

Impact Management Programme Deliverables Menu

The Impact Management Programme Deliverables Menu consists of five components:

1. Planning for Impact
2. Collecting Data
3. Analysing Data
4. Reviewing and Revising Impact
5. Reporting Impact

In each component, various sub-categories were included, along with the list of deliverable descriptions. These deliverables must be completed in order for you to receive payments via the Voucher Scheme. Please note the following disbursement schedule and timeline for completion of deliverables:

- The first tranche of 70% payment will be disbursed upon completion the agreed deliverables from Component 1 to Component 4
Timeline for completion: 4 – 6 months
- The second (and final) tranche of 30% will be disbursed upon completion of the agreed deliverable (i.e. impact report) from Component 5
Timeline for completion: 12 months

We have also included the reference sections of the IM Toolkit for each of the sub-categories to help you achieve a deeper understanding of the topics. You are encouraged to apply these concepts when you work alongside the Impact Enterprises to develop an Impact Measurement and Management Plan specific to the individual needs of the Impact Enterprises.

Component	Deliverable Descriptions	IM Toolkit	Timeline
1: Planning for Impact			
1.1	<p><i>Impact Model and Impact Statement</i></p> <p>A concept document (based on <i>Impact Model framework</i>), capturing the three impact dimensions:</p> <ul style="list-style-type: none"> - Who experiences changes? - What changes do stakeholders experience? - How much changes do stakeholder experience? <p>This helps to produce a comprehensive Impact statement that will be used In the Customer promise sheet later.</p>	1.1.1 1.1.2 1.1.3	1 week
1.2	<p>Customer Promise Sheet</p> <p>A concept document, derived from Impact statement, that helps to nail down the list of most essential indicators to be included in the ToC later.</p>	1.1.1 1.1.2 1.1.3	1 week



1.3	ToC Structuring	<p>A comprehensive TOC illustrating how the business model is expected to lead to stated goals:</p> <ul style="list-style-type: none"> - impact indicators arranged in a logical order (i.e. inputs, activities, outputs, outcomes and impact levels) - critical external assumptions and risks that may affect the achievement of changes identified and are clearly documented - indicator statement is carefully worded based on SMART principles - A good balance between qualitative and quantitative, as well as process and performance indicator types 	1.2 2.2 and 2.3 3.1	4 weeks
2. Collecting Data				
2.1	<i>Customer Touchpoint</i>	<p>A customer touchpoint journey was developed for every stakeholder group (e.g. clients, suppliers, partners, beneficiaries), which specifies the following:</p> <ul style="list-style-type: none"> - existing touchpoints between IE and the stakeholder - specific touchpoints that could be data collection opportunities <p>Note: This will identify the existing data collection / interaction points that could be leveraged as data collection opportunities later, thus ensuring that data collection exercises are resource-efficient</p>	2.4.1 (bonus box – introduction to lean data)	2 weeks
2.2	<i>Data Collection Plan</i>	<p>A data collection plan was co-developed together with IE for every stakeholder group (e.g. clients, suppliers, partners, beneficiaries). The plan captures the following elements:</p> <ul style="list-style-type: none"> - what information to collect - why this information - how will this information be collected - how resource-efficient is data collection (relate to specific touchpoints from customer journey) - when and how frequently will this information be collected - who is responsible for collecting the information 	2.6	2 weeks



3. Analysing Data				
3.1	<i>Data Analysis System</i>	<p>A system that:</p> <ul style="list-style-type: none"> - collects and stores raw impact data (from data collection survey exercises) - captures target / trigger value – for comparison with actual data to know whether an indicator is on track or not - captures baseline data – for calculating whether there is an increase / decrease pattern after a specified amount of time - captures the relevant formula of actual data, taking into consideration sum / average figures and/or baseline data - captures action status for indicators that are not on track (e.g. investigate / follow up, change / adapt / revise, resolved etc) 	3.2.1 3.2.2	3 weeks
3.2	<i>Impact Data Analysis and Calculation</i>	A guide developed to help entrepreneurs to analyse impact results or performance (performance indicators) and operational efficiency (process indicators)	3.2 (additional resource) 3.2.1 3.2.2	1 week
4. Reviewing and Revising Work				
4.1	<i>TOC Review System</i>	<p>A TOC review system that:</p> <ul style="list-style-type: none"> - captures the seven review categories (assumptions, stakeholders, problems, solutions, attributions, process and performance) - captures trigger circumstances for each review category (i.e. where to find existing information; where/how to find actual information that reflect current circumstances; what is the definition of issues / red flags / problems) - captures review schedules (how often should review be conducted, exactly when (month/year), and who will be conducting review exercises) - captures the scope of review exercises (what are the relevant questions to investigate – from stakeholder survey / desktop research) - incorporates review schedules / exercises into data collection plan 	3.2 (additional resource) 4.1 4.1.1 4.1.2 4.1.3 4.1.4 4.1.5 4.2	2 weeks



4.2	<i>Decision-Making and Actions</i>	<p>A report describing indicators that are not on track (from Data Analysis System), the findings of follow-up actions or investigations that follow (from ToC Review system)</p> <p>A recommendation report on decision-making / actions taken to improve operational efficiency and impact performance of IE for the next 6 months</p>	4.1 4.2 3.2 (additional resource)	2 weeks
4.3	<i>ToC Revision</i>	An updated or revised ToC developed based on impact data analysis and operational improvements	4.1 4.2 3.2 (additional resource)	2 weeks
5: Reporting Impact				
5.1	<i>Impact Report Scope</i>	An impact report developed: Impact report shall cover the topics listed in template provided by ROI	5.2	4 - 12 months
5.2	<i>Impact Report Tools</i>	Impact report has leveraged on various visualisation tools, storytelling strategies, reporting mediums / formats for effective impact communication	5.3 5.4	4 - 12 months
Complete Preparation Time				

