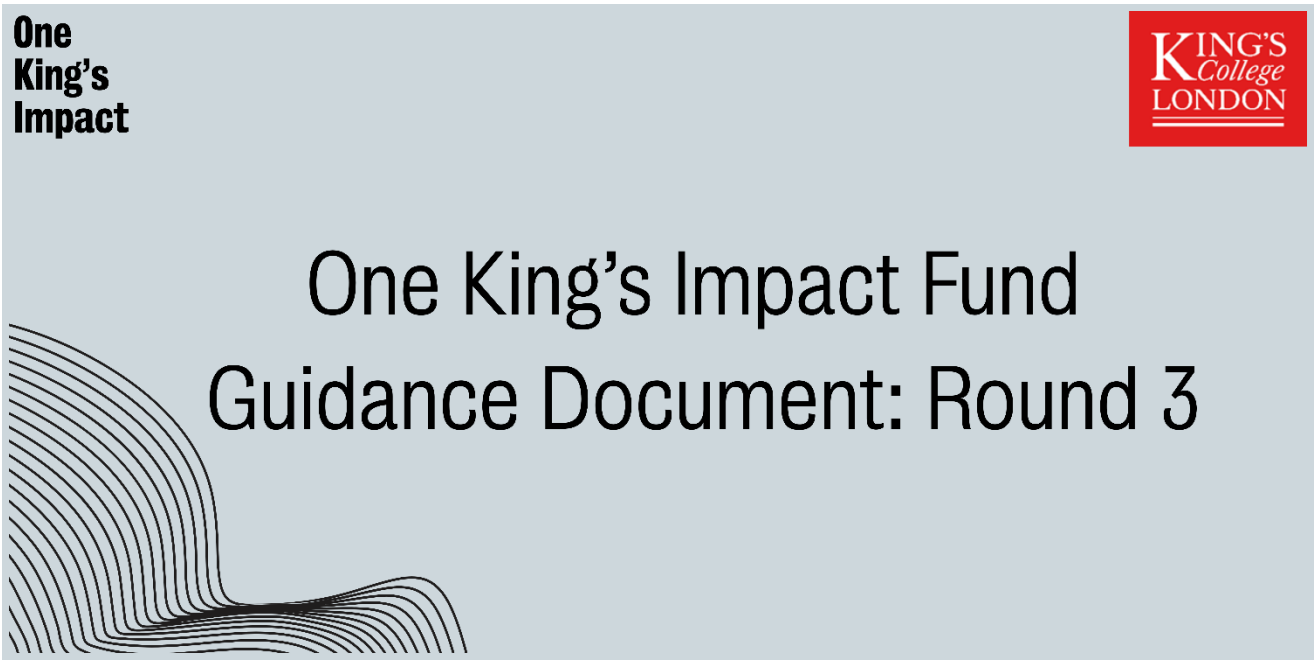

This document will help you complete the online application form for Round Three of the One King's Impact Fund (OKIF). We recommend using the word version of the application form (see the Preparation Form for Round Three on the OKI Fund webpage) to ensure you have all relevant information ready to complete the online form and collaboratively draft answers as a team.

Throughout this document, we have signposted resources, training and ideas which might support your application. Please note they are not compulsory, but they will likely help you strengthen your application.

If you have any questions about the application process and/or criteria, please first check our FAQs page, or our Information sessions webpage for details of online and on campus sessions we'll be running to support applicants. Please contact impact@kcl.ac.uk for further support.

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Appendix A: RAFTS Framework

A. History & context

One King's Impact defines impact as "the positive change and value our research, education and commitment to service has for people, planet and society."

King's Impact Priorities

To strengthen our combined impact, and enable an integrated approach, we committed to uniting our assets and expertise to actively address urgent and deep-rooted global issues. A University-wide consultation determined five King's Impact Priorities to focus our expertise and streamline our service to society.

King's Impact Priorities represent urgent global issues where we have the expertise, skills and knowledge to deliver meaningful and lasting change. These priorities are:

- **A thriving and sustainable planet**
- **Whole-life health for mind and body**
- **Advancing equality and social mobility**
- **Peace and justice in a turbulent world**
- **Technology for good**

To empower our community to effect positive change, the One King's Impact approach fosters connections and collaborations, and cultivates an environment where students, staff and partners receive integrated support to achieve tangible impact. This includes financial support offered to our communities across the King's Impact Priorities.

One King's Impact Fund has delivered almost £1,000,000 over the last two years to 17 projects, investing in scaling existing projects and supporting new initiatives that align with King's Impact Priorities across research, education and service. You can read more about the projects we have funded and their impact on our webpages.

Education, Research & Service

Traditional research impact focuses primarily on academic outcomes. One King's Impact aims to create meaningful change across multiple domains by integrating research, education, and service initiatives aligned with King's Impact Priorities. Projects should outline how their project involves education, research and service and why this approach is beneficial, innovative or forward thinking. This is a unique aspect of the One King's Impact approach and is a priority of the fund. Proposals must meet this criterion to be considered.

B. Application information

The deadline for project applications is **10am on Wednesday 1 April 2026**.

Whilst you cannot save your draft application in MS Forms, you can re-edit your application upon submission up until the deadline.

Important information about MS Forms:

- You cannot save a draft or incomplete version of your online MS Form as you go, but you can revisit your submitted form and edit your answers up until 10am Wednesday 1April 2026. (Note: this will require clicking 'Save' at the end of your application, which you can then go back into before the deadline).
- Applications will not be downloaded for assessment until after this deadline has passed.
- Only King's staff can complete this form, so external partners working with King's staff and students will need to agree which member of King's staff will complete this form.
- MS forms does not allow word count limits, so character limits have been used as a proxy. Nothing will be read over the max word count outlined against each question.

Access

The application form is available in an alternative Word Document or large print format, should you require. If you need any other support completing your application, please contact impact@kcl.ac.uk.

C. Objectives of the fund

OKIF aims to:

1. Seed new initiatives aimed at creating positive change and value for people, planet and society. Existing transformative projects in early/developmental stages may also be considered where support would significantly accelerate and/or scale projected impact. Projects requesting follow-on funding for well-established projects or programmes will not be eligible.
2. Break disciplinary silos and integrate various types of activities. To be eligible, projects will need to demonstrate they have considered areas of and pathways to impact, integrating research, education and service – i.e. innovation, commercialisation, outreach, project-led learning, innovative pedagogies, public engagement, community service, social entrepreneurship, dissemination and exchange of knowledge, cultural exhibition, policy advocacy and change, operational transformations, and other positive avenues to change as appropriate to the project.
3. Organise communities around an issue to be tackled, where academic and professional service staff, students, external communities and partners (which may include alumni) work together to jointly identify a challenge as well as co-design and co-deliver the project. To support applicants to consider this approach for their proposals, introductory community organising sessions will be offered throughout the

application period. The Impact Changemakers network will also host House Meetings and facilitate online collaborative spaces that structure networking to promote relationship-building based on shared values.

4. Pump-prime initiatives with high impact potential for sustainable and scalable impact – i.e. proposals with potential for further development and financial support. Funding examples include research grants, philanthropic funding, matched funding from partners, adoption by external organisations, and other sources of continuity beyond King's. Successful projects will ensure the work of this community has a viable forward trajectory (funding and delivery structure) beyond the funded period via the most appropriate means.
5. Deliver impact locally, nationally and globally. King's position at the heart of London offers a unique opportunity to develop local (to King's) solutions with potential for scaling up nationally and globally. OKIF will provide developmental support for projects focused on solutions with local partners and communities across London. OKIF will work with project teams to engage partners from King's existing networks across London (at application stage or when projects are live).

D. Available funding

Round Three includes additional funding from the Social Value Impact Fund with a total of £220,000 available for award. As with previous funding rounds, the Fund will focus on supporting larger project proposals with awards between £25,000 up to a maximum of £50,000.

Funding will be allocated in one lump sum as early as possible across June-August 2026 with the intention that Round Three projects commence September 2026.

E. Eligibility

We know that impact can be defined in different ways. One King's Impact defines impact as "the positive change and value our **research, education and commitment to service** has for people, planet and society". While there are many potential pathways to impact, we are interested in how uniting education, research and service creates and unlocks innovative and new pathways to impact.

OKIF will support multidisciplinary projects that work to integrate across the three pillars of education, research, and service (although they may not be weighted equally). There are many ways to think about this. We have outlined how King's defines each of these below, as a starting point, but this fund is interested in what new and different ideas can facilitate impact when these areas are considered together as a methodology, with impact as the moment of change you are aiming for.

Examples…	
Research	Research is core to King's: what we do, what we care about and how we educate. Enquiry-driven research will deliver transformative insights that have the power to advance and accelerate the impact of your project. Every project should have a core question or challenge the project is trying to address.
Education	Vision 2029 sets out that a King's education 'enables students to develop their intellectual curiosity and passion for learning and contribute to real-world social, environmental and economic impacts'. Think meaningfully about the student role in the project, co-design the work with students where possible, and champion and integrate their perspective and experience into the project. Your project might also contribute to a wider education agenda. For example, the process or outcomes of the project might provide people beyond King's with learning opportunities, new skills or information.
Service	We define service at King's as an identifiable experience that is shared between King's (its students, staff or alumni) and the community or environment (local, national or global) in which we operate. This could look like many different things in practice, but it might be helpful to think about service as your pathway to impact. In your project, the service aspect is the social value your project will have as you work towards and achieve impact (the transformational change you are driving).

Explore the projects supported by Rounds One and Two of the Fund.

Project teams must include and demonstrate genuine contribution from at least two members of King's academic and professional services staff and at least one external stakeholder/partner, including other universities, organisations or community groups/representatives. Additional weighting will also be given to core teams that include at least one early career researcher or student (UG, POG or PGR).

One King's Impact only supports Directly Incurred project costs. This means that staff buyout of full-time permanent staff is not possible.

King's staff members on fixed-term contracts can apply as Project Leads or Co-Leads to King's Impact Fund as long as;

- Their existing contract end date is after the project completion date, or
- There are other Co-Lead(s) that can continue delivery over the full duration of the project.

If an existing King's contract finishes before the project end date, then it's possible to factor into an OKIF budget wage costs for any work undertaken that directly links to an OKIF project, as a Directly Incurred cost.

We encourage inclusive and flexible working arrangements and where possible collaborative project teams that include students and early career researchers with appropriate contract lengths that enable participation and development opportunities. If you are unsure, please do contact us.

Project proposals that have already received funding from King's Impact Fund will not be eligible for further support from this Fund.

Equitable project teams and partnerships

Projects should follow the principles of King's Our Principles in Action and equitable partnerships. The purpose of One King's Impact is to promote pan-university collaboration and working and disrupt traditional models of knowledge production and hierarchies. This means that we expect teams to work together in a fair and inclusive way and adhere to King's Our Principles in Action. The same approach applies to partnerships. The principles of equitable partnerships should be applied to address inherent power imbalances when working with partners in resource-poor settings. This includes considering when volunteering is appropriate, versus when collaborators should be compensated for their time. There are lots of resources available online about building equitable partnerships, e.g.:

- Research in a global setting – UKRI
- Equitable Partnerships Resources Hub - UKCDR
- Research Report and Learning Resources: Promoting fair and equitable research partnerships to respond to global challenges

Collaborative partnerships and meaningful engagement

Projects should plan to work with partners collaboratively, as co-creators, co-designers and co-deliverers. This includes from co-producing the project's problem statement at the beginning and throughout the project. We do not expect King's staff or students to outsource the project creation, design or delivery of projects to external organisations.

Meaningful student engagement

To help teams think more broadly about student engagement in OKIF projects, we have worked with the King's Edge team to create comprehensive guidance that includes two short presentations and accompanying guidance information that considers new ways to involve students and highlight the support available through King's Edge. See the 'Meaningful student engagement guidance' linked to on the OKI Fund webpage.

The guidance has been developed because OKI encourages colleagues to involve students in purposeful and meaningful ways. We have already seen strong examples of this over Rounds One and Two of the fund, often through research assistantships and direct project support.

In Round Three, we are encouraging colleagues to think even more creatively about the:

- **range** of roles students might inhabit,
- **variety** of activity formats that could sit around a central OKI project,
- ways students can **contribute** as authentic partners, not just disciplinary apprentices,
- opportunities to **broaden reach** so that more students benefit, while still supporting deeper roles for a smaller number.

Funding

Funding will focus on supporting new projects and collaborations. Funding may also be available to existing initiatives, only to support scale up and delivery of significant development. However, funding will not be allocated to maintain existing activities or extend the lifetime of an initiative.

Please note that King's is an accredited London Living Wage employer and uses King's Talent Bank (KTB) to pay non-permanent staff.

Funding cannot be used to fund business as usual activities or permanent roles. Temporary hires – including through King's Talent Bank – who are working on the delivery of contained projects are acceptable, and the fund can also be used to extend FTEs of temporary/part-time staff members to allow them to dedicate time to the funded projects. The fund will support DI (Directly Incurred) costs only.

Paying students for their work is fine and would fall into the category of temporary staff (likely through King's Talent Bank or through a fellowship model via student grants). If temporary staff are clearly dedicated to the project development and not to sustain capacity in the team, this is an eligible cost for the fund.

Please note, the minimum KTB pay rate is higher than LLW. The actual employer cost includes on-costs in addition to the amount non-permanent staff receive as a wage (on costs are additional costs to the employer such as national insurance, plus the administrative cost of using KTB), so please do take these into account when budgeting and allocating wage costs. Please see details below on how to input temporary staff costs into the WorkTribe Standalone budget template.

Cross-university partnerships

Cross-university partnerships are eligible and encouraged for OKIF. Funding for a university partner may be requested for consideration but may not be approved. If this would be a directly allocated cost (i.e. permanent academic time) it would be ineligible, as directly allocated costs at King's are ineligible.

King's has several existing impact-focused funds across the university, including research-focused funding like the UKRI Impact Acceleration Accounts (IAAs) and King's Together Fund, which provide relatively large-scale financial support to research-led initiatives each year. Additionally, there is funding for other types of impactful projects with smaller budgets, like Public Engagement Small Grants, Sustainability Project Fund or King's Global Engagement Partnership Fund. When applying, please look at all of the impact funding available at King's in order to assess the best scheme for your project and/or inquire about the possibility of match-funding for notably aspirational and risky applications.

F. Support with your application

Online information sessions will be organised across December 2025 – March 2026 to help support your application and answer any questions you may have.

When developing proposals, project leads/teams are encouraged to make contact with relevant Faculty Support for Impact, as experts in developing and evaluating pathways to impact. Applicants should be mindful of staff workload and capacity, building in suitable time for queries to be responded to ahead of the application deadline and being open to discuss requests.

Join the King's Impact Changemakers

The King's Impact Changemakers network is a powerful coalition of students, staff and partners dedicated to positive change for people, planet and society. Through people-powered action and community organising, the Impact Changemakers works across difference to learn skills that will change the world. Join this network to access events, training and opportunities that can support your proposal.

Connecting across King's

Each of the Impact Priority webpages signpost areas of King's already delivering in these spaces. They may provide inspiration and ideas for project collaboration.

For example, King's has three sector-leading Knowledge Exchange Institutes, who deliver impact-focused work:

- King's Culture
- King's Entrepreneurship Institute
- The Policy Institute

There are many ways the institutes could help you develop your OKIF proposal. For example, all three run free events and both the King's Entrepreneurial Institute and King's Culture provide bookable 1-2-1's for the King's community to access support with their ideas. Please see their webpages linked to above for more information.

Commercial proposals

If your proposal involves or could involve a commercial aspect - whether it's creating a spin-out, licensing a technology or invention, copyright, database rights or confidential know-how - you may wish to contact Innovation at King's who can support with King's IP development opportunities and post-formation support. If you're proposal involves setting up a new business, then you may wish to speak to the Entrepreneurship Institute. Please note we will ask you about this element as part of your application, but it is okay if it is still exploratory or unknown at this stage, or if your application does not involve these aspects.

Rounds One and Two funded projects

The 17 projects supported in Rounds One and Two of the Fund are examples of impact-focused work. Whilst each project is very different, they might help inspire your project team to think about ways of collaborating to deliver innovative impact.

Equality and risk

King's as a university is subject to the Public Sector Equality Duty (PSED) under the Equality Act 2010, requiring us to proactively eliminate discrimination, harassment, and victimisation, while also advancing equality of opportunity and fostering good relations between people who share a protected characteristic and those who do not. PSED ensures that organisations consider how their functions will affect people with different protected characteristics and functions include policies, programmes, and services.

An Equality Impact Assessment is a recommended way to evidence due diligence to upholding the PSED and can be used in day-to-day work and when designing projects to ensure inclusion at the point of design.

We encourage King's staff to complete an Equality Impact Assessment of their project and upload this as part of their application. Staff can seek support for this process by undertaking the Equality Impact Assessment Training, delivered by the EDI team at King's, using King's Equality Impact Assessments toolkit, and by speaking to the EDI team for further questions.

Robust research

If your core team does not already include a researcher, there are people and resources at King's that you can utilise for support. These webpages contain useful signposts you may wish to explore Research at King's or our Public Engagement pages.

G. Application & assessment process

Proposals should be submitted by one team Lead or Co-Lead from King's, via the online MS Form. Please ensure your eligibility and your project's adherence to the scheme's criteria.

Timeline and milestones

- **Early December 2025**: OKIF R03 funding opens
- **December 2026-March 2026**: Online FAQ OKIF sessions available for applicants
- **1 April 2026**: R03 funding round closes (10am Wednesday)
- **April - June 2026**: Shortlisting and panel meetings, selected project teams notified and onboarded
- **June-July 2026**: Awards publicly announced
- **June-August 2026**: Distribution of funding

- **September 2026**: R03 projects commence
- **February 2027**: R03 6-month project reports completed
- **August-September 2027**: R03 project delivery completed
- **September 2027-February 2028**: R03 evaluation period
- **January 2029**: R03 Year follow-on reports completed

Applicants must ensure they discuss their application with their home department/directorate and have the approval of their Head of Department/Director prior to submission.

Budgets

To standardise OKIF budgets and support teams understanding Directly Incurred (DI) and Directly Allocated (DA) costs, and to ensure only DI costs are budgeted, we are using Worktribe to prepare a Standalone budget costing.

Please see the below instructions on how to prepare a Standalone budget on Worktribe.

Academic and Research staff have automatic access to Worktribe, Professional Service or new staff will need to contact RMID-Help@kcl.ac.uk to get an account set up.

Access Worktribe:

- Log in at https://kcl-research.worktribe.com.
- Navigate to **Projects > Standalone Budgets > Add Standalone Budget**.

Complete project details:

- **Title**: Enter "OKIF R03" followed by your project name.
- **Org Unit**: Check the correct academic department has been selected. Adjust if necessary, especially if you're creating a budget on someone else's behalf.
- **Funder**: Select "Internal Funding Scheme (Standalone Budget only)."
- **Scheme**: Select "Internal Funding Schemes Default Scheme."
- **Editors**: Add "Abi Robertson" from the One King's Impact Team. You may add as many additional staff as Editors as required, only those with Editor access will be able to view your budget. This may include your Research Impact Lead.
- After creation, you can edit details in the **Details tab**.

Complete budget:

- In the **Budget tab**, use the green "+" button to add budget lines under relevant headings.
- For King's Talent Bank costs, use the "Temp staff" budget line.

- Multiply the KTB hourly rate by 1.2 before entering. Refer to the **Temp Staff Quick Card** for examples.
- For consumables and travel, enter amounts **inclusive of VAT**.

Export budget:

- In the **Budget tab**, click the grey button with three lines, select **Export budget**, and choose **Budget breakdown**.
- Download the file as an Excel spreadsheet.
- Upload this as an excel spreadsheet into your application, in the 'Budget breakdown' section.

Further information is available in the **OKIF FAQs** or for Worktribe costing or access issues, contact **RMID-Help@kcl.ac.uk**

Project delivery

Projects are expected to:

- deliver activities within 12 months by September 2027
- complete evaluation the following 6 months up to February 2028
- submit impact reports to the One King's Impact Team by February 2029
- and transition to either scale up or business as usual at 18+ months.

A statement of financial expenditure shall be submitted upon completion of the project and any unspent funds will be returned.

To maximise the impact of funded projects, applicants will be expected to present projects at King's Impact Changemakers network events and showcase their ongoing work at King's Impact Leaders Board meetings. Additional opportunities may include mentoring from Impact Leaders, external, alumni or fundraising events, and specialised impact training sessions.

H. Assessment criteria

Proposals will be marked by the Shortlisting Team from 0-6 against the criteria below. Each proposal will have a minimum of two different staff scoring, and an average score will be used to identify the shortlisted selection to go to the Awards Panel.

Ineligible	0
Poor	1
Fair/some weaknesses	2
Satisfactory	3
Good	4
Excellent	5
Outstanding	6

Depending on the number of applications received in the third round, the essential criteria may be scored first to check eligibility, so that only proposals with average scores of 3 or more will go on to be reviewed in full. In line with Rounds One and Two, the threshold for proposals to be considered fundable and reviewed by the Awards Panel is an average score above 4. Where questions have weighting, this is the only way for applicants to score outstanding.

It may be helpful to look at the RAFTS framework (Appendix A) before submitting your application to check for clarity of impact goals and measures.

Essential criteria

If your application doesn't meet the following essential criteria, your application will not be considered eligible for the One King's Impact Fund and may not be scored in full. Where applications are scored in full, we expect that only applications scoring a total average of >4 will be considered fundable and reviewed by the Awards Panel. Fundable proposals are expected to meet all the essential and selection criteria outlined below.

Essential criteria Answered in sections 2-3	**Collaborative team members**	Only proposals from teams that include the following core team members will be considered: • at least two members of staff from King's, representing both academic and professional staff roles • at least one external stakeholder/ partner including other universities, organisations or community groups/representatives Weighting will be given to core teams that include at least one of the following: • Early Career Researcher • Student (UG, PG or PGR) We recognise that there is no consistent definition of an Early Career Researcher, both within and external to King's. However, we also recognise that research staff at the beginning of their career are still establishing themselves as an independent research lead and may not have had the same opportunities as more established research staff. For the purposes of the One King's Impact Fund we are defining PhD students as students and Early Career Researchers as those within 10 years of starting their research career post-PhD and exclusive of career breaks. This is why we are giving additional weighting to projects that include Early Career Researchers and/or consider how to meaningfully engage Early Career Researchers in project teams, including drawing on their expertise and supporting their development.

	Alignment with King's Impact Priorities	Projects must align with at least one of King's Impact Priorities. We encourage teams to consider intersections between the priorities and aim to deliver impact across one or more. Where more than one priority is addressed, projects will rank them in order of relevance: • A thriving and sustainable planet • Whole-life health for mind and body • Advancing equality and social mobility • Peace, justice & security in a turbulent world • Technology for good Please note, there is no weighting for meeting more than one impact priority. Please select only the priority area(s) your project focuses on.

Essential criteria Answered in section 4	**Co-created problem statement**	Projects must co-create their problem statement **WITH** external communities and partners involved/benefiting from the proposed interventions, demonstrating that needs have been collectively identified. • External communities include, expected beneficiaries, community groups, governmental organisations, NGOs, industries and businesses, etc.

	Collaborative and multi-disciplinary projects	Proposals must demonstrate how their project will develop solutions to complex problems through collaborative working that fosters genuine and meaningful partnerships across and beyond King's.
		
		Projects must clearly outline how their team all contribute meaningfully to their project, promoting a multi-disciplinary approach which draws on and potentially builds specialist expertise.
		
		Projects must show how they are:
		• multi-disciplinary and collaborative across one or more:
		  ○ Faculty
		  ○ Directorate
		  ○ Department
		  ○ School
		  ○ Institute
		  ○ Expertise or specialism
		
		Proposals must also outline how their project will meaningfully engage with:
		• Students, (UG, PG or PGR) individually and/or collectively, considering the expertise, experiences and skills they bring to projects, as well as what they could learn, and

		• External stakeholders, at a local, national or international level to leverage reach and impact. • Weighting will be given to proposals that consider how to meaningfully engage Early Career Researchers in project teams and/or projects, including drawing on their expertise and supporting their development.
	Integration of education, research and service	Traditional research impact focuses primarily on academic outcomes. OKI aims to create meaningful change by integrating research, education, and service initiatives. Projects must outline how their project involves education, research and service and why this approach is beneficial, innovative or forward thinking.
	Short and long-term impact	Projects must have a clear idea of what success looks like during and beyond the funding period. Projects should clearly outline: • the short-term impact expected over the funded year, • the aims over and beyond the initial funded year, as the project continues, is replicated or grown.

Selection Criteria

Selection Criteria Answered in sections 5-6	**Milestones**	OKIF funded activities must be delivered between September 2026 – September 2027. During the funded year, we expect projects to meet approx. 5-10 milestones that mark the major progress points of a project timeline, outlining checkpoints such as activity plans and delivery, communication or monitoring and evaluation. For example, they may include: • **initiation** – completion of set-up actions to proceed. • **planning** – completion of any scoping, plans, schedules, prototype development etc. • **execution** – completion of major deliverable(s) or meetings/presentations, testing prototypes, beta testing etc. • **monitoring and controlling** – such as progress reviews or quality control checkpoints. • **closure -** end of phase completion, handover or transition etc. • **launch –** product or service launch/deployment. We also expect to see how milestones will be verified, for example via sign-off or approval, product or service launch/use, attendance or engagement, publications or dissemination.

	Impact-driven approach to evaluation	One King's Impact are developing a Social Impact Framework that projects will use to self-evaluate their impact and we will use to evaluate the programme. Evaluation and impact reporting about the OKIF funded year can be completed in the 6 months following the funded activity year, up to Feb 2028. Projects must outline their key activities against anticipated outcomes, ensuring the scale of impact is clear, considering what local / national / global impact their outputs and achievements may have. Proposals may upload a Logic Framework, Theory of Change, or Impact Business Model to outline their impact-driven approach to evaluation.
	Budget breakdown	One King's Impact only supports Directly Incurred project costs. You can apply for funding between £25k up to a maximum of £50k. Proposals must include a detailed budget breakdown, ideally using the Worktribe Standalone Budget system. Please note, projects should clearly articulate where funding will be used to pay partnership agreement costs or external evaluation consultants.
	Risk and equitable practice	Projects must show how they have taken care to shape their project with input from the communities most impacted by their proposed activity. They must outline their consideration of any potential adverse impacts on other protected groups or adverse environmental damage and how they will address and mitigate. Plus, they must address if the project requires ethical approval.
	Potential for further development	Projects must outline their expected next steps in the impact journey of their project beyond the OKIF funded year. Thinking creatively about resources needed for long-term delivery, including: • potential for further funding (e.g. research grants, philanthropic funding, matched funding from partners), • opportunities to continue work with the same or new communities. • opportunities to grow impact through further collaborations, partnerships or scaling.

I. Governance & financial sustainability

Funding shall be used solely for the implementation of the project and cannot be used to fund business as usual activities nor any form of internal overheads.

Temporary hires – including through King's Talent Bank – who are working on the delivery of contained projects are acceptable. Funding can also be used to extend FTEs of temporary/part-time staff members to allow them to dedicate time to the funded projects.

OKIF will be managed by the One King's Impact Team, who will provide logistical support running the fund (including information sessions and allocation of funding), facilitate the assessment process with the panel, and collate impact reports from project teams.

Appendix A: RAFTS Framework

1. **Responsibility –** Who has responsibility for each impact-related activity? This should be spread out as much as possible. Make use of institutional resources!
2. **Activity –** What are the specific activities that will be undertaken to achieve the impact of the project? Make these as concrete and specific as possible.
3. **Feasibility –** What experiences do or your team have to ensure success? Who have you spoken to? What is the current state of those relationships? How reasonable are your goals? How *flexible* is the impact plan?
4. **Timeline –** Is impact already in the project's timeline? If not, this is the place to ensure that your audience understands exactly when each activity will occur.
5. **Success –** How will you know that you have had impact? You need to set your measures for success and clearly articulate at what points in your timeline you will revisit these measures. This ensures *flexibility*; if something is not working, you can reframe and reshape.