PLANNING FOR IMPACT

tool description & worksheet

Version 2.0

WHAT?

Enables you to forecast the impact of inclusive business activities on low-income groups and their environment. Helps set the baseline values, targets, and define Key Performance Indicators (KPIs) that forecast impact at the 'base of the pyramid'.

WHY?

In order to validate your claim that your business case is truly inclusive and beneficial to the 'base of the pyramid', you must be able to show the economic, social and environmental baseline values, targets and key performance indicators upon which your claim is based.
Following the steps below, determine targets, baselines and KPIs that will help you measure impacts.

**STEP 1: DEFINE IMPACT AREAS**
Describe the social, environmental and economic areas you plan to have impact on.

Social benefits can include:
- Benefit through availability/accessibility of product or service
- Stronger community organization
- Female consumer focus
- Occupational safety

Environmental benefits can include:
- Decreased health risks
- Increased environmental awareness

Economic benefits can include:
- Savings through purchase
- Production increase
- Market increase
- Service portfolio increase
- Increased income through new employment (for instance for women)

**STEP 2: DEVELOP KEY PERFORMANCE INDICATORS**
How will you measure your enterprise’s performance on these areas?

Quantitative (statistical measures):
- Numbers
- Percentages
- Rates (example: birth rate—births per 1,000 population)
- Ratios (example: sex ratio—number of males per number of females)

Qualitative (perceptions, attitudes, judgments, including changes in sensitivity, satisfaction, influence, awareness, understanding, attitudes, quality, perception, dialogue or sense of well-being.):
- Compliance with…
- Quality of…
- Extent of…
- Level of…
STEP 3: SET BASELINES
What do you know about the situation now?
For each Key Performance Indicator (KPI) try to estimate or assess the current situation.

STEP 4: SET SMART TARGETS
What do you plan to achieve and by when?

- **Specific** – Exactly who is going to enjoy what benefit, how and why it is important.
- **Measurable** – Exactly what will you measure? Example: % people contacted, number of presentations completed.
- **Achievable** – Does it fit market conditions, time period, resources allocated, etc.?
- **Realistic** – Does it fit within the time and the resources available?
- **Time-bound** – How much time it will take to achieve?
You can begin creating a plan to measure your ongoing impact and document it to validate your claims.
PLANNING FOR IMPACT

guidelines for consultants

Version 2.0

WHEN?

Use when preparing to support the claim to be a truly inclusive business. When workable measurements must be created which provide the basis for documentation of the enterprise’s performance and impact.
To ensure actionable results, keep these guidelines in mind:

**1. KEEP TARGETS SIMPLE**

Introduce targets that can be measured easily so that the needed research activities can be overseen at the beginning. This makes it easier to find and deal with more difficult targets later.

**2. ALIGN TARGETS WITH THE OVERALL AGENDA**

The targets should be in line with the enterprise’s overall strategic agenda and enjoy the commitment of management and staff for their realisation.

**3. TARGETS SHOULD BE JOINTLY DEFINED BY THE KEY PARTNERS OF YOUR ENTERPRISE AND BE ‘SMART’**

- **Specific** – Exactly who is going to enjoy what benefit, how and why it is important.
- **Measurable** – Exactly what will you measure? Example: % people contacted, number of presentations completed.
- **Achievable** – Does it fit market conditions, time period, resources allocated, etc.?
- **Realistic** – Does it fit within the time and the resources available?
- **Time-bound** – How much time it will take to achieve?

**4. THE TOOL ONLY FORECASTS IMPACT**

This tool has to been taken as an evolving process, which needs to be adapted as often as required by the enterprise. It does not provide support on the actual measurement/research process that needs to follow.
TIME
Approximately 2 - 4 hours

MATERIALS
Large print, drawing or slide of the worksheet, lots of Post-its.
Keep a set of example worksheets in which each section has been filled in.
Use these to help participants understand the type of information required.

TEAM
You will need one facilitator and one or more people representing the main parts of the client enterprise.

DOCUMENTATION
Work with Post-its so you can add and remove elements easily.
PLANNING FOR IMPACT

Enables you to forecast the impact of inclusive business activities on low-income groups and their

Name of Enterprise:

<table>
<thead>
<tr>
<th>Impact area</th>
<th>KPI</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>