



### RESOURCES: Integrate into Enterprise Operations

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Find below resources mentioned in our course materials, as well as other resources that may help your organization integrate impact management into operations.

#### Step 1: Develop Data for Decision-Making Mindset

##### **Impact Management Case Study, DBL Group**

Example of how DBL Group articulated their most important decision-making questions along the value chain to prioritize the indicators that would inform those decisions.

<https://static1.squarespace.com/static/6049e33a3512a120620cfe14/t/6064372700722e10c5411761/1617180457162/UNDP-Impact+Measurement+Case+Study-DBL+Group-D3.pdf>

##### **Remote Survey Toolkit, 60 Decibels**

Shows the kinds of data you might need to make different decisions related to customer experience.

[https://60decibels.com/user/pages/03.Work/\\_remote\\_survey\\_toolkit/60\\_Decibels\\_Remote\\_Survey\\_Toolkit\\_March\\_2020.pdf](https://60decibels.com/user/pages/03.Work/_remote_survey_toolkit/60_Decibels_Remote_Survey_Toolkit_March_2020.pdf)

##### **Maximise Your Impact: A Guide for Social Entrepreneurs, Social Value International**

Guide to engaging with stakeholders, collecting data, and designing goods and services to maximize impact. The guide includes specific information on determining “good enough” data to inform decision-making.

<https://socialvalueuk.org/wp-content/uploads/2017/10/MaximiseYourImpact.24.10.17.pdf>

##### **Measuring Social Change: Performance and Accountability in a Complex World,**

by Alnoor Ebrahim

Alnoor Ebrahim, Professor of Management at The Fletcher School and Tisch College, addresses the dilemmas faced by leaders of social enterprises and nonprofit organizations: what to measure, what kinds of performance systems to build, and how to align multiple demands for accountability.

[https://books.google.com/books/about/Measuring\\_Social\\_Change.html?id=gVlbugEACAAJ](https://books.google.com/books/about/Measuring_Social_Change.html?id=gVlbugEACAAJ)

Alnoor has recorded a webinar of his book as well:

<https://www.youtube.com/watch?app=desktop&v=-RAM5oNvHQk>

##### **Guide to the Assessment of Socio-Environmental Impact, Insper Metricis**

Includes this chart, which shows how you can analyze the usefulness of your potential metrics by the factors most important to you.

[https://www.insper.edu.br/wp-content/uploads/2020/05/Metricis\\_English\\_4ed.pdf](https://www.insper.edu.br/wp-content/uploads/2020/05/Metricis_English_4ed.pdf)

## Step 2: Decide What to Measure

### **The Investor's Perspective: Building an impact management process for a multi-asset class portfolio,** Snowball and Impact Management Project

Project Snowball has come together with other asset managers to create practical guidance on how investors articulate the impact goals of a portfolio of assets, and then make data-driven investment allocation and impact management decisions to ensure these goals are met. This case study shares lessons learned from Project Snowball's efforts to use the IMP's five dimensions as a way to consistently classify the type of impact (or impact class) of each of their investments in their multimanager, multi-asset class portfolio. This includes an example assessment of investee *Just Ask*.

<http://impactmanagementproject.com/wp-content/uploads/Snowball-FINAL-VERSION.pdf>

### **15 Data Categories,** Impact Frontiers

This set of categories provide additional, more detailed information across the five dimensions.

<https://impactfrontiers.org/norms/five-dimensions-of-impact/#data-categories>

## Step 3: Get Processes in Place

### **Using Self-Reported Data for Impact Measurement,** Impact Management Project

How to use stakeholder surveys to improve impact performance.

[https://29kjwb3armds2g3gi4lq2sx1-wpengine.netdna-ssl.com/wp-content/uploads/IMP\\_Using\\_Self-Reported-Data\\_150519vf.pdf](https://29kjwb3armds2g3gi4lq2sx1-wpengine.netdna-ssl.com/wp-content/uploads/IMP_Using_Self-Reported-Data_150519vf.pdf)

### **Ensure Data Efforts Drive Toward Equity and Inclusion,** Scaling Pathways, CASE at Duke

Lay a foundation of equitable and inclusive data practices.

<https://medium.com/scaling-pathways/the-foundation-ensure-data-efforts-drive-toward-equity-and-inclusion-630840142a14>

### **Getting Your Organisation Ready to Do Evaluations: Using Evidence for Impact,**

Social Policy Evaluation and Research Unit of the New Zealand Government (Superu)

Toolkit developed as part of a project on developing an effective evaluation culture in NGOs. Includes guidance on how to work with key personnel to understand their perceptions of the organization's current level of evaluation capacity and reasonable goals. Also includes a detailed staff capacity assessment.

<https://thehub.swa.govt.nz/assets/documents/Toolkit-print-FINAL-03-17.pdf>

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