

Impact Management for Everyone - Rubric

A rubric of processes and functional requirements - for accounting and valuation of stocks and flows relating to intangible assets and capital

Select the pathway that suits the methodological intensity you need **

		□	◻	◻	◻	◻	◻	
		Agnostic	Avoid harm	Want good	Show good	Explain why	Assess effects	Interpret impact
		<i>Do not consider impact</i>	<i>Know what you do not want</i>	<i>Know what you do want</i>	<i>Describe what happens by enumerating outputs</i>	<i>Explain why outcomes happen based upon specific inputs and actions</i>	<i>Enumerate the intended effects of actions on stakeholders</i>	<i>Enumerate positive and negative outcomes, both intended and unintended</i>
Stages of Common Impact Management Journey *	1 Establish Intent & Objectives		<ul style="list-style-type: none"> Select criteria/ sectors/ themes that must be excluded. 	<ul style="list-style-type: none"> Select criteria/ sectors/ themes that must be excluded. Select criteria/ sectors/ themes that are desirable. 	<ul style="list-style-type: none"> Select criteria/ sectors/ themes that must be excluded. Select criteria/ sectors/ themes that are desirable. Select goals. 	<ul style="list-style-type: none"> Select criteria/ sectors/ themes that must be excluded. Select criteria/ sectors/ themes that are desirable. Select goals. Identify primary stakeholders who will be affected/ targetted. 	<ul style="list-style-type: none"> Select criteria/ sectors/ themes that must be excluded. Select criteria/ sectors/ themes that are desirable. Select goals. Identify primary stakeholders who will be affected/ targetted. 	<ul style="list-style-type: none"> Select criteria/ sectors/ themes that must be excluded. Select criteria/ sectors/ themes that are desirable. Select goals. Identify primary stakeholders who will be affected/ targetted. Identify secondary stakeholders who might be also be affected.
	2 Identify Relevant Outcomes, Metrics & Indicators			<ul style="list-style-type: none"> Select principles that need to be adhered to. 	<ul style="list-style-type: none"> Select principles that need to be adhered to. 	<ul style="list-style-type: none"> Select principles that need to be adhered to. 	<ul style="list-style-type: none"> Select principles that need to be adhered to. Identify all the stakeholders who experience change as a result of the activity. Link outcomes selected for measure to specific stakeholders (and incorporate at appropriate level in the data model). 	<ul style="list-style-type: none"> Select principles that need to be adhered to. Identify all the stakeholders who experience change as a result of the activity. Link outcomes selected for measure to specific stakeholders (and incorporate at appropriate level in the data model). Based upon qualitative data collected about outcomes, identify any apparent segments within each stakeholder group that should be treated as a discrete cohort for further measurement and activity design and management. Capture open feedback from stakeholders about which outcomes they experience or might experience. Capturing any other outcomes that might/ would have happened without the activity (displacement).
	3 Define Targets & Select Strategies				<ul style="list-style-type: none"> Identify the intended consequences (outcomes) as the only ones to measure. Identify metrics and indicators that correspond with outcomes identified. 	<ul style="list-style-type: none"> Identify the intended consequences (outcomes) as the only ones to measure. Identify metrics and indicators that correspond with outcomes identified. Show the relationship between inputs, activities, outputs, outcomes and impact (Theory of Change/ Logic Model). 	<ul style="list-style-type: none"> Identify the intended consequences (outcomes) as the only ones to measure. Identify metrics and indicators that correspond with outcomes identified. Show the relationship between inputs, activities, outputs, outcomes and impact (Theory of Change/ Logic Model). Identify the most appropriate indicators for each outcome decided to measure. 	<ul style="list-style-type: none"> Identify the intended consequences (outcomes) as the only ones to measure. Identify metrics and indicators that correspond with outcomes identified. Show the relationship between inputs, activities, outputs, outcomes and impact (Theory of Change/ Logic Model). Identify the most appropriate indicators for each outcome decided to measure.
	4 Measure, Collect & Validate Data				<ul style="list-style-type: none"> Identify benchmarks. Specify frequency, duration, and timing of measurement. Specify performance targets in format that enables accurate assessment of results. Review performance targets and identify if a proxy performance target is necessary (i.e. for managerial practicality of portfolio investor). Select level of evidence required. Identify units of measurement. 	<ul style="list-style-type: none"> Identify benchmarks. Specify frequency, duration, and timing of measurement. Specify performance targets in format that enables accurate assessment of results. Review performance targets and identify if a proxy performance target is necessary (i.e. for managerial practicality of portfolio investor). Select level of evidence required. Identify units of measurement. 	<ul style="list-style-type: none"> Identify benchmarks. Specify frequency, duration, and timing of measurement. Specify performance targets in format that enables accurate assessment of results. Review performance targets and identify if a proxy performance target is necessary (i.e. for managerial practicality of portfolio investor). Select level of evidence required. Identify units of measurement. Capture baseline data. 	<ul style="list-style-type: none"> Identify benchmarks. Specify frequency, duration, and timing of measurement. Specify performance targets in format that enables accurate assessment of results. Review performance targets and identify if a proxy performance target is necessary (i.e. for managerial practicality of portfolio investor). Select level of evidence required. Identify units of measurement. Capture baseline data.
	5 Analyse & Evaluate Data				<ul style="list-style-type: none"> Identify measurement techniques and methodologies. Decide if collection by self, independent expert, audited. Collect data in standardised form and data structure, on number of people affected. Check accuracy of data collection. 	<ul style="list-style-type: none"> Identify measurement techniques and methodologies. Decide if collection by self, independent expert, audited. Collect data in standardised form and data structure, on number of people affected. Check accuracy of data collection. Validate data in terms of completeness and accuracy, and that level of rigour is appropriate for proposed use of data, and adjust as appropriate. 	<ul style="list-style-type: none"> Identify measurement techniques and methodologies. Decide if collection by self, independent expert, audited. Collect data in standardised form and data structure, on number of people affected. Capture (for each outcome): quantity, duration, value (weighting), attribution, deadweight, and drop-off. Enumerate value/ assign pecuniary valuation to outcomes based upon stakeholder opinion. Check accuracy of data collection. Validate data in terms of completeness and accuracy, and that level of rigour is appropriate for proposed use of data, and adjust as appropriate. 	<ul style="list-style-type: none"> Identify measurement techniques and methodologies. Decide if collection by self, independent expert, audited. Collect data in standardised form and data structure, on number of people affected. Capture (for each outcome): quantity, duration, value (weighting), attribution, deadweight, and drop-off. Enumerate value/ assign pecuniary valuation to outcomes based upon stakeholder opinion. Check accuracy of data collection. Validate data in terms of completeness and accuracy, and that level of rigour is appropriate for proposed use of data, and adjust as appropriate.
	6 Report & Disclose Results				<ul style="list-style-type: none"> Prepare reports. Ability to export data. 	<ul style="list-style-type: none"> Prepare reports. Ability to export data. 	<ul style="list-style-type: none"> Prepare reports. Ability to export data. 	<ul style="list-style-type: none"> Prepare reports according to industry standard/ norms. Ability to share data with 3rd parties in interoperable/ standardised format.
	7 Use Results to Inform Decision-Making				<ul style="list-style-type: none"> Results form part of primary information actively used by management/ executive team. 	<ul style="list-style-type: none"> Results form part of primary information actively used by management/ executive team. Refine or adapt the Theory of Change based upon data collected, continuous learning, and experience/ maturing. 	<ul style="list-style-type: none"> Results form part of primary information actively used by management/ executive team. Refine or adapt the Theory of Change based upon data collected, continuous learning, and experience/ maturing. 	<ul style="list-style-type: none"> Results form part of primary information actively used by management/ executive team. Refine or adapt the Theory of Change based upon data collected, continuous learning, and experience/ maturing. Capture evidence of behaviour change as a result of impact management.

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References:

* Synthesised from "Proposed Approaches to Social Impact Measurement", European Commission GECES, 2014. "Measuring Impact", G8, 2014. "Investing for Impact: Practical Tools, Lessons, and Results", NPC, 2015. "More than Measurement: A Practitioner's Journey to Impact Management" Bridges Fund Management, 2016. "Navigating Between Impact Intent and Impact Metrics", Global Impact Investing Network, 2016. "Assuring Software Products", Social Value International, <http://www.socialvalueuk.org/accrediting-software-products/>.

** Evolved from OECD Expert Group on SII (Working Papers), iRADAR (Harji Richter 2016). It overlaps with the 4 types of "Intentions" by the Impact Management Project, and aligned with the principles of a Capability Maturity Model (CMM).