

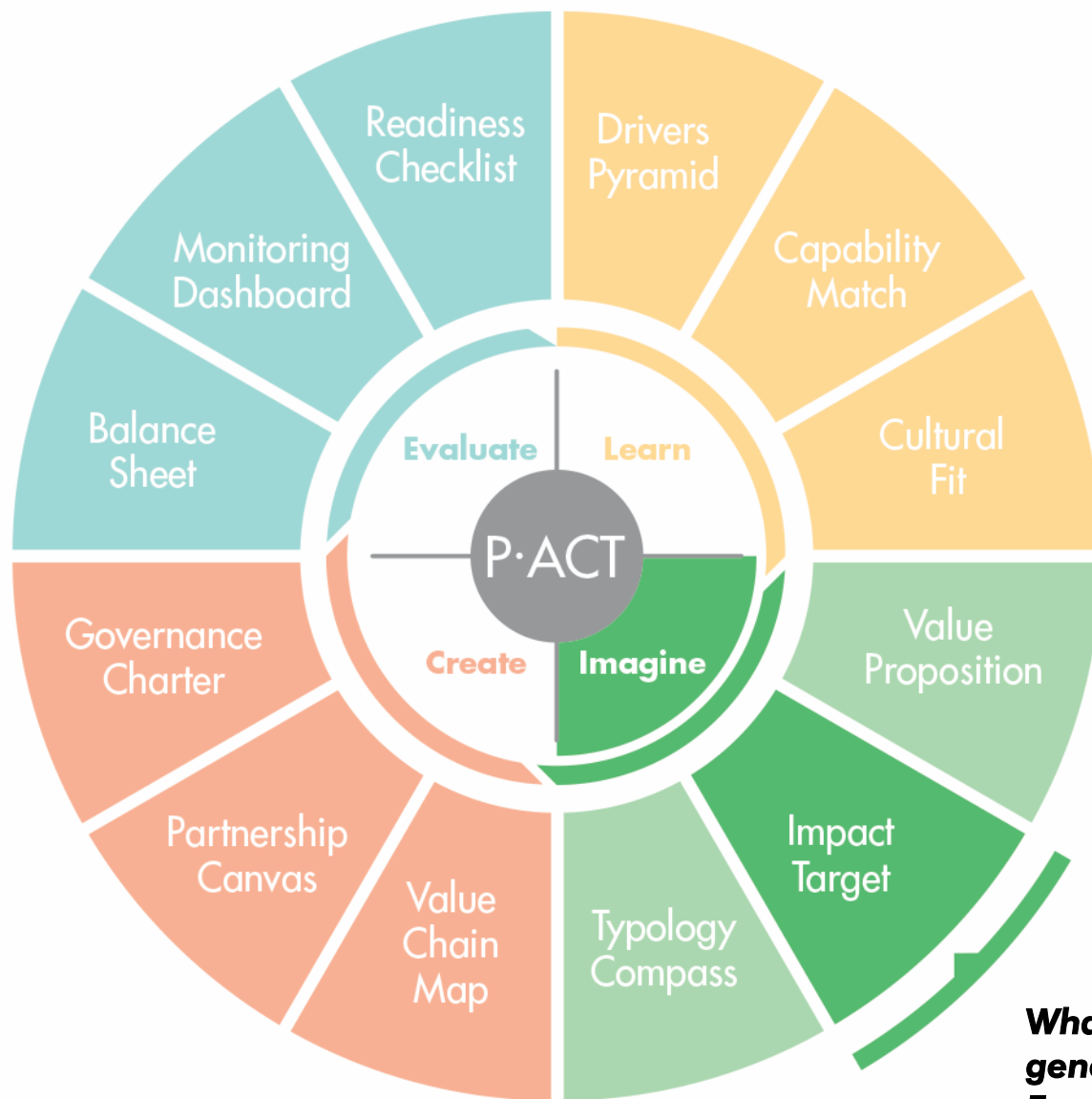
# Impact Target

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***What impact will  
we generate  
together?  
For whom?***

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P·ACT



**Pre-requisite tools:**  
- Value Proposition

**Next tools:**  
- Value Chain Map  
- Monitoring Dashboard

**What impact will we  
generate together?  
For whom?**

# The Impact Target

## What impact will we generate together? For whom?

Impact-driven partnerships are established to achieve social, economic or environmental goals. This impact should be derived directly from delivering the partnership value proposition. However, the different partners may be driven by different impact goals. Partners may also have needs for different impact data. This tool enables partners to define the impact they will generate together and align on key aspects of their impact monitoring strategy.

Impact Target [Mural template](#)

Tool source:  
Adapted from SEED tool *Understanding Impact*  
(not public)



## Why should we use it?

To converge on a common set of impact targets for the partnership.



## What will we accomplish?

Align on why we need to monitor impact and who will use the data.

Define the impact we will generate and prioritize which impact goals to measure.

Define how we will achieve and monitor our impact targets.

## Step-By-Step

Step 1

Clarify impact monitoring motivations



Step 2

Prioritize impact targets



Step 3

Define the impact value chain

## Step 1:

# Clarify impact monitoring motivations

**1.1** Together, discuss and align on **WHY** you need to measure impact and **WHO** will be interested in your impact results by answering the following questions:

**Why are each of the partners interested in measuring the impact of the partnership?**

The reasons may be different for each partner and should link to your partnership drivers.

**Who will this partnership generate impact for?**

These are your partnership beneficiary groups: they could include your customers but could also broader groups such as larger communities or society at large.

**Who will be interested in the partnership impact data?**

Stakeholders interested in impact data could include your funders, investors, or other broader stakeholder groups.

**Who else will you be sharing the partnership impact data with?**

You might plan to share with beneficiaries, customers, partners or even the general public.

**What kind of impact data will each stakeholder group be interested in?**

Consider interest in quantitative versus qualitative data, as well as high-level versus detailed data.

**What will we use the partnership impact data for?**

Consider both internal and external uses of impact data.

## Worksheet 1:

# Impact Monitoring Motivations Table

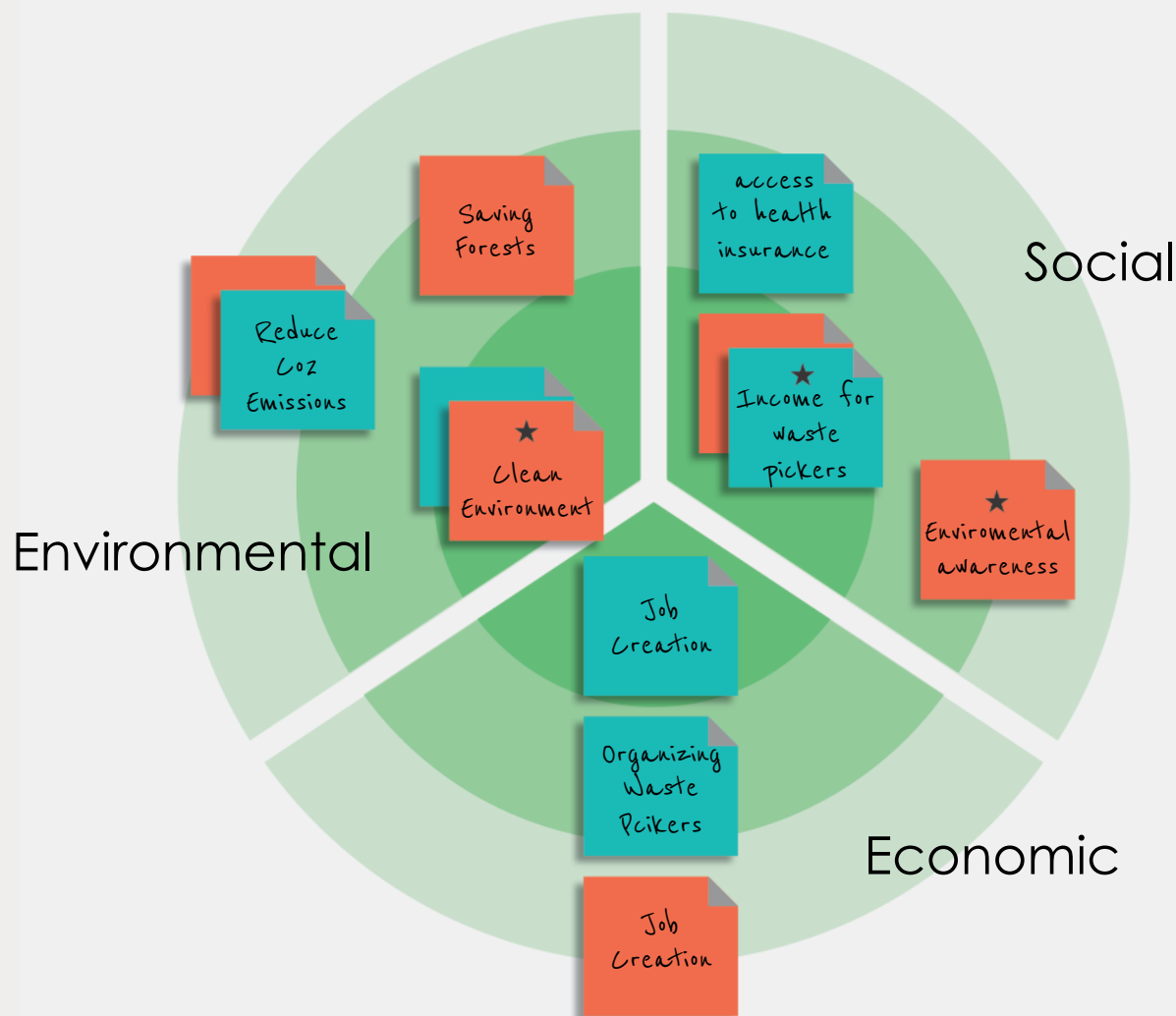
<b>Stakeholders</b>	<b>What are their goals for impact measurement?</b>	<b>What impact data will they need?</b>	<b>What format for the data do they prefer?</b>	<b>How will they use it?</b>
<b>Partnership organizations</b> <ul style="list-style-type: none"><li>• Partner 1</li><li>• Partner 2</li></ul>				
<b>Beneficiaries</b>				
<b>Other Key Stakeholders</b> (exp: Funder, investor...)				

## Step 2:

## Prioritize impact targets

- 2.1** Brainstorm individually **WHAT** types of impact the partnership will generate. Organize your ideas within the three impact bottom-line dimensions: Social, Environmental and Economic.
- 2.2** Taking turns, place your impact goals in the **Impact Target Framework** with highest priority in the center and lower priority in the outer layers.
- 2.3** Discuss and decide collaboratively **WHICH** impact goals you will monitor and identify them with distinctive markers. You can not monitor all the goals. You have to narrow it down to a reasonable list depending on the resources that partners will allocate to impact monitoring. While you might choose to prioritize impacts that fall at the center of the target framework, you might also consider monitoring other types of impacts that may fall further out but that are particularly important to other key stakeholders (like funders).

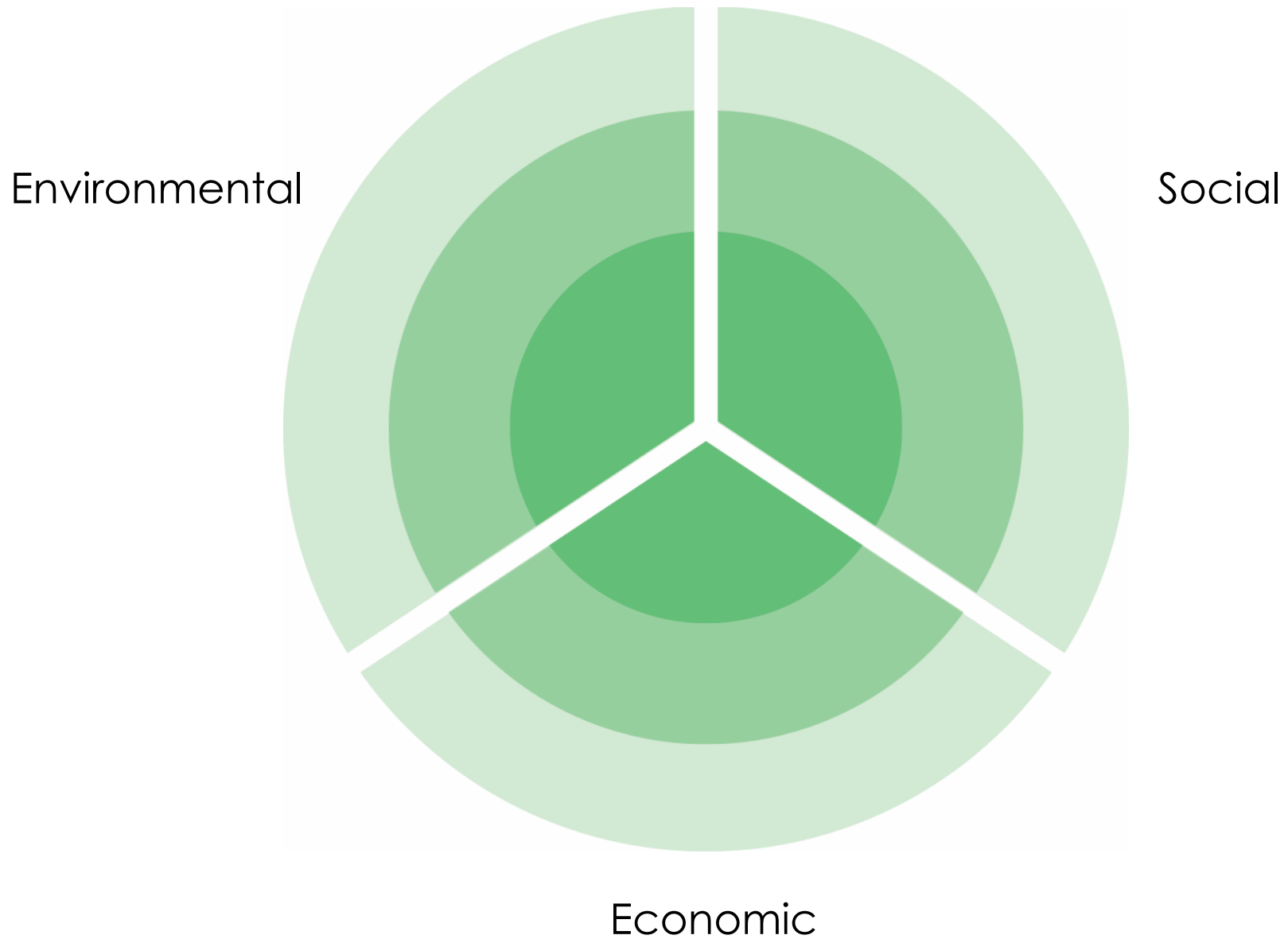
## Impact Target Framework



**Partner 1**  
**EcoAct:** Recycled plastic timber products

**Partner 2**  
 Multinational beverage company

# Impact Target Framework

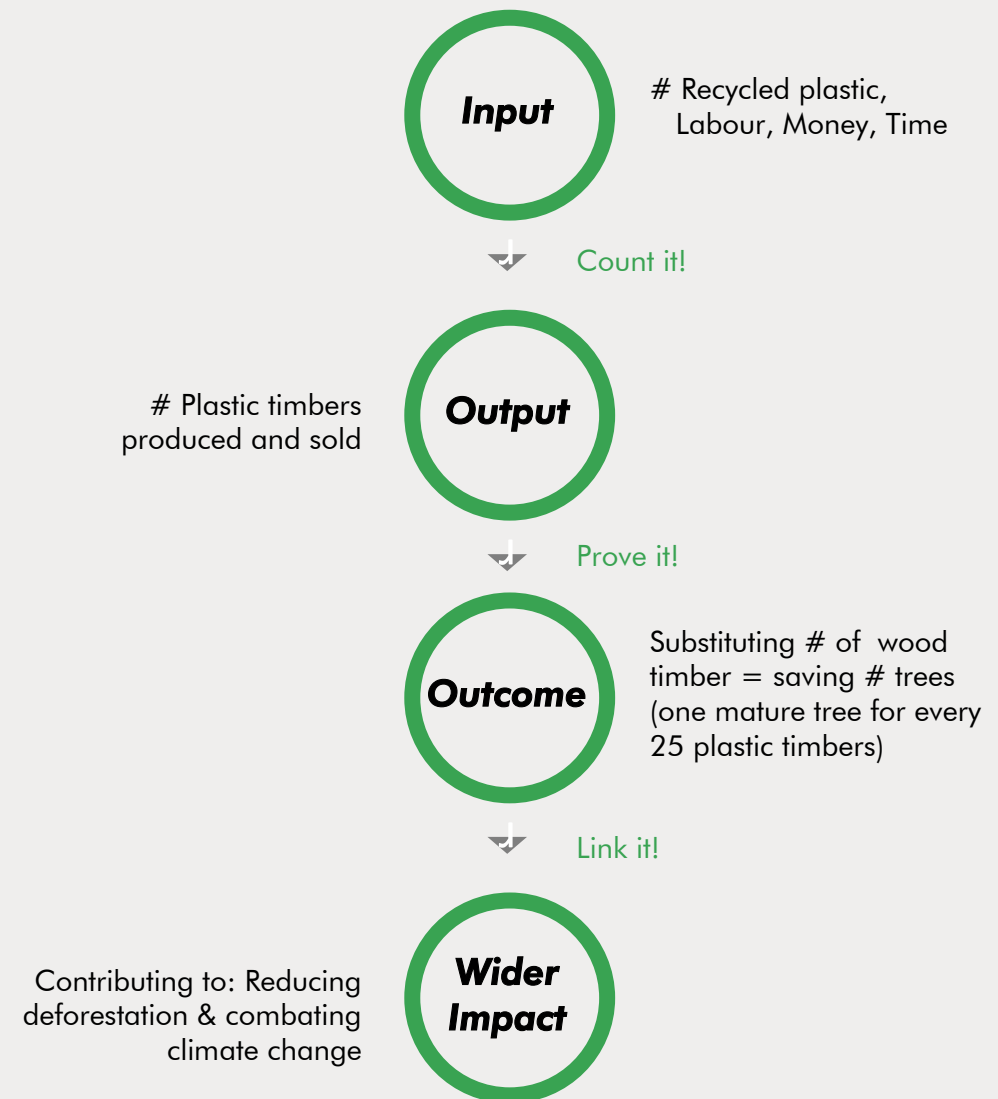


## Step 3:

# Define the impact value chain

**3.1** Together, define **HOW** you will achieve your impact targets by developing the Impact Value Chain for each one:



- **INPUT** - refers to all that goes into the partnership activities leading to the impact goal – e.g. money, time, resources, raw materials. These can be easily **counted** and are often already well-documented.
- **OUTPUT** - refers to the tangible products or services that will be delivered to the impact beneficiaries. These also can generally be **counted** and should be well-documented through the partnership activities.
- **OUTCOME** - refers to the positive effects of the outputs on the beneficiaries. These generally need to be calculated from the outputs by using scientifically **proven correlations or credible formulas** from well-regarded institutions.
- **WIDER IMPACT** - refers to the global challenges and broad positive changes that the partnership will contribute to. Typically, these cannot be measured directly, but studies or clear narratives can **credibly link** your outcomes to a positive change.





## Worksheet 3:

# Impact Value Chain Table

Impact Area			
 <b>Input</b> Countable investments			
 <b>Output</b> Production and outreach figures			
 <b>Outcome</b> Direct effects caused by outputs			
 <b>Impact</b> Contribution to larger development goals			

# Facilitation tips

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## Step 1

### ***Collective reflection***

- Make sure partners take into account both an internal perspective (within each organization) on impact monitoring e.g. to increase employee morale or enhancing reputation, and an external perspective e.g. satisfying reporting needs or gaining recognition with external stakeholders.

## Step 2

### ***Individual brainstorming + Sharing + Collective decision making***

- Each partner should use a different color of post-it note and cluster similar goals together to ease the reading and discussion of the chart.
- If the partners cannot decide on relative importance, ask what they would be willing to let go of first, if a lack of resources would force them to decide between goals.

## Step 3

### ***Collective brainstorming***

- The Impact Value Chain should be developed for all key impact areas. Print as many worksheets as needed to analyze the value chain of all prioritized impact goals.