting of total
**societal output, outcome and
impact of all grant-awarding**

Impact Management:

- from impact frameworks and impact reporting of individual grants, via aggregation of output and outcome data towards portfolio analysis, MEL and assessment of societal impact of the Foundation.

The multi-level bottom-up approach



Analysing/reporting of total **societal output, outcome and impact of all grant-awarding**

Impact assessment of the three **NNF's focus-missions** (health, sustainability and the lifecycle ecosystem), themes and internationalisation

Evaluation of sub-portefolios, and grant-giving models for **programme areas and open competition committees**

Data collection, monitoring, evaluation of impact and learning for **individual grants**



The Impact Management Narrative

Why, How, What

Why

- Understanding and managing the impact of the Novo Nordisk Foundation's initiatives is crucial to ensuring that resources are effectively utilized, productivity increases, and quality is high to generate maximum value for society and for the Foundation.
- The value creation is well documented in research literature.
- The Foundation's impact management approach is rooted in co-creation, transparency and trust, and the drive to continuously learn, improve and innovate.
- The Foundation aims to foster advancements that are scientifically sound, socially responsible, and aligned with societal needs, thereby supporting meaningful sustainable societal impacts in accordance with its strategic missions.



How

- A systematic process that begins with identifying the problem, setting clear, measurable objectives, and describing the impact pathway, KPIs and follow-up.
- Involves planning, and stakeholder co-creation and engagement.
- A combination of qualitative and quantitative metrics help to assess progress and outcomes, using tools such as logic models (theory-of-change) and impact assessments.
- Regular data collection, monitoring and evaluation enable us to adapt projects dynamically, ensuring they remain effective and relevant.
- Collaboration with partners and grantees is pivotal, as it fosters a shared understanding and commitment to achieving results.
- Transparency in reporting and a commitment to learning from successes, failures and challenges help to refine methods continually, create an impact culture and improve impact literacy.



What

- The impact management approach generates tangible benefits that help the Foundation to achieve its goals.
- The project-centric organization with co-creation of initiatives, impact frameworks and a commitment to shared management of impact among stakeholders and the foundation help supporting advancements in scientific research, technological breakthroughs, new solutions and better outcome within health and sustainability, and improvements in infrastructure, education, job creation, growth and well-being.
- By systematically tracking and analysing our impact, we can demonstrate accountability to our stakeholders and refine our methods to improve future initiatives.
- The Foundation's efforts contribute both to micro effects such as immediate project goals as well as to macro effects such as broader societal shifts towards better health outcomes, increased scientific knowledge, and enhanced quality of life.

