

WELCOME

Welcome to the September/October i2S News. We are continually expanding the resources on the i2S website (<http://i2s.anu.edu.au/resources>) and the i2S News aims to let you know what has been added or updated in the last two months.

i2S News also provides a list of the latest blog posts on the Integration and Implementation Insights (i2Insights) blog (<https://i2insights.org>). We are pleased to report that a new record for blog views and viewers was set in September, with more than 16,700 views and 10,800 viewers. We're also about half-way in re-indexing all blog posts and defining the terms used (<https://i2insights.org/index/>).

We hope you stay well in these turbulent times,

Gabriele Bammer and Peter Deane

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FEATURED TOOLS

Stakeholder engagement: Understanding and managing conflict

Purpose: To provide insights into the kinds of conflicts that can occur in stakeholder engagement and their causes, as well as how to analyse and manage conflicts.

Description: Conflict is common in stakeholder engagement and can occur among individuals, groups or organisations. Managing conflict requires particular skills. A well-managed conflict can be functional, leading to “new ways of thinking, innovative solutions and enhanced impact of research” (Durham *et al.*, 2014, p. 80). Poorly managed conflict can become dysfunctional causing dialogue and relationships to break down.

Characterising conflict

Durham *et al.* (2014) present two typologies for characterizing conflict and one for the causes of conflicts.

Typology 1 for characterising conflicts (p. 81):

- “Open conflicts, where it is everyone’s knowledge.
- Hidden conflicts, where it is only known by certain people.
- Latent conflicts, when the conflict arises when something occurs that changes the status quo.”

Typology 2 for characterizing conflicts (p. 81):

- “Well defined, if they have clearly defined boundaries and constraints with clear solutions to the problem.
- Fuzzy or ill defined, if they have unclear objectives, variables are unquantifiable, values held by the parties involved are not clearly defined, and it is difficult to envisage a feasible solution.”

Typology of causes of conflicts (p. 81):

- “Cognitive conflicts result from differing assessments of data or facts that result in involved parties reaching different conclusions. Insufficient data and facts may have been made available, and such conflicts can often be resolved through additional clarification of facts, or further studies to obtain more reliable data.
- Conflicts of objectives or interests often apply to benefits sharing, resource allocation or redistribution, and financing costs. These conflicts are often solved through conflict management techniques.
- Normative conflicts result from a divergence of views about values, types of behaviour and norms. Root causes of these conflicts are usually ethical or moral principles that are not negotiable.
- Conflicts of relationships stem from the personality or behaviour of stakeholder representatives and can often be resolved through negotiation or mediation via a third party.
- Conflicts over objectives, needs or interest arise when one party believes that their interests, needs or objectives are at odds with those held by other parties.
- Conflicts over processes occur when parties adopt different approaches to address the same problem.
- Structural conflicts often arise due to the way in which society is structured in terms of cultural, social, legal and economic arrangements, and the relative position and power of stakeholders within the social structure.”

Conflicts are dynamic and it can be useful to see them as having five stages: “initiation, escalation, controlled maintenance, abatement, and finally resolution or termination” (p. 81).

Conflict analysis

There are several ways of analysing conflicts and “generally speaking conflict analysis should:

- Collect and understand a broad range of views regarding the sources of conflict.
- Separate opinion from fact, as balancing emotions and reason is a vital element of resolving conflicts. It is not because facts are more important than perceptions or emotions, but because stakeholders deal with each in a different way.
- Examine the wider context (e.g. social, economic, and political).
- Be reviewed and refined throughout the entire process.
- Be undertaken in a participatory manner, as exchanges of information will enable stakeholders to focus upon the problems that are causing the conflict.” (p. 84).

Conflict management

There are several conflict management tools. One presented by Durham *et al.* (2014 in Annex 2) and briefly described here is Analysing stakeholder rights, responsibilities, returns and relationships (the 4R’s). This has four steps (Annex 2, p. 8 and 11):

“1. Explaining purpose and defining the 4R’s

- Explain the purpose of the activity to the stakeholders.
- Define the meaning of the 4 R’s: Rights are defined as access or control; Responsibilities are roles and power relations; Returns are the benefits and costs realised by stakeholders based upon their rights and responsibilities; Relationships are how the stakeholders interact or relate to one another.
- Invite stakeholders to list all stakeholders that are identified as being involved in the conflict.
- Based on this information construct a 4 R’s analysis table ...
- Request the stakeholders to complete the table for each of the stakeholders involved in the conflict.

2. Stakeholders construct conflict matrices

- Ask stakeholders to review and clarify the terminology of the 4 R’s.
- Invite stakeholders to describe existing rights, responsibilities and returns for each group of stakeholders and score each one on a scale of 0 to 5 (0=None and 5=High). It is important to clarify that scoring for responsibilities must reflect the reality of policy and legal requirements, not the responsibilities that are actually displayed (i.e. some stakeholders may voluntarily adopt certain responsibilities that have no policy or legal foundation).
- The task is complete once information has been completed in all of the columns in the analysis table and all stakeholders have been ranked according to respective weighting of rights, responsibilities and returns.”

“3. Initiate Discussion

- Within the group discuss what was learnt from conducting this exercise.
- Assess how stakeholders differ in their rights, responsibilities and returns, and how these differences may impact each stakeholder’s power or influence in the conflict.
- Consider whether there is any scope for any changes to be made that could reduce the level of conflict.

4. Analyse relationships between stakeholders

- The second phase of the discussion should focus on analysing the relationships amongst stakeholders.
- Invite participants to discuss relationships in order to ascertain whether they are negative and conflicting or positive and cooperative.
- Consider whether these relationships are intermittent or long-term and well established.
- In order to assist the discussion it may be useful to create a diagram that helps visualise relationships... .
- Encourage participants to discuss what this activity has highlighted, in particular how rights, responsibilities and returns affect relationships.
- Within the group analyse the complexities of relationships and ascertain whether there are any shared histories.
- Ask participants to identify potential alliances that may help strengthen their position.
- If required, attempt to identify a potential trusted intermediary that could be used to assist in conflict management.”
- **Reference:**
 - Durham E., Baker H., Smith M., Moore E. and Morgan V. (2014). *BiodivERsA Stakeholder Engagement Handbook*. ERA-NET BiodivERsA: Paris, France.
 - Webpage with detail on the resource: <http://www.biodiversa.org/702>
 - Low resolution PDF of the BiodivERsA Stakeholder Engagement Handbook: <http://www.biodiversa.org/706/download> (2.7MB PDF)

Location of this resource on the i2S website:

<https://i2s.anu.edu.au/resources/stakeholder-engagement-understanding-and-managing-conflict>

Stakeholder engagement: Monitoring and evaluation

Purpose: To assess one or more of the process, the outcomes and the impact of the stakeholder engagement.

Description: How stakeholder engagement is assessed depends on the purposes of the evaluation. Discussed here are major types of evaluation, benefits of evaluation, common questions for different aspects of monitoring and evaluation and considering evaluation during three stages of a project.

There are two major types of evaluation:

- Formative evaluation, which occurs during the research and which is often used to assess the process
- Summative evaluation, which occurs after the research is completed and which is generally used to assess outcomes and impact.

Why evaluate?

The benefits of evaluation are outlined as follows:

- “If evaluation is done from the very start of the project it can help with planning engagement. It helps researchers focus on what needs to be achieved, how to go about achieving objectives, and how to measure success. Therefore, evaluation can help in defining aims and outcomes more clearly.
- Evaluation throughout the process provides an opportunity to reflect on the adopted approach and to make changes and improvements where necessary.
- Evaluation provides evidence, which can be used to prove the value and benefits of the activity, and to provide a record of achievements. It can also demonstrate value for money.
- Evaluation can be used to demonstrate to stakeholders where their participation has contributed to the project.
- Evaluation allows you to consider what has worked well and can therefore be used to help inform future engagement activities” (Durham *et al.*, 2014, p. 93).

Common questions for each aspect of monitoring and evaluation

The process of engagement

- Were the methods selected appropriate?
- Were the costs reasonable?
- What worked well and less well, and why?
- What lessons could be learned for future engagement processes?

The success of the engagement

- Have the aims and objectives of the engagement process been met?

The impact of the engagement

- What impact has the process had on the stakeholders and also on the research?
- Were there any unexpected outcomes?

Stages of evaluation

It is helpful to consider evaluation during three stages of a project:

1. From the outset, during the planning process.
When planning a project it is important to ensure a match between what the project is aiming to achieve and what will be evaluated. In addition, considering evaluation at the outset can help refine what the project is aiming to achieve. Considering evaluation at this stage can also highlight whether baseline data needs to be collected against which to measure benefits and outcomes.
2. On-going monitoring throughout the process of the engagement.
The aim is to ensure that the engagement process is appropriate and working as it should. In addition, if changes need to be made to any aspects of the project, including the engagement, these can be made in the context of what is and is not working, and why. On-going monitoring can also be helpful for maintaining contact with stakeholders during periods when there is no engagement with them, enabling them to stay informed and be

involved. Involving stakeholders in the monitoring may enhance ownership and responsibility for the process of engagement.

3. Final evaluation of benefits and outcomes.

The aim is to assess whether the engagement has fulfilled its objectives and also whether the process was suitable. Stakeholders should be provided with an overall assessment of how their input was used and what difference it made. Sometimes the benefits and outcomes will not be realized, or fully realised, until after the project is concluded.

A useful summary table is provided by Durham *et al.* (2014, p. 94).

	WHAT DO YOU WANT TO KNOW?	WHAT EVALUATION METHODS WILL YOU USE?	HOW WILL THE EVALUATION BE CONDUCTED?
PLANNING PROCESS			
ENGAGEMENT			
BENEFITS/ OUTCOMES			

- **Reference:**

- Durham E., Baker H., Smith M., Moore E. and Morgan V. (2014). *BiodivERsA Stakeholder Engagement Handbook*. ERA-NET BiodivERsA: Paris, France.
- Webpage with detail on the resource: <http://www.biodiversa.org/702>
- Low resolution PDF of the BiodivERsA Stakeholder Engagement Handbook: <http://www.biodiversa.org/706/download> (2.7MB PDF)

Location of this resource on the i2S website:

<https://i2s.anu.edu.au/resources/stakeholder-engagement-monitoring-and-evaluation>

Additional tools can be found at: <http://i2s.anu.edu.au/resources/tools>

LATEST i2INSIGHTS BLOG POSTS

The i2Insights blog (<http://i2insights.org>) has recently published the following posts:

Six lessons from students about transdisciplinary learning

By Irina Dallo, Jan Freihardt and Juanita von Rothkirch

<https://i2insights.org/2020/10/06/students-on-transdisciplinary-learning/>

How can we amplify impact to foster transformational change?

By David Lam

<https://i2insights.org/2020/09/29/amplifying-impact-for-change/>

How librarians contribute to interdisciplinary research teams

By Kelly Miller and Kineret Ben-Knaan

<https://i2insights.org/2020/09/22/librarians-and-interdisciplinarity/>

Applying human-centered design to virtual conference planning

By Kristine Glauber, Ben Miller and Christine Ogilvie Hendren

<https://i2insights.org/2020/09/15/human-centered-conference-design/>

Practical actions for fostering cross-disciplinary research

By Yan Ding, Justin Pulford, Susie Crossman and Imelda Bates

<https://i2insights.org/2020/09/08/fostering-cross-disciplinary-research/>

Scaffolding transdisciplinary contributions

By Roderick Lawrence

<https://i2insights.org/2020/09/01/scaffolding-transdisciplinary-contributions/>

Are research institutes fulfilling their interdisciplinary roles in universities?

By Paul Bolger

<https://i2insights.org/2020/08/25/interdisciplinary-research-institutes/>

Valuing diversity: The good, the original and the outsider

By Frédéric Darbellay

<https://i2insights.org/2020/08/18/valuing-diversity-in-interdisciplinarity/>

Ten insights on the interplay between evidence and policy

By Kat Smith and Paul Cairney

<https://i2insights.org/2020/08/11/evidence-policy-interplay/>

FEATURED JOURNAL

Journal of Design Research

Journal of Design Research (JDR) "is an interdisciplinary journal, emphasising human aspects as a central issue of design through integrative studies of social sciences and design disciplines." It focuses on "(1) the scientific study of the process and the content of design, and (2) the development of methods and tools to enhance the quality of design practice... ."

The journal aims to:

- "bring together theories, models and actual products from related design areas, including engineering, architecture, industrial design and planning
- emphasise human aspects as a central issue of design through integrative studies of social sciences and design disciplines
- offer a platform for high-quality research, theory making, analysis, education, and practice
- support the dialogue between practitioners and academics, avoiding a purely academic discussion on design science
- highlight new developments in artifact design."

Topics covered include:

- Expertise in design
- Design tools
- “Design learning strategies and design pedagogy.”

JDR “helps academics, researchers and professional designers working in the field of design and design engineering to disseminate information and to learn from each other’s work [and] publishes original papers, review papers, case studies, conference reports, book reviews, notes, and commentaries.” Special Issues devoted to particular topics in design are occasionally published.

Journal impact factor (2019): N/A

- **Website:**
 - <https://www.inderscience.com/jhome.php?jcode=jdr>

Location of this resource on the i2S website:

<https://i2s.anu.edu.au/resources/journal-of-design-research>

Additional journals can be found at: <http://i2s.anu.edu.au/resources/journals>

FEATURED PROFESSIONAL ASSOCIATION

Knowledge Management for Development

Knowledge Management for Development (KM4Dev) “is a global community of practice of primarily international development practitioners interested in knowledge management and knowledge sharing theory, practice and related matters.”

The self-organising community aims to follow these supporting principles:

1. “Open and interactive in nature;
2. Supports and encourages a mix of individuals (Northern and Southern participation; large and small organizations; academics and practitioners; male and female);
3. (International) development is the specific, underlying context” to the exploration of knowledge management / knowledge sharing issues and approaches.

KM4Dev provides a wiki, as well as a blog and supports a discussion group alongside a set of working groups. It aims to organise at least one face-to-face workshop per year.

KM4Dev was founded in 2000.

- **Website:**
 - <http://www.km4dev.org/>

Location of this resource on the i2S website:

<https://i2s.anu.edu.au/resources/knowledge-management-for-development>

Additional professional associations and networks can be found at:

http://i2s.anu.edu.au/resources/associations_networks

FEATURED CONFERENCES

Evidence and Implementation Summit 2021: Bringing together evidence, implementation, policy and politics - Towards a better future for all

"Improving outcomes across communities is best achieved through the use of high-quality evidence that is implemented well. In order to achieve this, systems, policy and political environments need to be hospitable to evidence informed approaches and what it takes to achieve effective and sustainable implementation in the real world... The focus of the Summit is on the intersection of research, policy and practice and its goal is to share advances in the fields of evidence synthesis and translation, evaluation and implementation science, and to debate their impact on policies and programs and their capacity to change the lives of people and communities for the better." Sub-themes for the conference include:

- "Fast, good, cheap - choose two! Generating and implementing rigorous policy and practice-ready evidence
- Context counts: translation, adaptation and transportability of evidence across people, place, culture and systems
- Core competencies for evidence synthesis, translation and implementation practice and science
- Innovation in implementation science, evaluation design, evidence synthesis, scaling up
- Building a better future: Systems change for complex problems such as poverty, inequality, climate change, mass migration."

The audience for the conference covers "local and global policy makers, practitioners, organisational leaders, researchers, implementation scientists, intermediaries and funders."

"The Evidence and Implementation Summit is an evolution of the Australian Implementation Conference and the Global Evidence and Implementation Summit that was held in 2018."

The conference is a hybrid event, being held virtually and in Sydney, Australia, on 30-31 March 2021.

- **For further details see:**
 - <https://www.eisummit.org/>

Global Implementation Conference 2021: Addressing equity in implementation – Building capacity in research, practice and policy across the globe

The Global Implementation Conference (GIC) “aims to promote implementation science, practice, and policy and their active application in human services in order to contribute to socially significant benefits to people and society... GIC emphasizes the application of implementation science and effective implementation practices at its core, with implementation research serving a foundation for translating evidence to applied settings.”

The conference “will explore a wide range of topics over four days of lecture, interactive workshop sessions, storyboard sessions, and networking events, including:

- Systems thinking in implementation design
- Scaling and sustainment
- Equity and inclusiveness
- Implementation capacity and readiness assessment
- Cross-cultural fidelity and adaptation
- Cost-effectiveness measurement and tools
- Leadership and change management
- Implementation capacity and readiness assessment
- Using technology in high- and low-resource settings
- Implementation strategy selection/intervention mapping”

GIC should prove attractive to “individuals and organizations that use, evaluate, support, and promote effective implementation practices. The core audience for the GIC include the ‘changemakers’ within systems, including implementation specialists, applied researchers, quality improvement managers, purveyors, intermediaries, implementing organizations, implementation networks, funders, policy makers, decision makers, and students.”

The conference is virtual and will be held from 3-6 May 2021.

- **For further details see:**
 - <https://gic.globalimplementation.org/>
 - Call for proposals/abstracts open until: 16 October 2020
 - <https://gic.globalimplementation.org/call-for-proposals/>

Additional conference information can be found at:

<http://i2s.anu.edu.au/resources/conferences>

ABOUT i2S NEWS

The aim of this newsletter is to provide regular (bi-monthly) updates about new resources added to the Integration and Implementation Sciences website (<http://i2s.anu.edu.au/resources>). These resources are useful for researchers interested in Integration and Implementation Sciences (i2S), which underpins the investigation and tackling of complex real world problems, by:

- Synthesizing knowledge from different disciplines and stakeholders,
- Understanding and managing diverse unknowns, and

- Providing integrated research support for policy and practice change.

In general, each issue features tools (concepts and methods), case studies and/or approaches relevant to i2S - either a useful compilation or one or more examples of note. We also provide information about journals, professional associations & networks and conferences where researchers can learn from others, report their findings and interact with like-minded peers. The newsletter also reports on discussions in the LinkedIn group "Global Network for Research Integration and Implementation":

<https://www.linkedin.com/groups/4888295/> (when these occur) and new entries on the Integration and Implementation Insights blog: <http://i2Insights.org>.

i2S News is archived at: <http://i2s.anu.edu.au/what-i2s/i2s-publications/i2s-news>.

Useful links:

- i2S website: <http://i2s.anu.edu.au>
- i2S on YouTube: <https://www.youtube.com/user/i2sTalks>
- LinkedIn group "Global Network for Research Integration and Implementation":
<https://www.linkedin.com/groups/4888295/>
- i2Insights blog: <http://i2Insights.org>

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