



ANDE SA's Impact Management Learning Lab

*Planning for Impact.
Spotlight on measuring the impact of youth entrepreneurship.*

LEARNING LAB 2

OBJECTIVES: A guide on how to address questions 1 - 4 of the 10 key impact questions to be covered during the Learning Lab that can inform your Impact Management process.

DATE: 26th June 2019, Workshop 17 Fire Station, Johannesburg



NAVIGATING THROUGH THE IMPACT QUESTIONS

THE 10 IMPACT QUESTIONS



LEARNING LAB 2 FOCUSED ON ANSWERING THE FIRST FOUR IMPACT QUESTIONS THAT YOUR ORGANISATION SHOULD REFLECT ON:

1. What 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 are likely to be) experienced?

THE PRINCIPLES OF SOCIAL VALUE



1 IMPACT QUESTION 1: What are we trying to solve?

One of the first priorities is to understand **what the problem is** that you are seeking to address by identifying and separating the causes, problem and effects. This in turn can inform the design of effective solutions.

A helpful resource for this exercise is a problem tree. There are also likely to be many root causes and the tree analogy helps you to identify those that your organisation is able to address.

EXAMPLE: Youth Entrepreneurship Training Programme

EFFECTS



- Businesses lack sustainability
- Mental health problems (e.g. depression)
- Higher risk of poverty and crime

PROBLEM

- High youth unemployment

CAUSES

- Young people are ill-equipped for work e.g. low confidence; lack qualifications
- Lack of jobs, e.g. change in job market from industrial to services

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IMPACT QUESTION 2:

What is our proposed solution to the problem?

Thinking about your solution in relation to the problem tree can help you assess whether your solution is correctly aligned to the problem. In many cases the problem is too large to be addressed by your intervention alone. The problem tree can also identify what cannot be achieved and show where partners are needed.



This highlights **Social Value Principle 1: Involve Stakeholders.**

Successful initiatives engage with other stakeholders to leverage existing resources and collaborate. Furthermore, involving stakeholders even at design stage can help refine your solution to make it more effective.

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IMPACT QUESTION 3:

Who experiences changes in their lives as a result of what we do?

PRINCIPLE 1: Involving stakeholders, also related to Impact Question 3 and critically requires placing the service user at the centre of your IMM strategy.

THINGS TO CONSIDER BEFORE ENGAGING WITH THE SERVICE USER:

- What are the risks regarding engaging directly with the service user?
- Is there a community liaison to support such engagements?
- What are the language requirements of the community?
- Are there other issues in the community which may hinder participant feedback?

THINGS TO CONSIDER DURING ENGAGEMENTS WITH THE SERVICE USER:

- What were their expectations?
- Did the 'solution' implemented by the project align to these expectations?

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IMPACT QUESTION 4:

What outcomes are (or are likely to be) experienced?

Initiatives are developed to address a core problem (or component thereof). In order to implement this correctly, it is essential to understand the outcomes i.e. what changes as a result of the intervention or how will the service users' lives will be affected? This is because:

OUTCOMES CAN BE:

✓ Positive	✗ Negative
🎯 Intended (as per plan)	🧩 Unintended

TO ADEQUATELY "UNDERSTAND WHAT CHANGES" (PRINCIPLE 2), CLOSE ENGAGEMENT WITH THE SERVICE USER IS REQUIRED. CONSIDER:

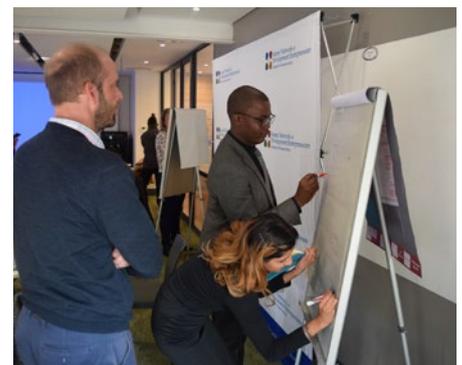
- What changed in their lives? Were these what was expected?
- Where these changes consistent across the community?
- What were some of the 'knock-on' effects of the project experienced by the community?
- How were these dealt with?

THINGS TO CONSIDER WHEN DETERMINING OUTCOMES:

- What are the priority outcomes for the initiative?
- Is the logic between the initiative and the outcomes clear?
- Are there any non-funded outcomes?
- Were all outcomes positive?
- If there were some negative outcomes, how are (can) they be addressed?

SOME QUESTIONS TO ASK WHEN BRAINSTORMING A COLLABORATIVE SOLUTION:

- What stakeholders are active in the space?
- Who do we already have relationships with that we can leverage?
- Is there a central stakeholder who we are not linked to who would improve our likelihood of success?
- How do we define roles?



BUT HOW DO WE COLLECT DATA ON OUTCOMES? IT DOESN'T HAVE TO BE DIFFICULT! YOU CAN USE QUALITATIVE DATA AS EVIDENCE.

- Evidence is required to measure an intervention's outcomes.
- Data does not need to be perfect – even 'messy' data can provide valuable information to support decisions.
- Sometimes during the process of extrapolating data, other (unplanned) outcomes become clear.

EXAMPLE FROM YOUTH ENTREPRENEURSHIP TRAINING PROGRAMME CASE STUDY ¹

From feedback shared during a focus group discussion of trainees on the programme it was apparent that not only had the intervention changed the end users' job status, but had achieved additional outcomes:

- Change in income, Change in stress levels, Change in confidence

KEY TAKEAWAYS FROM THE PEER DISCUSSION

LACK OF COMMUNICATION BETWEEN FUNDERS on the same/similar project(s) can present difficulties for IMM as the needs are often different. E.g. Donor A focuses on quantitative components and is number heavy, Donor B focuses on the more qualitative depth of the project. These require different measurement approaches which can become resource heavy for the implementing organisation.

CONSISTENCY OF LANGUAGE DIVERSITY IS CRITICAL. Ensure all M&E tools are translated into the required local language or staff are adequately equipped. Otherwise, the measurable value will be limited.

OUTSOURCED IMM VS INTERNAL IMM: where an external IMM partner is funded or suggested by a funder, it is advisable to build IMM capacity of the internal team to support sustainability if a funder retracts support. Integrating one internal staff member into the external IMM team can be a valuable way to ensure skills transfer.

FREE RESOURCES

ASSESS WHERE YOU ARE AT IN YOUR IMM JOURNEY:

- ↓ Social Value Self-Assessment tool

Select relevant indicators ²:

- ↓ Iris
- ↓ Global Value Exchange

Two example indicators for the above include:

- Youth unemployment
- Youth not in education, employment or training (NEET)

Additional:

- ↓ Maximise your Impact
- ↓ Sign up to Impact Management Project (IMP) updates
- ↓ Join the IMP's 'Managing Impact' Forum on the Harvard Business Review

ENSURE THE DATA IS EASY TO UNDERSTAND AND USABLE. There are numerous options for easy-to-build dashboards. It is important not only for the funder to be able to understand them, but also the project teams. This information needs to be available to inform project activities and priority actions for team members.

CONTACTABILITY: Youth entrepreneurship initiatives in South Africa cited the frequency with which young people change telephone numbers as a challenge to data collection. Some stakeholders have found that developing a strong relationship at an individual level through frequent engagements builds trust. This contributes to more open and consistent communication. Similarly, youth are less inclined to change their numbers when they have higher job security.

ENTREPRENEURSHIP IS A JOURNEY. There is an unrealistic expectation that ventures should be sustainable and successful from the start. In the context of South Africa there are many opportunities to engage unemployed youth in community-led initiatives to solve issues in their own communities and develop entrepreneurial skill. This can provide valuable hybrid work and entrepreneurship experience. **"Youth entrepreneurship doesn't start at ideation, it starts at community engagement."** Alex Hadfield, SMME Sector Lead, Harambee Youth Accelerator

1 Employ-Ability
2 After answering the 10 impact questions. Do not start with indicators.

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



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