



IMPACT STEERING

Support to actors with sustainability ambitions

Train the trainers

The RESIST project is co-financed by the European Union (European Regional Development Fund) under the Interreg Baltic Sea Region Programme.



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INTRODUCTION TO THE PROGRAM

This is a training program for trainers how to organize a four steps (days) impact assessment process.

Arrangement:

The program is divided into four main sections which are proposed to be organized as separate meetings, individually with clients. Each meeting is divided into steps.

01.

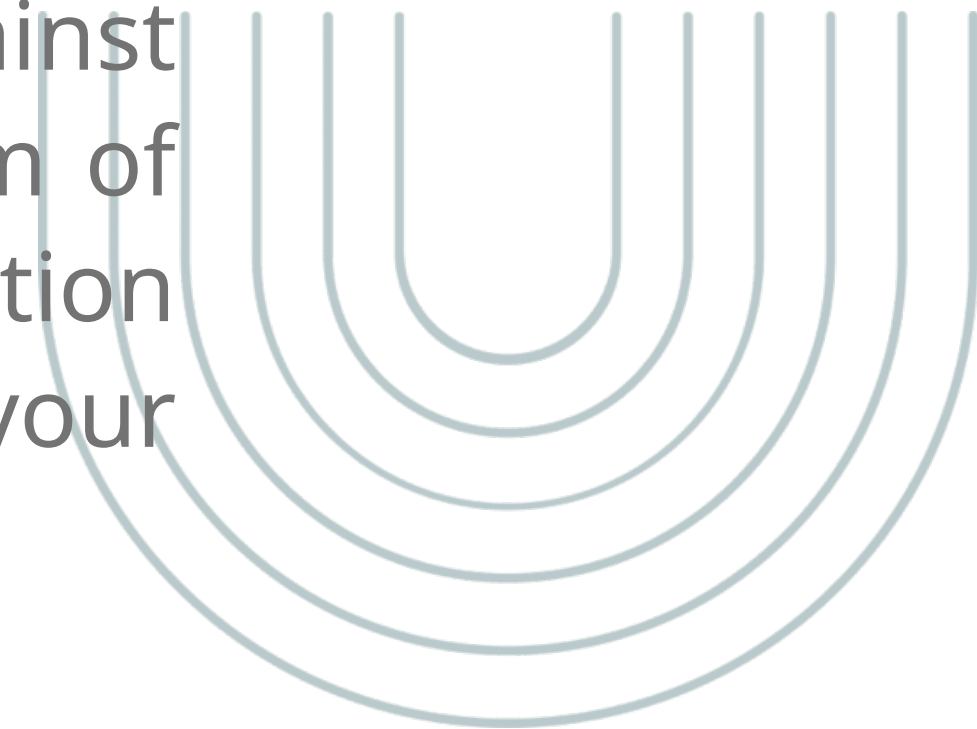
IMPACT STEERING PROGRAMME



PURPOSE OF THE PROGRAM

The purpose of the program is to develop your ability to identify, steer towards and evaluate/measure the effect of the activity.

The evaluation/measurement of the activity's effects are supposed to be used both internally, in the form of feedback in the business and continued steering against the effect of the business, an externally, in the form of reporting that can be used in external communication and marketing, depending on the needs of your business.



"IMPACT" AND MAJOR CHALLENGES

Aiming at impact is NOT trying to meet demand but...

Demand =
Preferences +
purchasing power
≠ Needs

- How should it be framed and defined for a specified activity?
- How to find out if those things happens?
- How to find out if it was due to the specific activity?



WHY? (1)

- Major and increasing ecological problems
 - and inadequate or even contra productive policies
- Need for new solutions to social problems
 - including problems which increase due to ecological overshoot



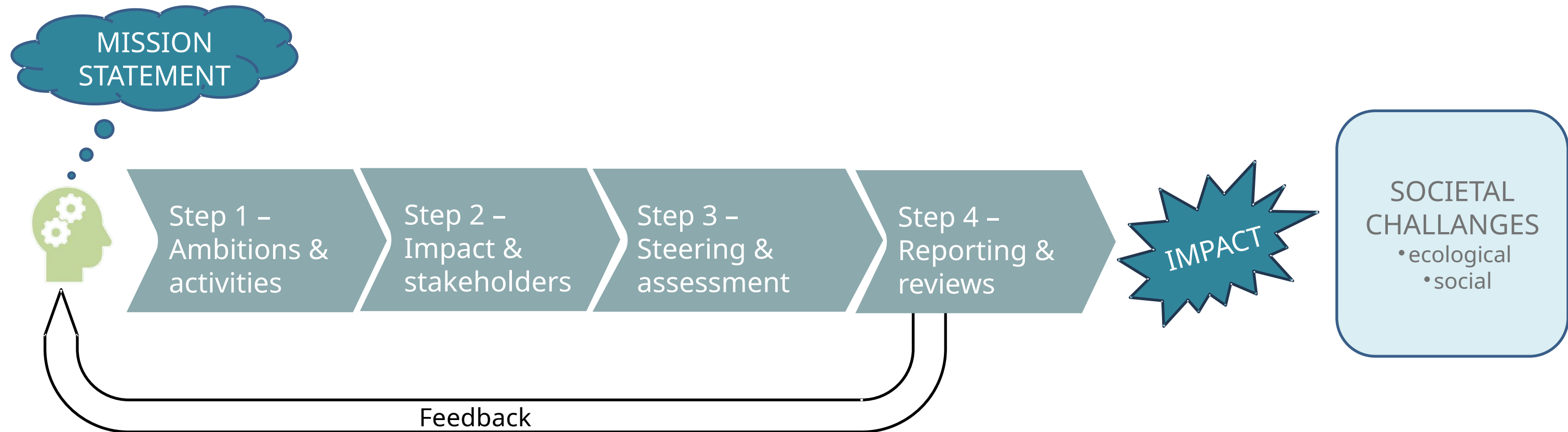
WHY? (2)

- The management and assessment of economic affairs already has established means
- Inadequacies in these “established” means include:
 - reducing all different values to economic value
 - recognizing nature only as resources or costs
 - dealing with demand instead of needs
 - not recognizing justice or fairness – only efficiency

KEY PROGRAMME COMPONENTS



PROGRAMME STEPS





THE PROGRAMME

DIRECTION AND PRINCIPLES

- Actors with sustainability ambitions –
to create societal impact
 - environmental + social
- Any stage from new to experienced
 - adaptation to ventures with little resources
- Counseling, structure to take home,
and follow-up
 - continuous development





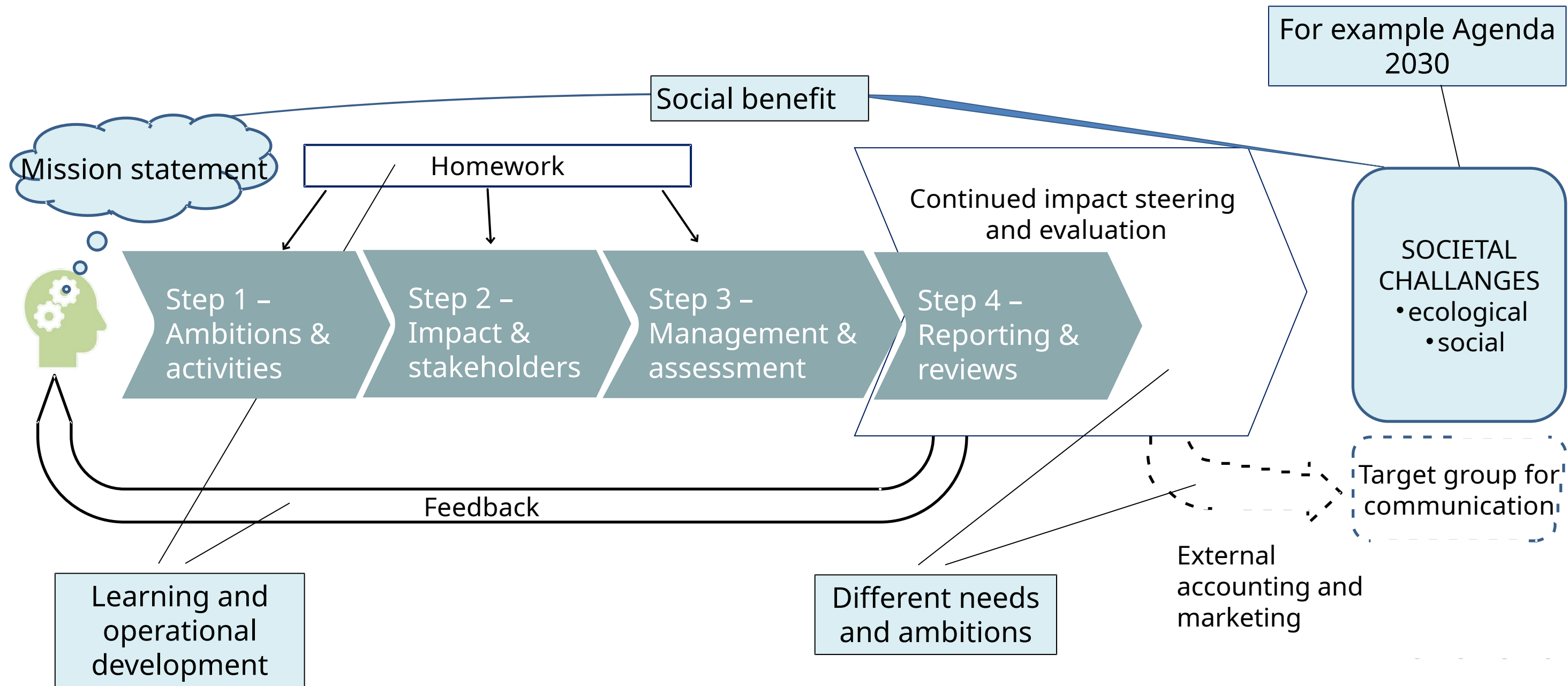
THE PROGRAMME

DIRECTION AND PRINCIPLES

- Net benefits to the venture and society
 - measures must be better than rules of thumb
- Flexibility in relation to ambitions – but with established concepts and models
 - possibility to scale up the use later
- Flexibility in implementation – but to be qualified as of societal relevance
 - e.g. related to Agenda 2030



PROGRAMME STRUCTURE



02.

STEP 1 – Ambitions & activities





Questions to answer before the first meeting

Answered by the client

1. Describe your business /business idea
2. Is the business ongoing, if so, when did it start?

Prepared by the business developer

3. What is the social benefit of the business?
4. How can societal benefits be linked to Agenda 2030?



Step 1.1 Interest and ambitions

- Discuss the client's ambition levels with the program. Explain, with the support of the impact staircase model, that you can have different levels of ambition for management and evaluation/measurement of the business's effects.
- Work on concretizing the relationship between activities and the effect you intend to achieve. This can be related to business logic. This relationship should be made clear at the beginning of the program.



Step 1.2 Business description and societal benefit

- Discussion of the activity and its intended or confirmed effects in the terms of positive social benefit (possible negative effects are also discussed in later stages).

This means that we discuss the business's positive contribution to society: who benefits from the business, how these benefit and how significant or valuable the contribution can be considered to be or become (large/small benefit)



Step 1.3 Agenda 2030

- Community benefit is linked to Agenda 2030. The business developer states if any of the societal benefits discussed can be linked to Agenda 2030.

This is a way to justify that societal challenges are affected. The purpose is also to further motivate the client (to be part of a global transition) and that any target connections can later be used in communication.

03.

STEP 2 – Impacts & stakeholders





Reflections before the second meeting

Input values – What is needed before the meeting?

The business developer has reviewed the material to be used during the meeting.

Feedback on homework

The client report on his reflections and the business developer assesses reasoning and choices.

1. Is there anything you want to change?
2. Which effects are most important to work on?
3. How do you want to relate to Agenda 2030?



Step 2.1 The business is connected to stakeholders

- The business developer gives a brief introduction to the stakeholder model. The figure is drawn during the conversation without given stakeholder categories. The advisor explains that they are now talking about the entire business. Then, in dialogue, we arrive at which stakeholders the client estimate most important and draws them in as they come up.
- The one main category of stakeholders are those who influence the business by support or hinder it. The other main category is the stakeholders who is influenced by the business, positively or negatively.



Step 2.2 Impacts are linked to stakeholders

- Now the discussion about stakeholders moves from the business as a whole to impacts. In a chart, stakeholders are linked to each identified impact that has been considered important to proceed with.

The stakeholders are categorized based on whether they influence or are influenced. This will be a support for later discussions about steering and evaluation/measurement of the business.

04.

STEP 3 – Steering & assessment





Reflections before the third meeting

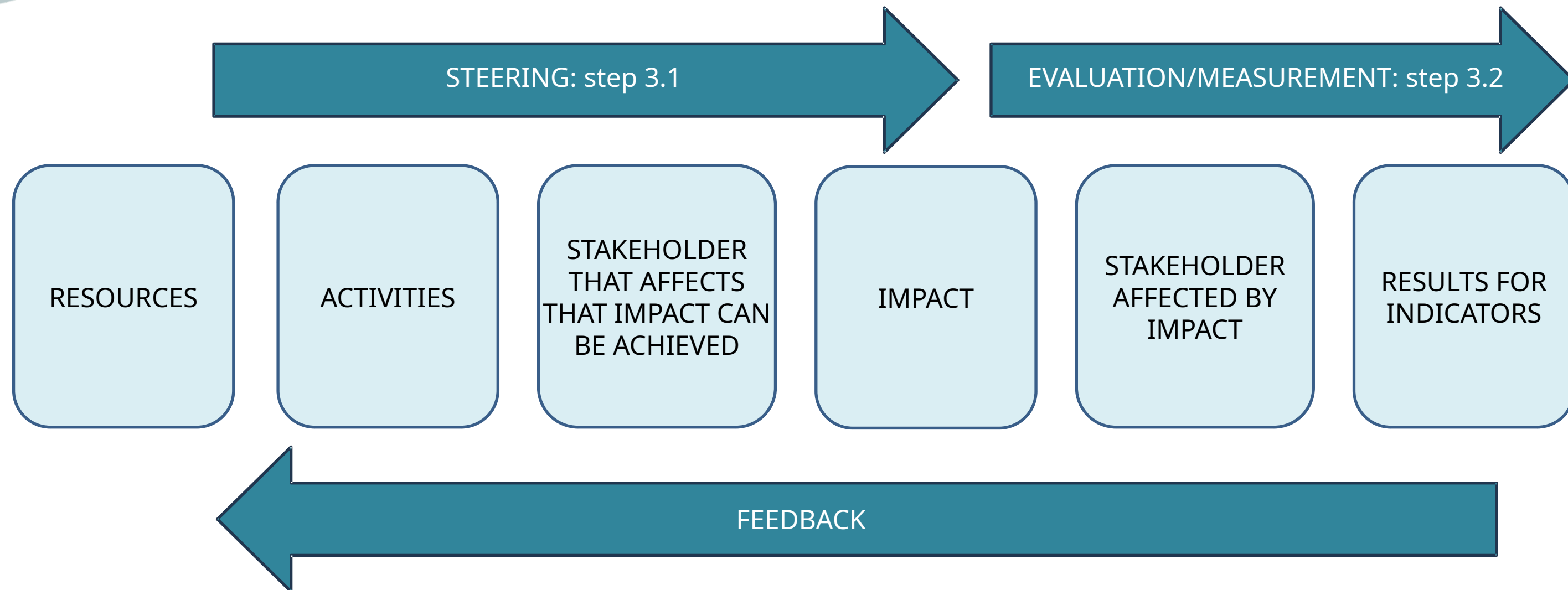
Input values – What is needed before the meeting?

The business developer has reviewed the material to be used during the meeting. The advisor is prepared to limit the discussions during the meeting to a set of information.

Feedback on homework

The level of ambition and resources will affect how the client can evaluate and possibly measure the effects of the activity (step 1). The dialogue ends with a number of impact – stakeholder combinations being chosen as is manageable for the rest of the meeting. This may mean choosing 1 + 1 stakeholders for each impact (i.e. one that influence and one that is influenced).

Step 3.1 Business and program logic





Step 3.1 Steering against impact

- Certain activities are required to achieve impact. The program identifies that stakeholders are connected to the operation's impacts and activities (step 2). Therefore, this step discusses how the client can steer towards impacts (so that expected positive impacts occurs and that expected negative impacts are minimized).
- Chose an impact and look at the stakeholders who are affected. What to control? When is control needed? How should this be controlled?



Step 3.2 Evaluation/measurement of impact

- In this step, a discussion is held about what can indicate (possibly confirm) whether an effect has occurred (or expect to occur – in the case of operations under development). Here it is important to have a dialogue about the fact that the impact and the indicators are not the same.
- After the indicators has been chosen it is time to decide how indicators should be examined. Here you go further and discuss suitability for different practical methods for carrying out evaluation/measurement.

05.

STEP 4 – Reporting & reviews





Reflections before the fourth meeting

Input values – What is needed before the meeting?

If it is appropriate that the homework is reported before the meeting so that the business developer can be prepared, the forms need to be determined for this.

Feedback on homework

To the extent that the questions in the homework have not been clarified through e.g. email exchange a set of questions is good to ask:

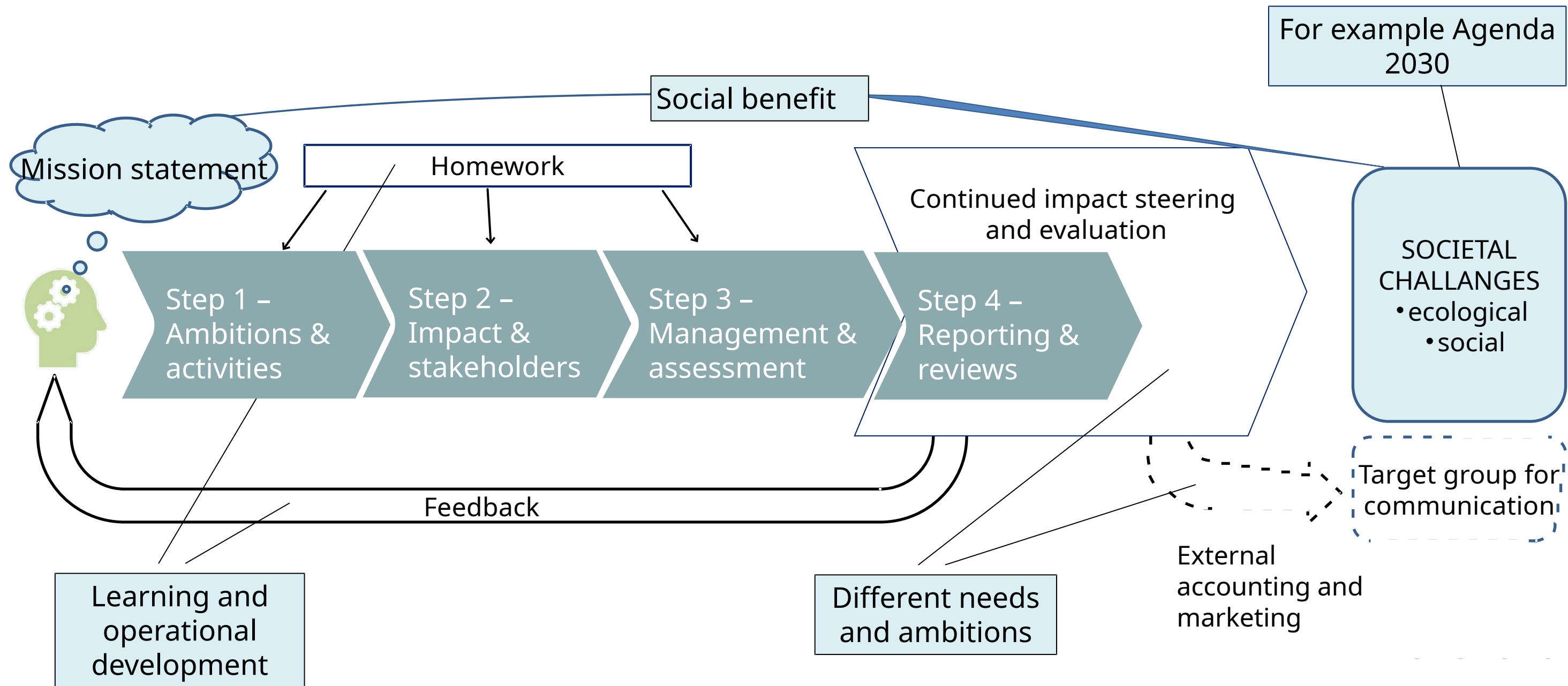
- Is there anything you want to adjust from last step?
- How important is business monitoring for you?
- What aims do you have with the operational follow-up?
- What do the possibilities look like for operational follow-up (time, resources, existing systems)?



Step 4.1 Reporting & reviews

- We have had a process where the focus has been on the impacts of the activity, with the discussion about the significance of stakeholders, about how management towards impact can be done, and about how evaluation and measurement can be done in relation to identified impacts. In this last meeting, a compilation of previous work takes place.
- The meeting is structured based on a report template. The document that is discussed and filled in during the meeting shall thus be able to form a basis for your continued follow-up and reporting. The intention is that the report should be a basis for planning, follow-up, and external communication and that the report must be updated continuously, for example annually.

PROGRAMME STRUCTURE





THANK YOU

