ABOUT THE PROJECT

GOALS: To promote the practical implementation of Impact Management in the ecosystem that supports social and creative enterprises in South Africa.

To support intermediaries to capacitate entrepreneurs to have an IMM practice, to make better decisions and attract funders.

IMPLEMENTING PARTNERS:
Aspen Network of Development Entrepreneurs (ANDE) South Africa; Social Value UK (SVUK)

SUPPORTED BY: British Council’s Developing Inclusive and Creative Economies (DICE) programme.

LEARNING LAB 1

OBJECTIVES: To identify key challenges in IMM that intermediaries face to inform the content of the Learning Lab and Training-of-trainer workshops to take place during the project.

PARTICIPANTS: ANDE members and other entrepreneurial support organisations, with varied IMM expertise.

LAUNCHED: At Workshop 17 in Cape Town on 12th April 2019.

INTRODUCTION TO IMPACT MANAGEMENT AND SOCIAL VALUE

WHY DO WE DO IT?

MAXIMISE
Make as much of a difference as possible with the resources available

MANAGE
Do things to increase positive changes and reduce negative changes

MEASURE
Find out what changes people have experienced

THE PRINCIPLES OF SOCIAL VALUE

INVOLVE STAKEHOLDERS

UNDERSTAND WHAT CHANGES

VALUE THE THINGS THAT MATTER

ONLY INCLUDE WHAT IS MATERIAL

DO NOT OVER-CLAIM

BE TRANSPARENT

VERIFY THE RESULT

THAT SOUNDS GREAT, BUT IT IS DIFFICULT…

CHALLENGES RAISED:

- How do you manage consent linked to access to data?
- How do you set the correct metrics at the correct time?
- How do we measure attribution?
- Being overwhelmed by the breadth of data and not sure what is relevant.
- One of the issues is capacity, both in terms of ability and time.
- A baseline requires information to be collected at the very beginning of the process, before trust has been established.
- Sometimes, we just don’t know what to collect or measure.
KEY TAKEAWAYS

CONTEXT IS KEY.
Before you measure impact, you need to understand the audience and purpose. These factors impact the amount of data needed and how it is used. Ask, “What data is valuable and to whom?”

ENOUGH PRECISION FOR THE DECISION!
When we know the audience and the decision(s) that impact information will help to support we can make sure that we collect evidence that is fit-for-purpose, in other words, that gives us enough precision for the decision. Impact management is not a perfect science – and we should not be held back by thinking we need perfection.

THE SERVICE USER’S VOICE IS IMPORTANT.
This is where it is the responsibility of the intermediary or enterprise to communicate with funders and other key stakeholders to ensure that the impact measurement approach is primarily designed with the service users in mind.

ASK THE RIGHT QUESTIONS TO THE RIGHT STAKEHOLDERS.
To better understand how to measure and manage impacts. The impact questions below provide a useful frame for the subsequent training and discussions in the Learning Lab.

USE THE 10 IMPACT QUESTIONS TO GUIDE YOU.

ASK YOURSELF:
1. What problem are we trying to solve?
2. What is our proposed solution to the problem?
3. Who experiences changes in their lives as a result of what we do?
4. What outcomes are (or likely to be) experienced?
5. How much change in each outcome has happened (or is likely to happen)?
6. How can we measure these outcomes?
7. What is the relative importance of the different changes in outcomes?
8. How long do we need to measure the outcomes for?
9. How much of the change in each outcome is caused by our activities?
10. Which outcomes matter enough to be managed?

LESSES FROM ENTREPRENEURS
The participants visited the Watershed market to engage with entrepreneurs to gain insight into how measuring impact is interpreted by entrepreneurs and the degree to which this is valued. Many of these entrepreneurs are either one-man shows, or compact teams. When operations are being piloted, and finances are tight, collecting impact measurement data is not prioritised unless the value of this data is better understood.

THE LAUNCH WAS LED BY:
Lisa van Eck, ANDE South Africa
- familiarised participants with ANDE and the purpose of the Impact Management Learning Lab and took participants through findings of the Landscape Mapping for IMM in South Africa study.

Dr Adam Richards, Social Value UK
- introduced the principals of social value and different ways of measuring and accounting for value.

Shawn Theunissen, Growth Point
- facilitated a practical and interactive design thinking workshop encouraging participants to raise challenges with IMM, to be discussed throughout the project.

ANDE SA
IMPACT MANAGEMENT
FOR THE SOUTH AFRICAN SOCIAL AND CREATIVE ENTERPRISES SECTORS

With support from the British Council

Thank you ANDE Team!