

# Workshop

## Impact Measurement & Management

**MODULE 3 | 30 SEPTEMBER 2021**

**EVPA Training Academy | [trainingacademy@evpa.eu.com](mailto:trainingacademy@evpa.eu.com)**

# The Workshop Agenda

Since 20 September 2021: **Preparation Phase** | **Live session** 30 September 2021, 10:00 – 13:00

- **Welcome & Introduction**
- **Introduction to Venture Philanthropy and Impact Investing**
- **Introduction to Impact Measurement and Management**
- **Short Break**
- **Practical Workshop on identifying a Theory of Change and outcome indicators**
- **Best Practice Example: MAZE, Portugal**
- **Wrap Up & Closing**

# Speakers & Facilitators



**ÂNGELA SILVA**  
Head of Innovation  
**MAZE Impact**



**SARA SEGANTI**  
Senior Training  
Manager  
**EVPA**



**FLORIAN TUDOR**  
Training Academy  
Coordinator  
**EVPA**



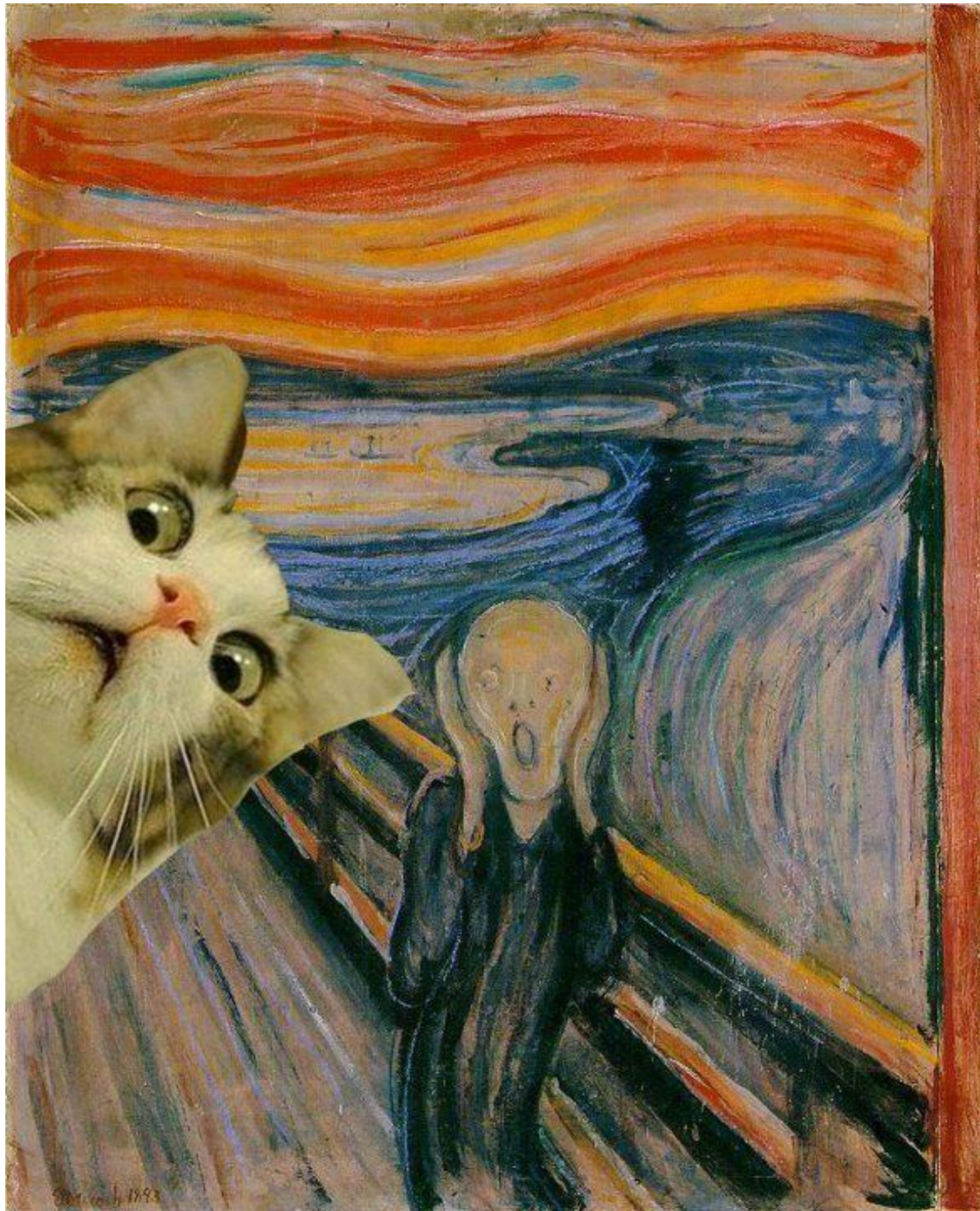
**ANDREA RESTA**  
Training Academy  
Intern  
**EVPA**

# Objectives

- Have a **practical understanding** of impact measurement concepts
- Understand what it means to **set goals at social purpose organisation (SPO) level** and to monitor them
- Reflect on **the two levels of impact: investors/business support organisations and SPOs**
- Understand the importance of **managing impact**



# Testing Your Creativity



1. Take a piece of paper and a pen,
2. **Sketch your neighbour:** The person next to you on the Zoom square (on the right)
3. You have **1 minute**, and after that:
4. Show it to the camera!





# Something about yourself...

*I support impact driven ventures with funding*

*I support impact driven ventures with capacity building*

*I support impact driven ventures in defining outcome KPIs*

*I define outcome KPIs for my own activities*

Hover to the top of your screen  
Select: "View Options"  
Select: "Annotation"  
Select: "Stamp"  
Stamp!

# Something about EVPA

## WHO:

- EVPA is a broad and diverse community of organisations interested in or **practising venture philanthropy and social investment** across Europe.
- **+290 members from +35 countries**, primarily European
- Full **range of impact actors** including:
  - Venture philanthropy funds, social investors, grant-making foundations, impact investing funds, private equity firms, professional service firms, philanthropy advisers, banks and business schools.

## WHAT:

- Increase **funding and expertise**
- Increase the **effectiveness** of Venture Philanthropists and Social Investors.
- **Co-create a well-functioning eco-system** for social impact

## OUR THEORY OF CHANGE

*We envision a world where every social purpose organisation (SPO) is matched with the appropriate amount and type of support from **venture philanthropy and social investment** organisations to achieve the **greatest impact**.*

# Introduction to Venture Philanthropy and Impact Investing



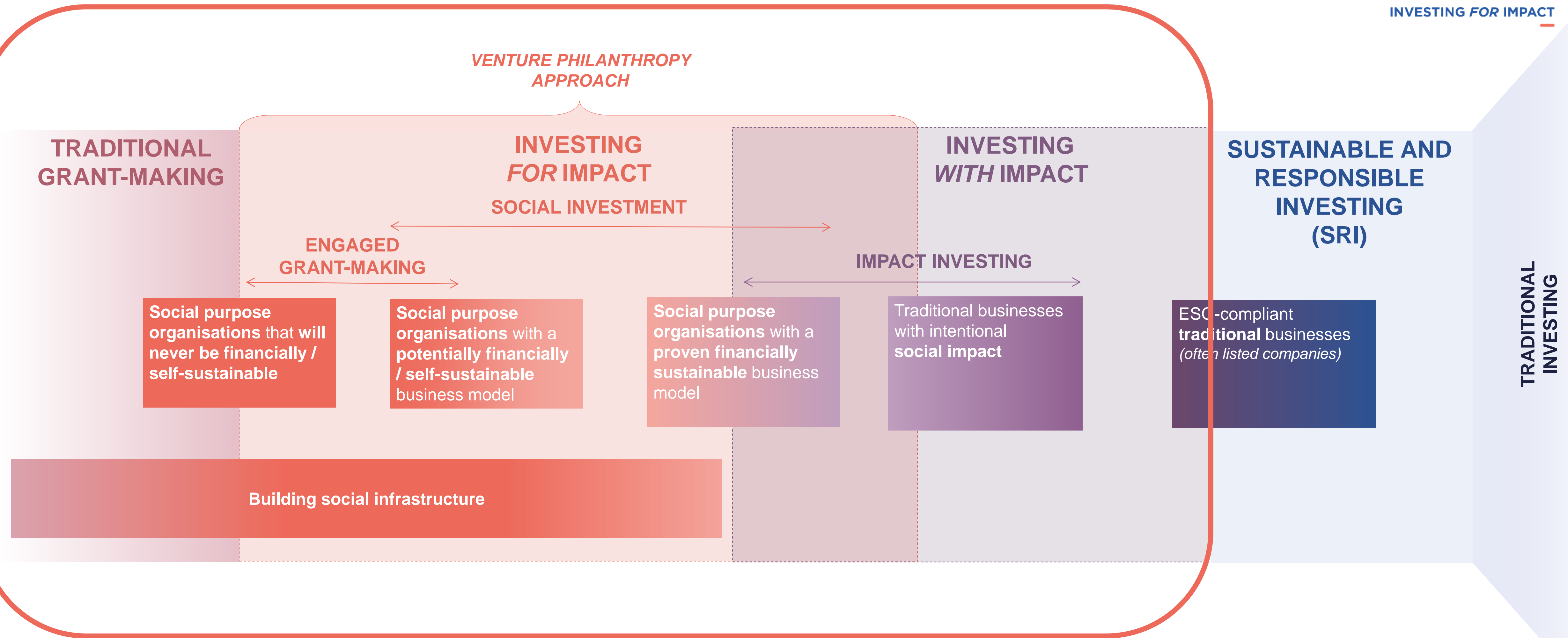
# Definition of Venture Philanthropy

**Venture Philanthropy (VP) is a high-engagement and long-term approach whereby an investor for impact supports social purpose organisations (SPOs) to maximise social impact.**



# THE EVPA SPECTRUM OF CAPITAL

THE IMPACT ECOSYSTEM



# The Charter of Investors *for* Impact

- Collective effort
- Guiding principles
- DNA of investors *for* impact
- Invitation to others to collaborate and co-shape the impact ecosystem



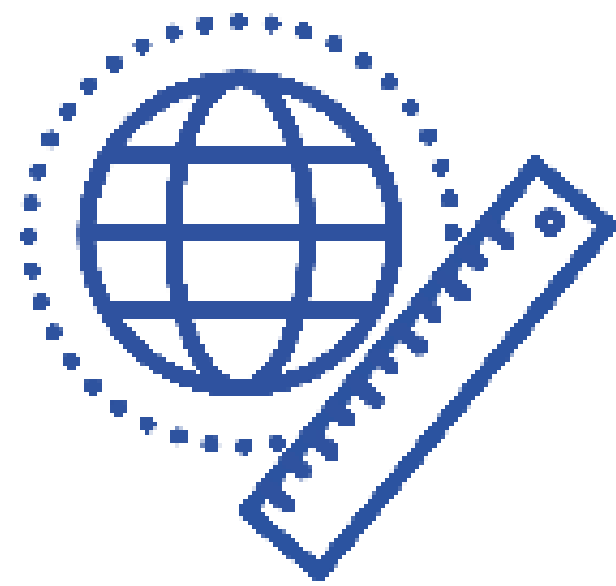
Navigate through the **Interactive Charter** to learn more about the principles:  
<https://evpa.eu.com/knowledge-centre/publications/charter-of-investors-for-impact>



# Introduction to Impact Measurement & Management

# Impact Measurement & Management

**Measuring** and **monitoring** the change created by an organisation's activities, and **using this information/data** to refine activities in order to increase positive outcomes and reduce potential negative ones.



# Impact Measurement & Management

EVPA developed a **5 steps approach** acknowledging the importance of impact measurement and management:

1. Setting objectives;
2. Analysing stakeholders;
3. Measuring results;
4. Verifying and valuing impact;
5. Monitoring and reporting.





# Are you familiar with any of these frameworks and tools?



EVPA 5 steps to measure and manage impact



Principles of Social Value



Impact Management Project



UNDP SDGs Impact Standards

## Social Return on Investment

SROI

# The 5-step Process To Measure And Manage Impact

## IMPACT MEASUREMENT as a:

- **General framework (process approach)**
- **Learning Process**
- **Management Tool**



# What do we mean by...

Hover to the top of your screen  
Select: „View Options“  
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Stamp!

## 1. IMPACT

The amount of change in people's lives that is a result of the activities

## 2. VALUE

Relative importance of different changes

## 3. MANAGE

Do things to increase positive changes & reduce negative changes

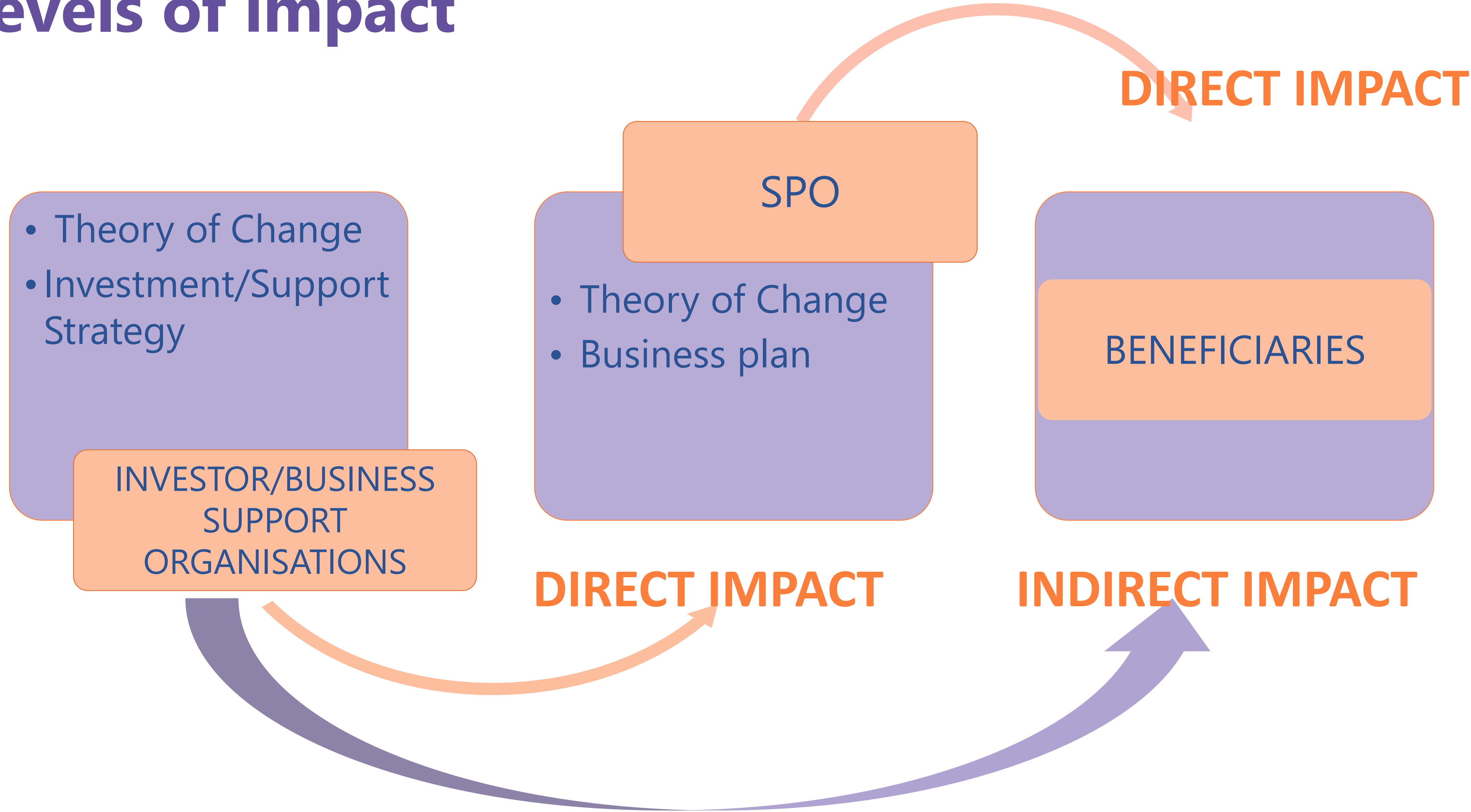
## 4. MAXIMISE

Make changes in an attempt to create as much value as possible

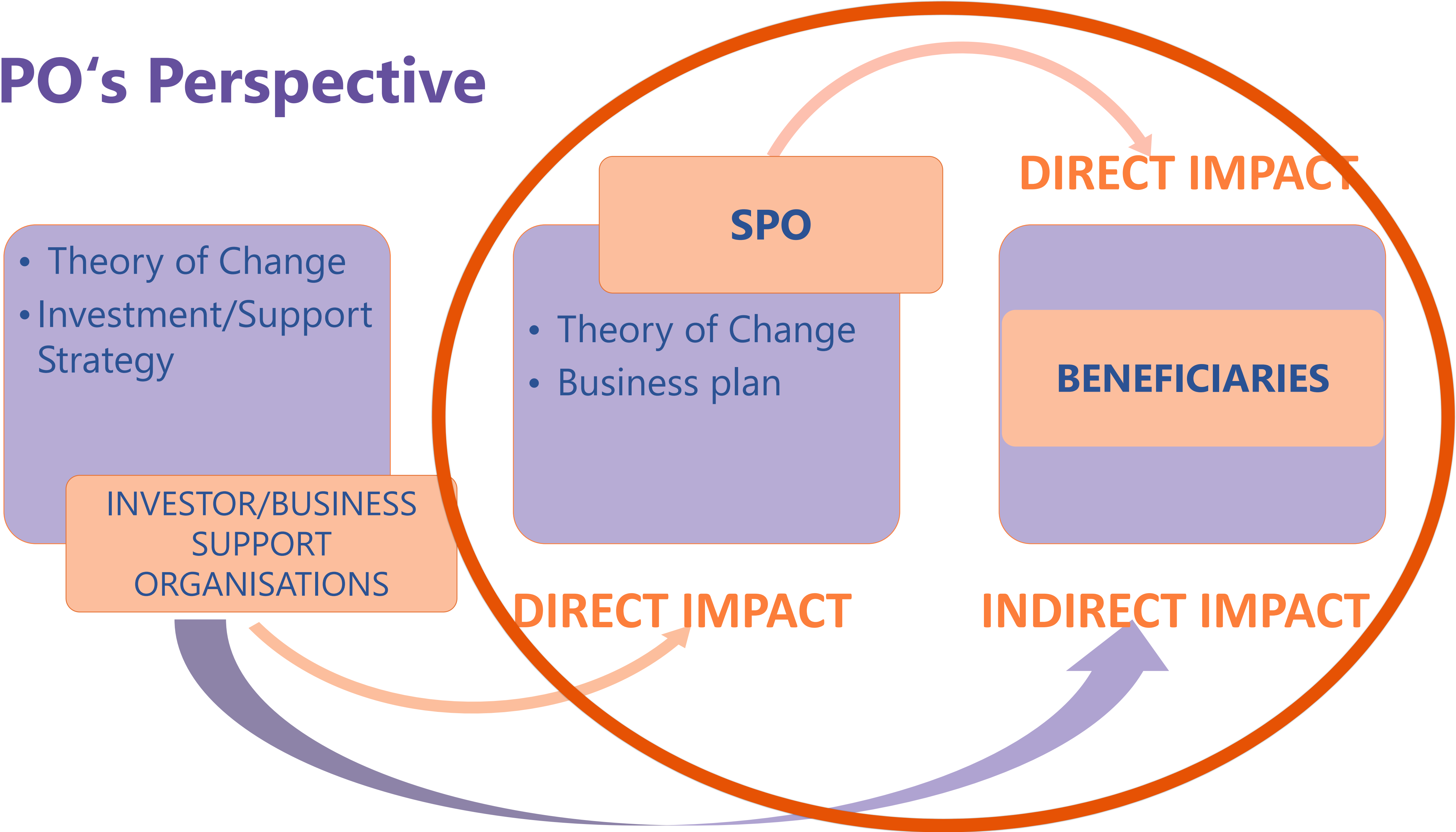
- IMPACT** 
- MAXIMISE** 
- MANAGE** 
- VALUE** 



# The 2 levels of impact



# The SPO's Perspective



# The EVPA 5 Steps Framework



# Step 1: Setting Objectives

- The SPO should set **specific impact objectives**: social problem → proposed solutions
- More specific objectives means better preparation for impact measurement
- Wide range of methods & tools available: all include elements of **theory of change**



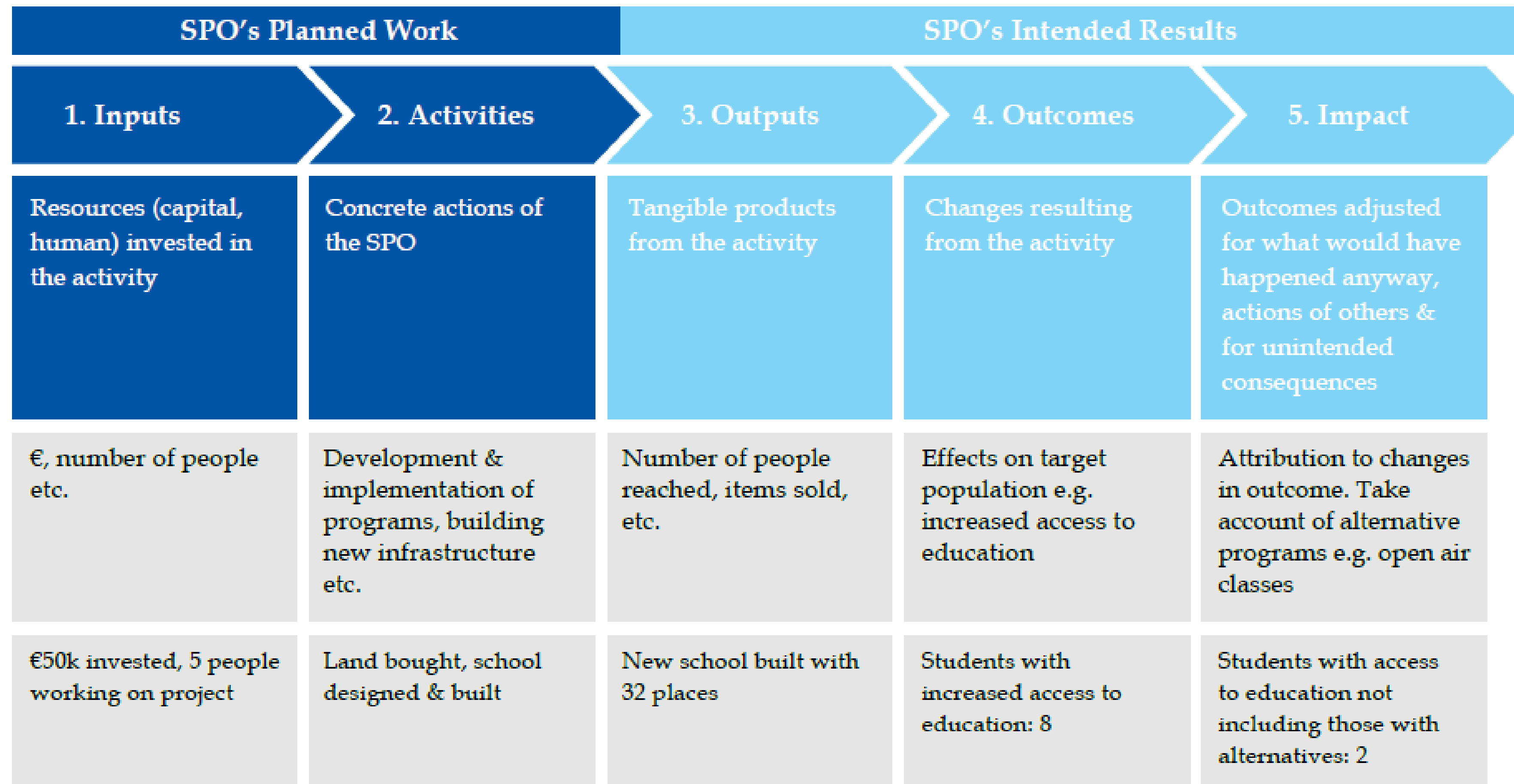
# Theory of Change – The Process

- **Identify the beneficiaries** you are working for, and set their needs, characteristics, and the impact goal you want to achieve
- Work backwards to **define the outcomes**, i.e. the changes experienced by the beneficiaries that contribute to the achievement of the final goal. Support with evidence!
- How will **activities make this change happen?**
- What are the **enablers?**



Source: NPC

# The Impact Value Chain - Terminology

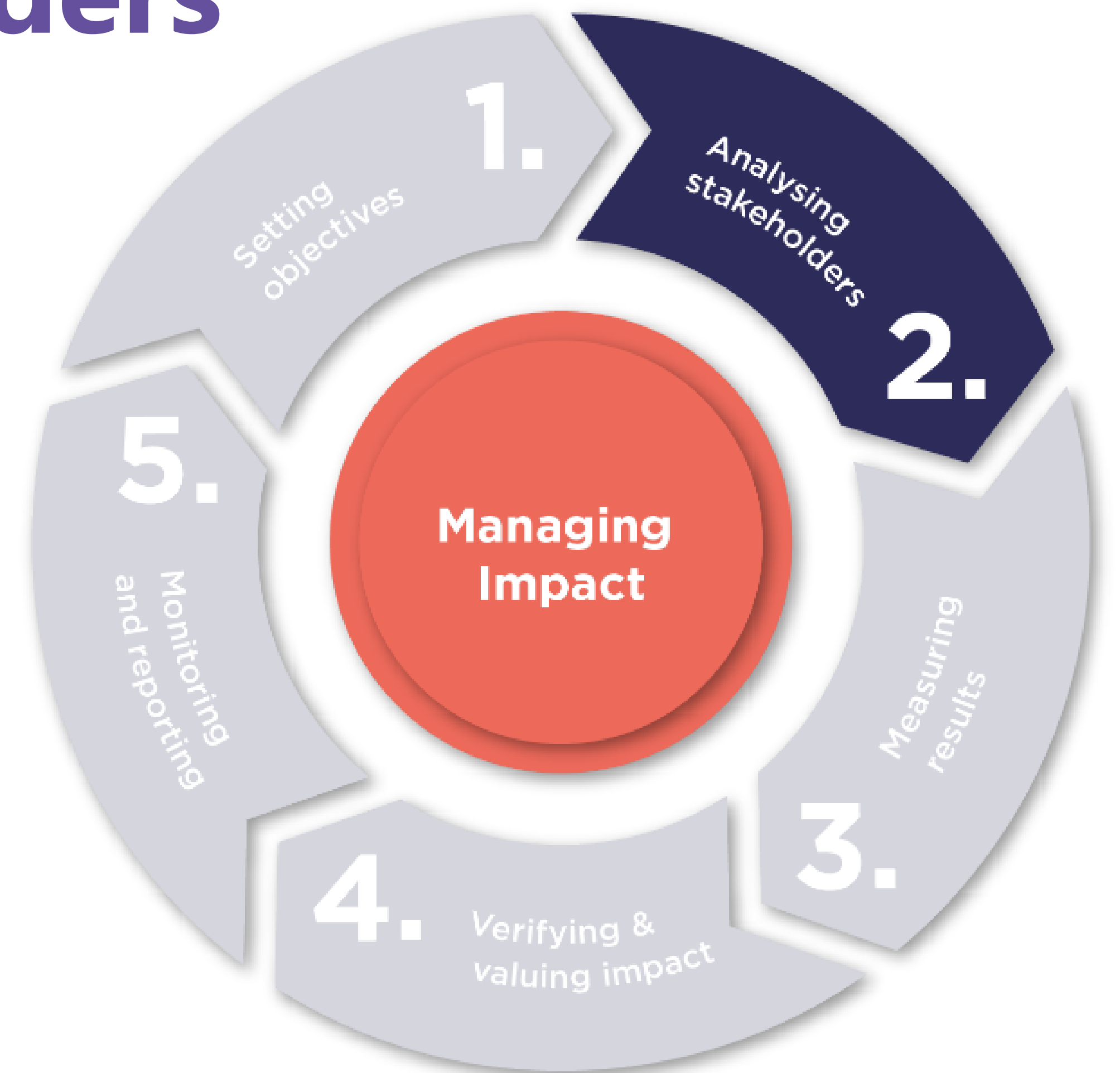




# Step 2: Analysing Stakeholders

**Stakeholder:** “Any party effecting and/or affected by the activities of the organisation”

- **Understand**
  - Expectations/interests
  - Contribution
  - Potential impact SPO’s work will have on them
- **Two parts:**
  - Stakeholder **identification**
  - Stakeholder **engagement**



# Step 3: Measuring Results

## For the SPO:

- Transforming its objectives in measurable results via outputs and outcomes indicators
- **Indicators:** used to show progress towards or away from outputs and outcomes
- **Impact:** often involves many professional judgments (drop off, displacement, counterfactual, attribution...)



# Measure what matters

## Output

The quantified summary of activities (e.g. tangible products and services) that result from the organisation's activities.

### Example:

Is the # of people reached through your activities the only thing that matters?

## Outcome

The changes, benefits (or dis-benefits), learnings, or other effects (both long and short term) that result from the organisation's activities. Outcomes can be short or long term, negative or positive.

### Example:

Is it also important how much their life has changed because of your activity?



# Step 4: Verify & Value Impact

- **SPO:** triangulating information received
- **Objectives:**
  - Rank and value target outcomes
  - Identify impacts with highest social value
- **Verify impact:** Did the impact happen in the way it was expected? Would the impact have happened anyway?
- **Value impact:** Was the impact important i.e. valuable to the stakeholders?



# Step 5: Monitoring and Reporting

- **Monitoring:** track progress against (deviation from) indicators & objectives
- **Reporting:** transforming data into presentable formats, relevant for key stakeholders (may need >1 report)



# Quiz Time!





# Question 1 out of 5

**What does the following statement describe: A social inclusion project targeting prisons trained 50 ex-offenders over the course of one year?**

A. Outcome

**B. Output**

C. Activity

# Question 2 out of 5

**What does the following statement describe: A social inclusion project targeting prisons improved the employability of 50% of its users?**

**A. Outcome**

B. Output

C. Activity

# Question 3 out of 5

**“More specific objectives mean...”**

A. ...less specific outcomes

B. ...using standardised indicators like IRIS+

**C. ...better preparation for impact measurement**

# Question 4 out of 5

“...show progress towards or away from outputs and outcomes”

**A. Indicators**

B. Impacts

C. Stakeholders



# Question 5 out of 5

**Which approach helps you to describe the sequence of events that are necessary to achieve the changes you want?**

A. Due Diligence

B. The SGDs

**C. Theory of Change**

# The AfB / BonVenture Case Study

**Investor:**

**BonVenture**

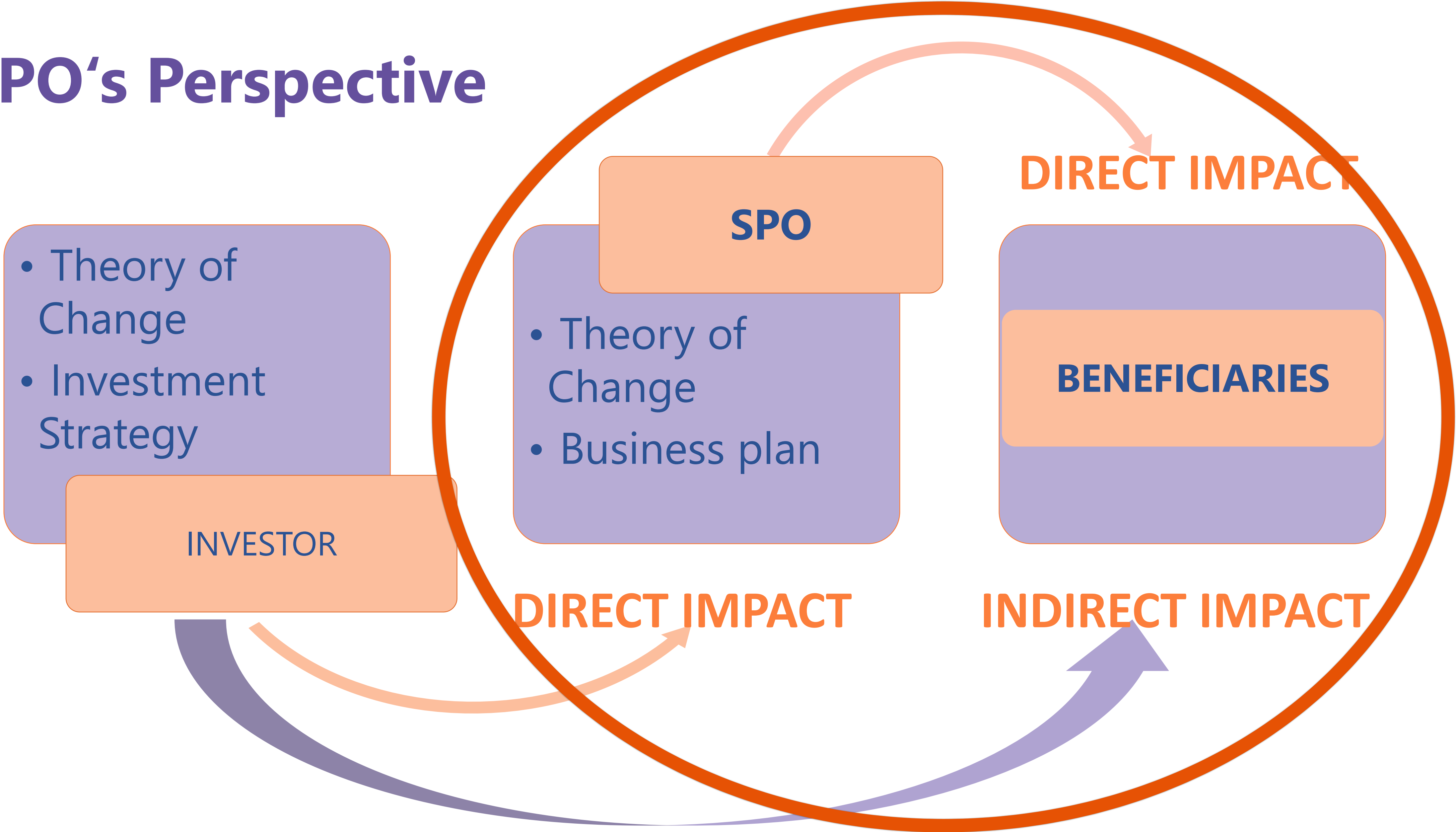
**Social Purpose Organisation:**

**AfB Social & Green IT**

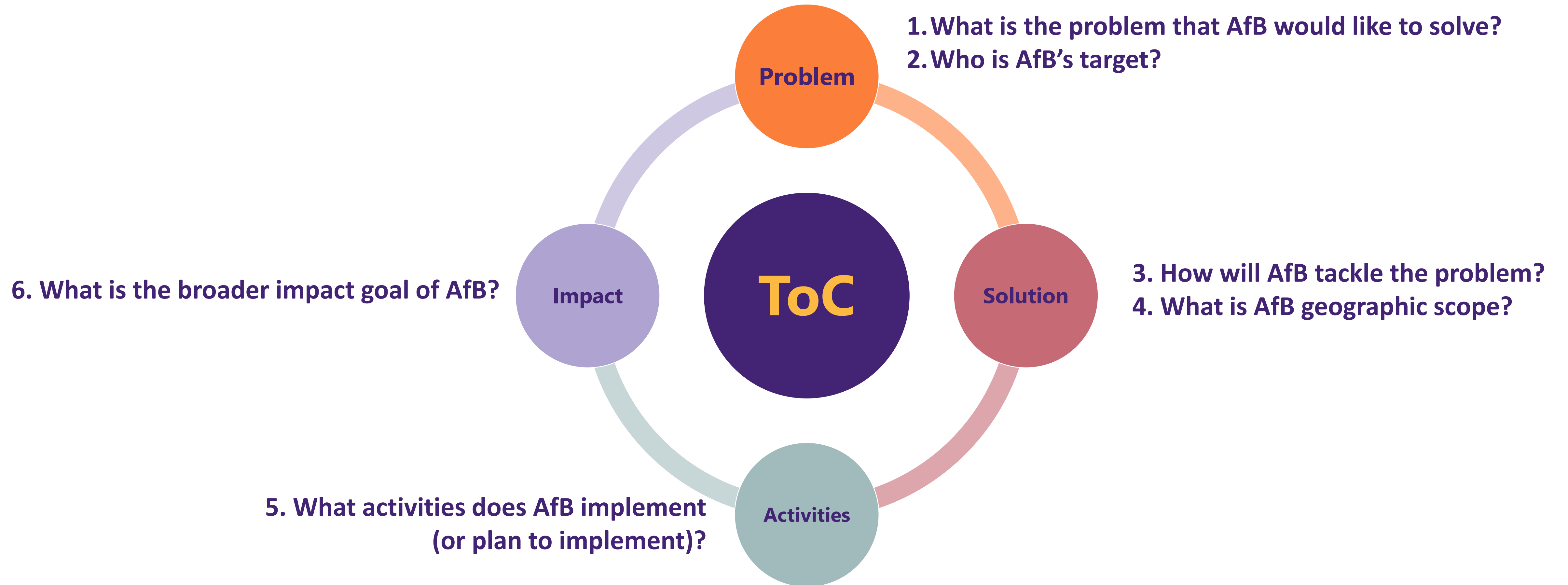




# The SPO's Perspective



# Your task in Breakout Rooms: Draw a Theory of Change (ToC)





# Your task in Breakout Rooms: Draw a Theory of Change

- If necessary, take 5min to re-read the case study
- **Assign a note-taker** to fill in the Mural **and a rapporteur** to report back to the plenary
- **Discuss „Problems“, „Solutions“, „Activities“, and „Impact“**
- **Identify Outputs and Outcomes**
- Fill in the sticky notes with you answers
- **You have 30min in total in breakout rooms**
- **For reporting back, you will have 2min per group**



## M U R A L

**PROBLEM**

What is the problem that AfB would like to solve?

Who is AfB's target?

**SOLUTION**

How will AfB tackle the problem?

What is AfB's geographic scope?

**ACTIVITIES**

What activities does AfB implement (or plans to implement)?

**OUTPUTS & OUTCOMES**

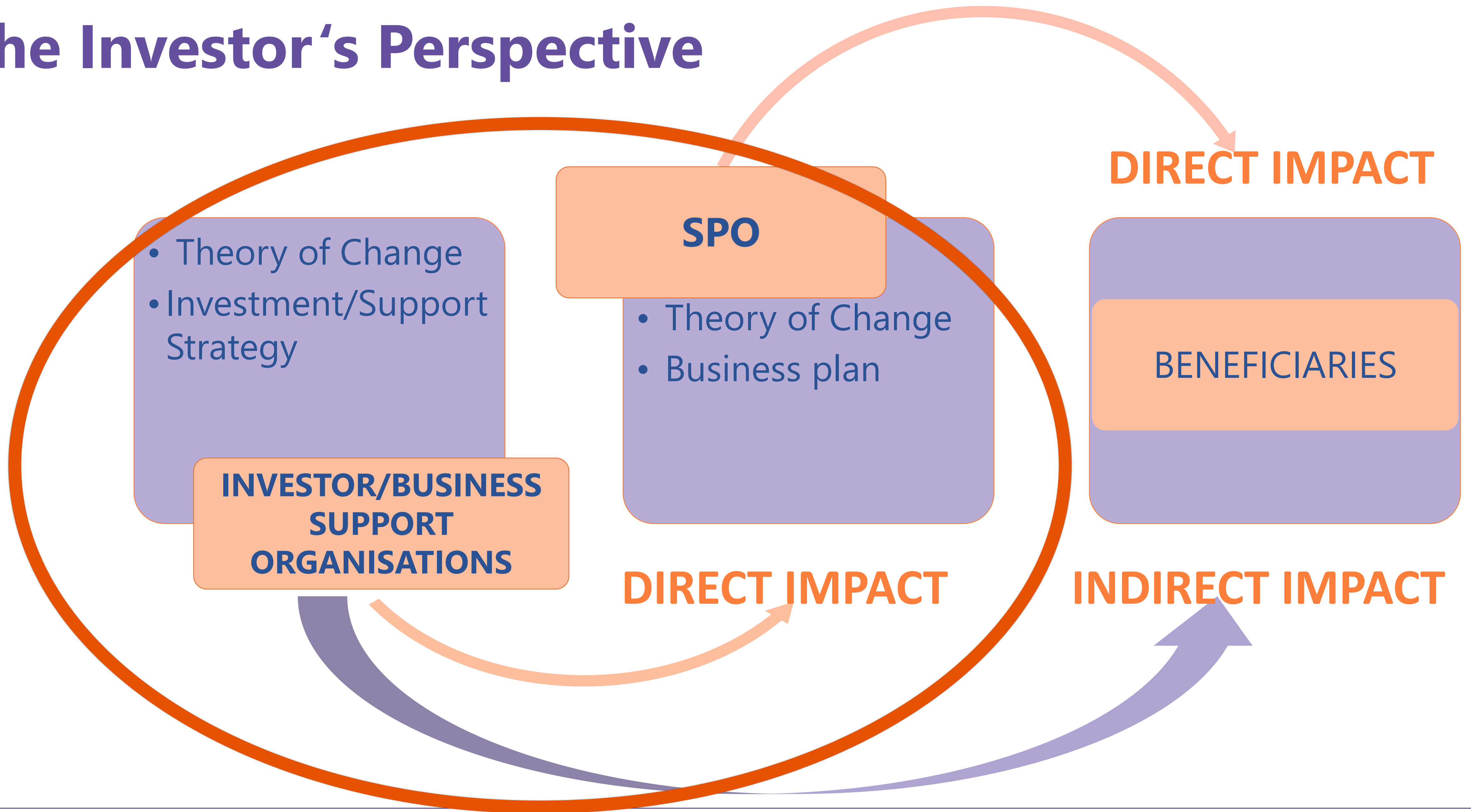
Identify outputs:

Identify outcomes:

**IMPACT**

What impacts does AfB expect from its activities?

# The Investor's Perspective





# Best practice example: MAZE

*Ângela Silva – Head of Innovation*

# Let's wrap up...

- **Introduction to Venture Philanthropy and Impact Investing**
- **Terminology in the field of Impact Measurement & Management**
- **The two layers of impact**
- **The EVPA 5 Steps Framework**
  - *Setting Objectives*
  - *Analyse Stakeholders*
  - *Measuring Results*
  - *Verifying and Valuing Impact*
  - *Monitoring and Reporting*
- **Theory of Change**
- **Best Practice from the EVPA membership**

**M U R A L**

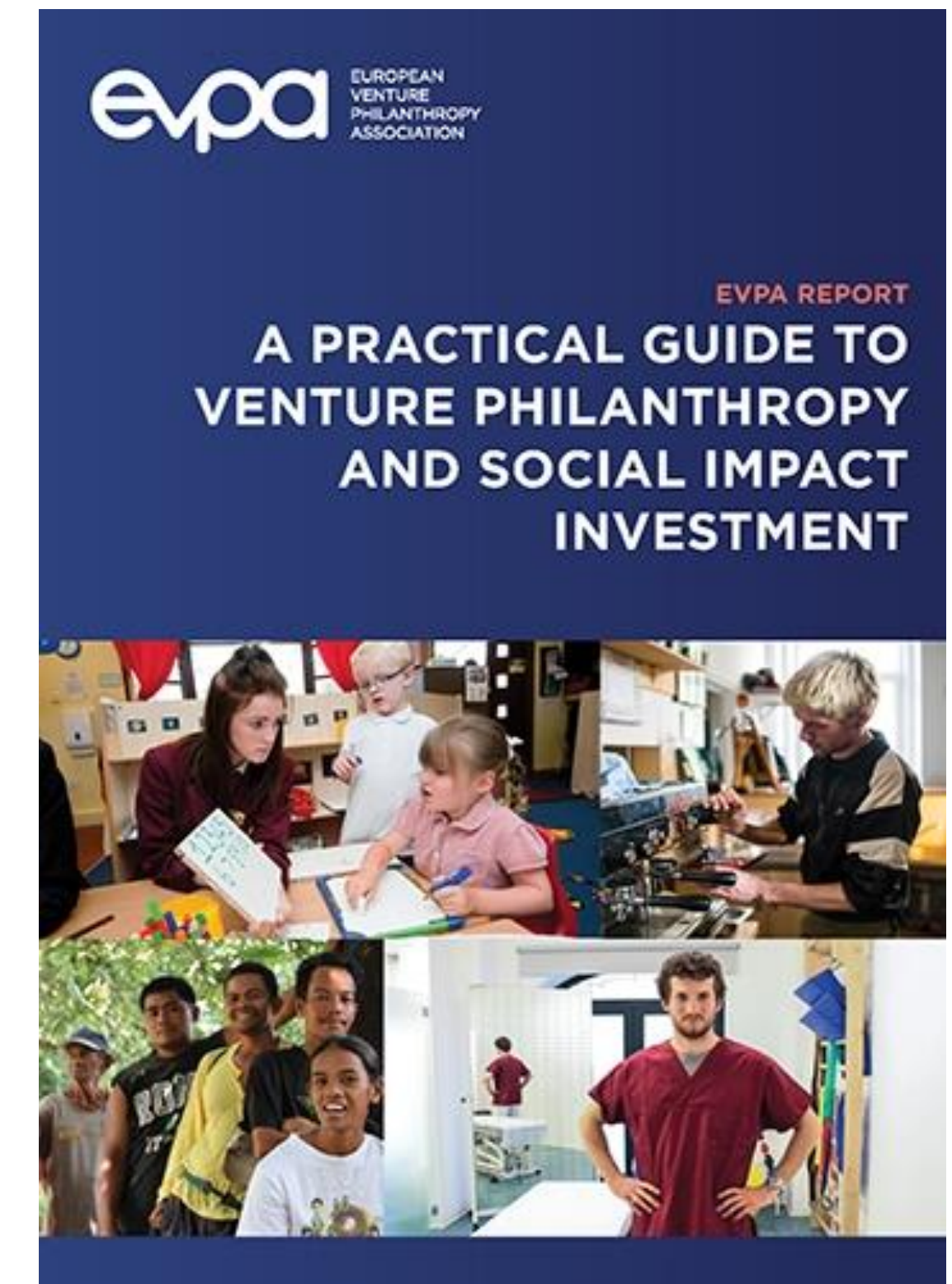
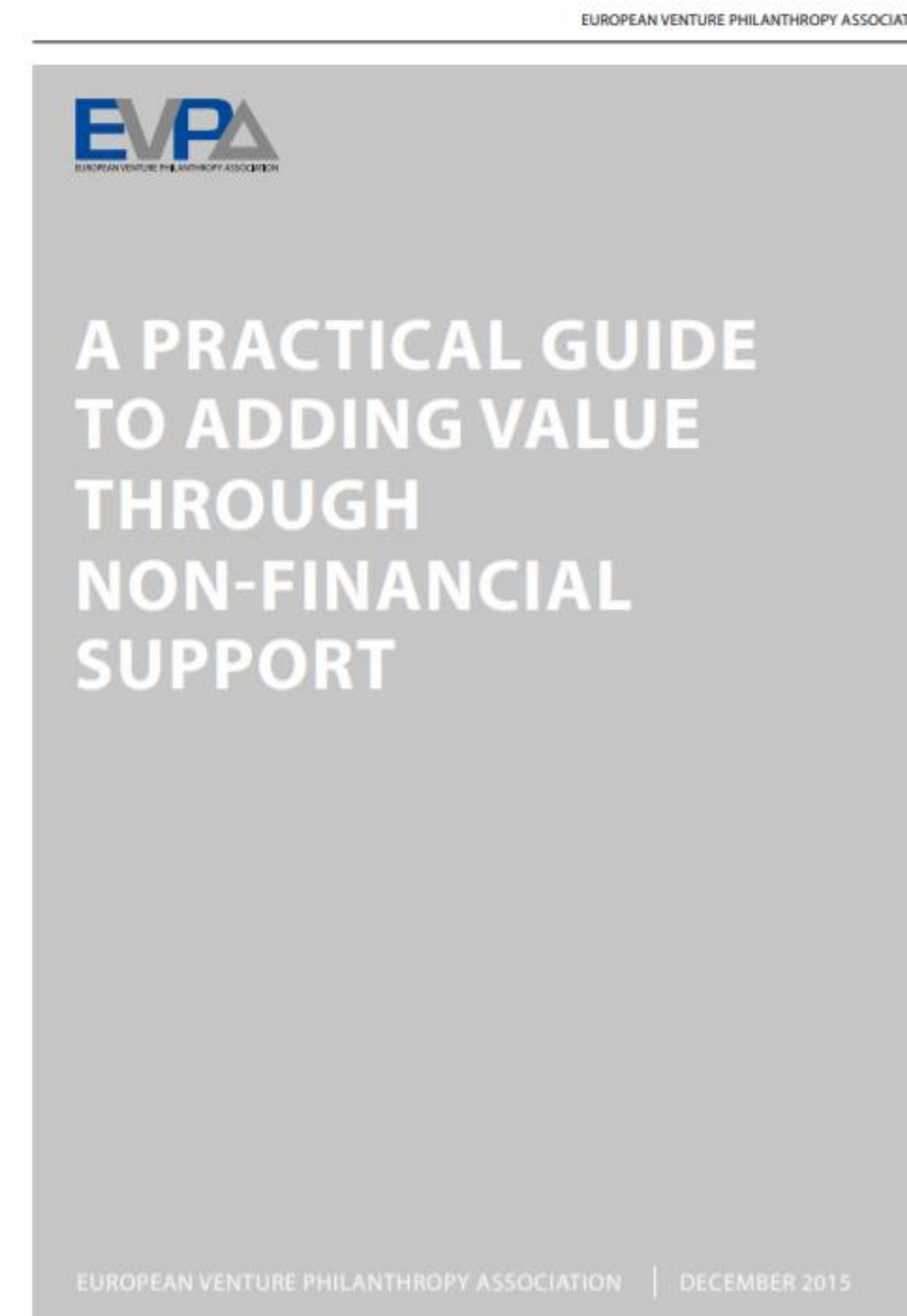
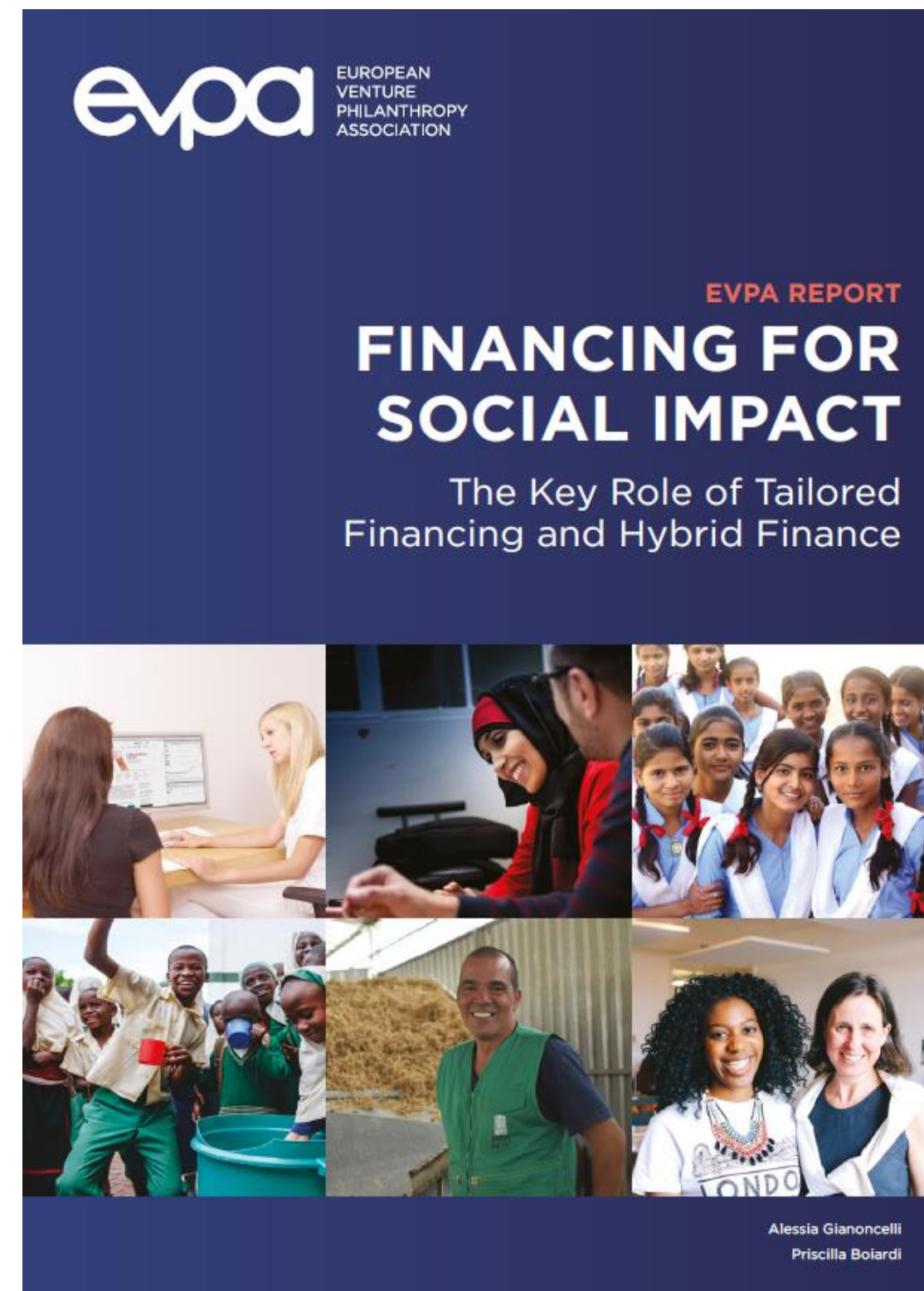
**Your main take-aways  
of today?**

**Your  moment?**



# INTERESTING EVPA MATERIALS AND TRAINING COURSES

# KEY PUBLICATIONS ON SOCIAL INVESTMENT AND EVPA'S 3 CORE PRACTICES



[evpa.eu.com/knowledge-centre](http://evpa.eu.com/knowledge-centre)



# Discover our research & tools from our Knowledge Centre: [evpa.eu.com/knowledge-centre](https://evpa.eu.com/knowledge-centre)

## Industry Survey

Through our [Industry Surveys](#), we are the main repository of data of investors *for* impact since 2010



## Success Stories

Discover [stories](#) and [videos](#) to see how investors *for* impact, through the VP approach, support SPOs in achieving and scaling their social impact



## IMM Research & Interactive Dashboards

EVPA developed three dynamic dashboards showing how practitioners are measuring and, more importantly, managing their own impact and the one of their investments.



## Investing for Impact Toolkit

[The Toolkit](#) assists newcomers to investing *for* impact by outlining strategies & best practices for adopting the venture philanthropy approach.





TRAINING  
ACADEMY

INVESTING FOR IMPACT

## ***UPCOMING TRAINING OPPORTUNITIES***

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<https://evpa.eu.com/knowledge-centre/training-academy>

### ***CRASH COURSE ON CORPORATE SOCIAL INVESTING***

***8 NOVEMBER 2021; ONLINE***

### ***CRASH COURSE ON INVESTING FOR IMPACT***

***10 NOVEMBER 2021; ONLINE***



Thank you