Contextual Responsiveness in the New Normal

KNOWLEDGE BRIEF

By ANDE South Africa and the Allan Gray Orbis Foundation

December 2021

Introduction to the Impact Measurement and Management (IMM) Learning Labs

This knowledge brief seeks to capture the key takeaways from the recent series of three Impact Measurement and Management (IMM) Learning Labs hosted by the Aspen Network of Development Entrepreneurs, South Africa Chapter (ANDE SA) in partnership with the Allan Gray Orbis Foundation.

These learning labs explore the importance of understanding impact in context, engaging multiple stakeholders to ensure appropriate contextual perception and the need to guarantee accurate reporting and impact measurement. This enables greater transparency in the data collection process, improved ability to interrogate assumptions leading to greater data-driven decision making to appropriately measure ones' impact – be it at an intervention or organisational level.

## THE THREE LEARNING LABS INTERROGATE THIS COMPLEX TOPIC FROM DIFFERENT PERSPECTIVES NAMELY:

THEORY OF CHANGE

Why testing assumptions is important, and how organisations adjusted (or didn't!) their theories of change and logic models to accommodate for the unique circumstances.

YOUTH ENTREPRENEURSHIP

The importance of considering multiple perspectives of youth in developing metrics and how development organisations could be more inclusive of the entrepreneurs they support, particularly regarding data collection.
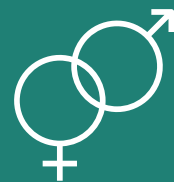
GENDER LENS

Why there is a need to integrate gender metrics more broadly, and how these can be used to ensure more inclusivity. Stakeholders discussed examples of how they have sought to apply a gender lens, where this has worked well and how the pandemic has worsened gender disparities.

Overall, these learning labs emphasised the importance of being contextually responsive and stakeholder inclusive in the design of impact metrics. A need was recognised to understand beneficiary priorities and ensure that the interventions are culturally and contextually relevant. The breadth of participants provided valuable insights from a wide range of stakeholder perspectives including ecosystem actors focusing on youth entrepreneurship, women entrepreneurship development programmes and investment into entrepreneurs. This knowledge brief seeks to provide an overview of the content discussed, useful resources, share important global best practice and the entrepreneurial ecosystem perspectives shared during each of the learning labs.

Who is the Aspen Network of Development Entrepreneurs (ANDE)?

The Aspen Network of Development Entrepreneurs (ANDE) is a global network of organisations that propel entrepreneurship in developing economies. ANDE members provide critical financial, educational and business support services to small and growing businesses (SGBs) based on the conviction that they will create jobs, stimulate long-term economic growth and produce environmental and social benefits. As the leading global voice of the SGB sector, ANDE believes that SGBs are a powerful, yet underleveraged tool in addressing social and environmental challenges.

270+ ANDE members

150+ countries

200 000+ SGBs impacted

Since 2009, we have grown into a trusted network of nearly 300 collaborative members that operate in nearly every developing economy. ANDE grows the body of knowledge, mobilizes resources, and connects the institutions that support the small business entrepreneurs who build inclusive prosperity in the developing world.

ANDE is part of the Aspen Institute, a global non-profit organisation committed to realizing a free, just, and equitable society. The South African ANDE chapter (hereafter referred to as ANDE SA), is headquartered in Johannesburg and serves members both across the country and in Southern Africa. ANDE SA aims to create a thriving entrepreneurial ecosystem in the region. Members benefit from the opportunity to network, collaborate and engage in robust conversations with like-minded organisations. The chapter acts as a neutral convenor of ecosystem players learning from each other and connects members to ANDE's extensive regional and global stakeholders, all while working together to support South Africa's SGBs.

Who is the Allan Gray Orbis Foundation?

As part of fostering a culture of entrepreneurship among the country's youth to reduce the high levels of unemployment, the Allan Gray Orbis Foundation which was established in 2005 (hereafter referred to as the Foundation) seeks to foster a community of responsible, high impact entrepreneurs to achieve an equitable South Africa flourishing with meaningful employment.

To achieve this, the Foundation implements four flagship programmes aimed at providing support to youth who have a curious, entrepreneurial mindset; have the potential to excel academically and are financially deserving. Furthermore, the Foundation seeks to provide lifelong entrepreneurial support for each of its programme participants, by developing a community of supportive peers, creating opportunities for development and equipping them to start, build and succeed in their entrepreneurial ventures through incubator programmes, access to funding and the greater entrepreneurial ecosystem.

The Scholarship Programme awards scholarships to high school learners with financial constraints who display a curious, entrepreneurial mindset and have the potential to excel academically. The Allan Gray Entrepreneurship Challenge is open to all high school students in South Africa and is formulated as a series of online weekly challenges through a 2D game. The Fellowship Programme awards university scholarships to those high academic achievers with entrepreneurial potential. After graduating, these candidates join the Association of Allan Gray Fellows, which serves as a platform for creating and leveraging entrepreneurial and personal development opportunities, while also being part of a support network. South African youth are served by the Allan Gray Orbis Foundation residing in South Africa, while the entity that resides in Namibia offers the same opportunity to citizens of Namibia, Botswana and Eswatini.

The Foundation is also committed to the development and understanding of best practice in entrepreneurship education and development in addition to contributing to thought leadership as part of adding value to the broader entrepreneurship ecosystem. The Foundation is funded by a percentage of the taxed profits from Allan Gray Limited. As these may fluctuate, the commitment is supported by an endowment trust capitalised with over R1 billion, which was donated by Allan Gray

What are the IMM Learning Labs?

As a means to support members, in 2017, ANDE SA established the ANDE SA Metrics Learning Lab. This was an 18-month project completed through the Catalyst Fund for Impact Measurement in Africa. The project was started to catalyse a community of practitioners in South Africa around the topic of impact measurement. The ANDE Metrics Learning Lab [supported by the United Kingdom's Foreign, Commonwealth & Development Office (FCDO) Impact Programme] aimed to build and enhance the capacity of member organisations in South Africa who support SGBs in the measurement of their social and environmental performance. This group provides a forum for regional actors to learn and collaborate on topics relating to metrics such as industry standards, measuring outcomes, measurement along the impact value chain and creating a culture of measurement. The ANDE Metrics Learning Lab aimed to build and enhance the capacity of member organisations in South Africa who support SGBs in the measurement of their social and environmental performance. The project was welcomed by ANDE members and resulted in two research main outputs namely Landscape Mapping for Impact Measurement and Management in South Africa *and* Impact Stories from Members of ANDE South Africa's Metrics Learning Lab.

Building on the momentum of the ANDE Metrics Learning Lab, ANDE SA went on to collaborate with Social Value UK on an IMM project funded by the British Council's Developing Inclusive and Creative Economies (DICE) Fund in 2019 and 2020. The DICE project aimed to further understand the IMM landscape in South Africa, with a particular focus on social and creative enterprises in the region. Read more here.

In 2021, ANDE South Africa continued the learning lab partnership with the Allan Gray Orbis Foundation. As with previous projects the goal for the Impact Management and Measurement Learning labs is to build and enhance the capacity of member organisations in South Africa who support SGBs in the measurement of their social and environmental performance as well as encouraging the continued use of impact management practices, supporting practical application and providing training for intermediaries and entrepreneurs in South Africa.

Based on the feedback from previous learning labs, there has been a concerted effort to emphasise these learning labs as a platform for peer learning.

Given the global circumstances of the COVID-19 pandemic, the three learning labs were all conducted virtually. One interesting aspect of the pandemic-enforced 'home office' is accessibility for a wide breadth of stakeholders. This could be one reason why, compared to previous learning labs, this series had participants from all over the world, providing a global perspective from participants joining from Kenya, Cameroon, Ghana, Australia, India, Switzerland, United Kingdom, Japan, Spain, Brazil and Zimbabwe among others.
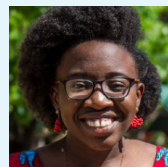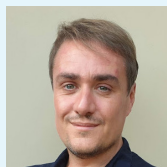

Learning Lab 1
TESTING YOUR THEORY OF CHANGE ASSUMPTIONS AND APPROACHES

Understanding how to adapt your Impact Measurement and Management (IMM) practice in the '(not so) new normal', with a recap of the state of IMM in South Africa | *25th March 2021*

- **Nonceba Qabazi** | Programme Associate | ANDE, South Africa Chapter
- **Asgar Bhikoo** | Monitoring and Evaluation Specialist | Allan Gray Orbis Foundation
- **Mishkah Jakoet** | Partner: Evaluation for Development | Genesis Analytics
- **Dr Adam Richards** | Director: Impact | Social Value International
- **Ringetani Ndlovu** | Head: Impact Investing | Ashburton Investments
- **Reinoud Willemsen** | Partner | Embedding Impact
- **Melissa Mbazo-Ekpenyong** | Deputy Director | African Leadership Academy: Anzisha Prize
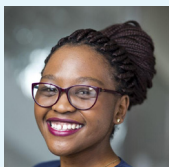
As the first learning lab of the series, the objectives of this learning lab were to provide a recap of measuring Social Value (and why, in this post-COVID-19 world, it is even more important), sharing lessons from ANDE members who have, in the context of COVID-19 needed to revisit and test their Theory of Change (ToC) assumptions and understanding the landscape of IMM at present. This learning lab was designed as an introductory stakeholder engagement with shared practical insights as the primary focus. These stakeholders shared their experiences over the last year – specifically articulating how they utilised a ToC within their organisation as a tool to guide any programme design adjustments (as needed), and how their organisations have pivoted to accommodate for the unique challenges presented by the current COVID-19 pandemic.

MEASURING SOCIAL VALUE AND KEEPING YOUR THEORY OF CHANGE RELEVANT

WHAT IS A THEORY OF CHANGE?

A Theory of Change is a means of illustrating how the desired impact will be achieved through an intervention seeking to address a pre-identified social problem or issue.

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...a rigorous yet participatory process whereby groups and stakeholders in a planning process articulate their long-term goals and identify the conditions they believe have to unfold for those goals to be met (Taplin & Clark, 2012, p.1).

"

When talking about a ToC, one of the critical things to remember is that it is an illustrative tool, and as such there are myriad of ways one can choose to develop it, represent it, and use it. This variance was illustrated by the organisational findings presented during this learning lab.

The overarching theme from this learning lab was the need to remain relevant to stakeholders despite a need, given COVID-19 and government lockdown restrictions, to pivot to a virtual model. **Understanding what is valued by stakeholders, especially beneficiaries will help entrepreneurs and organisations understand what is going to make the difference.** It helps with improved programme design and accountability too.

The unique COVID-19 environment required most, but not all, organisations to revisit their assumptions taking the opportunity to thoroughly interrogate their ToC. What was particularly interesting was that this was the predominant experience from all stakeholders engaged – including investors, capacity developers, youth entrepreneurship and social value specialists. In this way, the ToC was leveraged as a valuable tool used to identify risks, explore the relevance of previously articulated assumptions and understand where, and if, adjustments to programmatic approaches were needed.
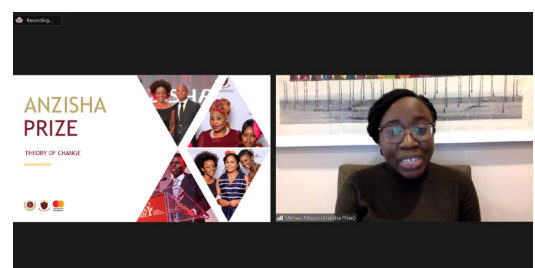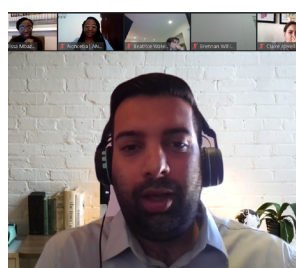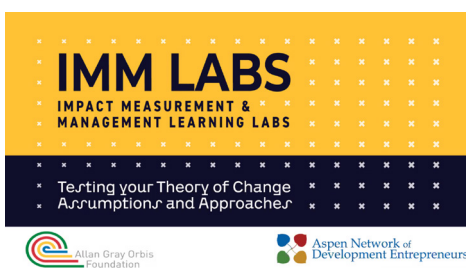
COVID-19 EMPHASISED THE NEED TO INTERROGATE PROGRAMME DESIGN AND THEORY OF CHANGE ASSUMPTIONS FURTHER

This section will detail the content shared by each speaker which looked specifically at how the organisation responded to the COVID-19 pandemic and the impact that had (or didn't) on their ToC and programme design.[1]

The Allan Gray Orbis Foundation shared a background to their standard Monitoring and Evaluation (M&E) practices, emphasising how COVID-19 conditions made the team pay closer attention to their ToC as their approach pivoted to fully virtual model. In short, by reviewing and analysing past and new data the team could achieve an integrated understanding of the factors influencing the achievement of outcomes – particularly given the unique contexts of the COVID-19 pandemic.

Their key learnings from interrogating the Allan Gray Orbis Foundation ToC were:

- In some instances, entrepreneurial interest has increased in their Fellowship programme. Some programme participants have re-evaluated what they want their career trajectory to be (due to increased economic uncertainty).

- Online methods for learning are convenient and scalable, but this does not always suit everyone (due to differing factors, namely; access to internet, appropriate equipment and even learning preferences).

- Customisation and user experience needs to be closely monitored in relation to the ToC assumptions (i.e. Does the mode of delivery result in transfer of learning and the expected outcomes).

- Programme delivery mechanisms need to be explored in its relation to the results chain.

- Psychosocial and educational support, access to mentors and skilled professionals is what has emerged as the greatest need.

> *In simple terms we recognised the need for greater prioritisation of psychosocial and education support [during COVID-19] resulting in a revised ToC.*
>
> **Asgar Bhikoo**
> Allan Gray Orbis Foundation

Genesis Analytics, shared key insights from the 2020 report developed in collaboration with the Bertha Centre for Social Innovation and Entrepreneurship and Impact Investing South Africa, titled Making Better Decisions – Impact Measurement and Management in South Africa. This report was grounded in the results from a survey of South African impact investors and intermediaries in partnership with the Global Impact Investing Network (GIIN).

Most respondents confirmed that a ToC is central to their current IMM practice and the case studies, detailed in the report, illustrated that ToCs were used intentionally to guide implementation and strategy. The organisational impact statements used in the ToC were often informed by either a Sustainable Development Goal (SDG) or the National Development Plan (NDP). Most respondents reported having an overarching 'fund-level' ToC, supplemented by additional ToCs with more granularity for each investee.

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[1] It is noted that the speakers also covered other details. For the purposes of this learning brief, this section focuses on the changes needed, or lessons learnt, due to COVID-19.

Mishkah also shared how the COVID-19 pandemic presents an ever-changing environment in which organisations need to adapt to quickly and effectively to maintain their relevance in the ecosystem.

This has created three challenges to the way that theories of change have traditionally been used:

- It is more difficult to maintain an adaptive, 'living' ToC in a virtual working environment where stakeholders, and colleagues are in themselves 'disconnected'. In a traditional working space, the ToC would ideally be printed on a wall and central to day-to-day strategic and operational meetings. This is difficult to achieve with many employees working virtually;

- Revisions to a ToC must be done quickly to enable an organisation to adequately engage with their assumptions, add or adapt impact pathways; and

- Effective virtual facilitation of strategic discussions concerning the ToC is indispensable. The latter is critical, but is again a reminder about the infrastructure needed for staff to be able to adequately engage on these platforms.[2]

> *For us, the true value of using a ToC is the process. It is a time for collaboration. People from diverse parts of the organisation come together and can really communicate and collaborate with each other.*

Mishkah Jakoet
Genesis Analytics

SOCIAL VALUE INTERNATIONAL

Social Value International, shared insights about the importance of not losing the purpose of what we seek to do – create social impact in people's lives – in the midst of becoming too technical about IMM.

COVID-19 has not only highlighted but has also worsened inequalities within and between countries. This is discussed further in the 2020 report produced by Oxfam, available here. From Social Value International's perspective, this context re-emphasises the need to ensure adequate IMM practices are in place to ensure decision-makers have appropriate information and knowledge available.

As a result, Social Value International has been rethinking their own ToC – in the midst of the pandemic. This has served to remind the team that the information available needs to be utilised in the best way possible. Managing how impact is measured – interrogating the assumptions of the ToC – means changing what an organisation is doing to increase the impacts of the work!

Adam went on to highlight that as a community, stakeholders need to think about how to go beyond a ToC. Generally, he argued that the ecosystem is in a good position in terms of IMM i.e. there is more consistency between stakeholders about what IMM means. What is well understood is that when one is talking about developing a ToC, it has to be stakeholder informed. What one needs to continue to remember is that the stakeholders that are most important to include are those affected by an organisation's decisions – those they hope to 'benefit'.

> *We want to address some really challenging and systemic issues – like inequality and environmental destruction. We want to help decision-makers to make better decisions.*

Dr. Adam Richards
Social Value International

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2 Mural and Jamboard both provide virtual white boards and "sticky notes" which, if done correctly can encourage participation and efficient group discussions despite distance barriers.

EMBEDDING IMPACT

Embedding Impact, shared that all their approaches to social impact are based in capacity building. All clients need to understand what impact measurement is, how to develop a ToC and then build a more practical measurement system.

Embedding Impact identified that there is a shortage of professionals in the impact measurement space. As a result of this, they developed the Social Impact Management Graduate Programme: The Experience Factory which seeks to train and adequately prepare qualified professionals to work in the area of social measurement. This was launched in March 2020 and thus, the programme was significantly impacted by the COVID-19 pandemic.

Adjustments The Experience Factory had to make due to the pandemic:

- Much of the training shifted from in-person to virtual approaches.

- Edits to the ToC were limited to an activity level. The outcomes and impact level remained the same.

- Additional investments have been made to create a positive online learning environment.

> *We hope that once COVID-19 regulations ease off, that we can go back to our planned in-person trainings which we think is quite essential for our graduates to make it through to work.*
>
> **Reinoud Willemsen**
> Embedding Impact

ASHBURTON INVESTMENTS

Ashburton Investments, provided a funder perspective and spoke about the purpose of the Ashburton Credit Enhanced Funds and how they have adapted in response to the COVID-19 pandemic. These social impact funds emerged from a unique public-private partnership with the National Treasury's Jobs Fund in an effort to help unlock investments in SMEs and intermediaries which traditional fund providers have considered risky.

Ashburton Credit Enhanced Funds sought to marry the high pool of capital from retirement funds which already existed with creative solutions to address the myriad of social challenges in South Africa – while still delivering the expected investment returns. COVID-19 presented a host of challenges to this initiative – these, and the mitigation strategies – are presented in Figure 1.

> *Through this partnership we have with National Treasury, we could provide a COVID-19 relief grant to Small Enterprise Foundation who provides microfinance. This helped to preserve jobs and livelihoods.*
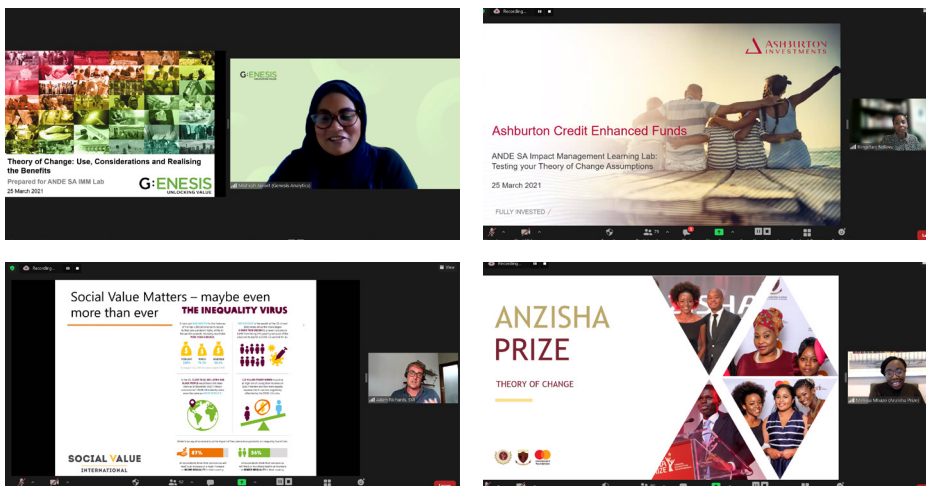>
> **Ringetani Ndlovu**
> Ashburton Investments

Figure 1: Challenges and responses in the COVID-19 era

CHALLENGES		MITIGANTS	
#1 Limited investment opportunities in volatile pandemic environment	Generally increased credit risk overall	Review of higher risk industries	Communication with stakeholders to managed expectations
#2 Lockdown resulted in job losses therefore risk to continued job creation	Mitigated by industry diversification		Funds have surpassed contracted job creation targets
#3 Slow capital raise due to limited investor appetite for credit	Maintenance of stable fund performance to evidence the attractive investment opportunity		Communication with stakeholders to manage expectations

Anzisha Prize Programme, spoke in depth around the Anzisha Prize providing a programme perspective and how the programme seeks to significantly increase the number of job generative entrepreneurs in Africa through creating communities of practice between entrepreneurs and supporting those organisations and programmes who demonstrate commitment to the same goals.

The impact of COVID-19 to the Anzisha Prize programme design:

- The Anzisha Prize's ToC has remained the same – despite COVID-19. The underlying principles of supporting young Africans transition from high school / university to entrepreneurship has not changed. Rather, the results framework has changed based on the new operating environment.

- Adjustments to the delivery model include the creation of retention grants to help businesses deal with the COVID-19 operating environment, interest-free loans have been leveraged, relief purchases (vouchers) were developed for businesses providing critical services and lastly, budget allocations were informed by new priorities.

KEY TAKEAWAYS FROM SHARED INSIGHTS

COVID-19 'forced' organisations to interrogate to what extent their ToCs remained valid and would ensure they reached the desired impacts. In some, but not all cases, this required some adjustments.

Despite the broad scope of organisation types, overall, there was an increased need for certain types of activities due to the COVID-19 environment. This was to ensure beneficiaries were supported during unprecedented times and looked different within different programmes e.g. additional psycho-social support or interest-free loans.

Virtual solutions were adopted in most cases, but limitations to these were recognised. Despite the tools available, it was recognised that the lack of in-person engagement was a weakness in terms of ensuring the ToC remained certain to all activities.

Learning Lab 2

IMPACT MEASUREMENT PRACTICES IN YOUTH ENTREPRENEURSHIP

The Importance of Multi-Stakeholder Perspectives in Impact Measurement Techniques | *29th June 2021*

- **Nonceba Qabazi** | Programme Associate | ANDE, South Africa Chapter
- **Nontando Mthethwa** | Head of Public Affairs and Communication | Allan Gray Orbis Foundation
- **Khutjo Langa** | Monitoring and Evaluation Manager | Property Point
- **Esethu Cenga** | CEO and Co-Founder | Rewoven and Allan Gray Orbis Foundation Fellow
- **Kayum Edwards** | Director | EWd Cape and Property Point beneficiary

This learning lab opened with this reference to a TedX talk by Yogavelli Nambiar. In essence, Nambiar equates entrepreneurial education as important as access to water, food and shelter in a world of economic volatility and uncertainty. This principle is even more relevant at the present.

Businesses (and individual employees) have needed the skills – most often associated with entrepreneurs - to pivot quickly and efficiently just to survive. Separate to the current circumstances, the speed of automation and robotics suggests a heightened unemployment risk in the not too distant future - which is particularly concerning in developing economies where unemployment levels are already a source of concern.

> *Entrepreneurship education is a human right. A simple statement maybe even provocative but one we simply can't afford to ignore with the future that awaits us.*
>
> **Yogavelli Nambiar**

This further highlights the potential benefit for those with entrepreneurial skills which support rapid pivoting. Prioritising youth entrepreneurship offers a unique opportunity to develop appropriately skilled individuals who are able to meet the changing needs of the world – most relevant in countries, like South Africa, with high proportions of youth.

In South Africa, the government has highlighted entrepreneurship as one of the 'solutions' to address burgeoning unemployment in the country with a specific bias towards youth entrepreneurs. For context, the unemployment rate increases to 34,4% in Quarter 2 of 2021 (expanded unemployment is 44,4%) (StatsSA, 2021) [3]. Within this, youth aged 15-24 years and 25-34 years recorded the highest unemployment rates of 64,4% and 42,9% respectively (StatsSA, 2021). This indicates that approximately one third of the country's youth (15-34 years) are not in employment, education or training (NEET) (StatsSA, 2021).

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[3] Risenga Maluleke, Quarterly Labour Force Survey (QLFS) Q2:2021

KEY LEARNINGS

Based on the panel discussion during this learning lab, most measurement in entrepreneurship development follows an accountability chain of reporting to funders or organisational decision makers. The cycle assists with promoting transparency and making programmatic changes. Sadly, youth entrepreneurs are often overlooked in this value chain of reporting on impact. Data collection for IMM practice tends to be centred around extracting the performance of the entrepreneur relative to the funding or support they have received.

There is much more value which entrepreneurs, including youth entrepreneurs, could add to the process if they were provided with adequate opportunities to engage. This links back to the fact that the data collection is traditionally targeted at what the funders or investors need, instead of identifying what information would be valuable for the entrepreneurs themselves and their business development journey.

> *We are starting to see a very different generation of entrepreneurs who see data as a valuable tool in how they make decisions in their business.*
>
> **Khutjo Langa**
> Property Point

The most common data collection process employed when working with entrepreneurs is problematic as it does not:

- Ask relevant questions (especially in the case of the youth entrepreneurship development context – where many young entrepreneurs are still developing their expertise).

- Provide youth entrepreneurs with the context for why data is being collected and interpreted. This is reflective of a power dynamic between investor and entrepreneur – instead of recognising the value that the youth entrepreneur could add.

- Provide timeous development feedback to assist the youth entrepreneurs with understanding how to improve their business performance.

- Seeks to clarify information about the entrepreneur long after they have provided feedback (making the engagement process misaligned with the operational reality of the entrepreneur's business).

- Ask questions about how the business has evolved resulting in data related to impact being omitted in the reporting process.

- Ask for data at intervals which are relevant to the entrepreneur's business development.

YOUTH ENTREPRENEURS' PERSPECTIVES OF IMPACT DATA COLLECTION

The youth entrepreneurs on the panel provided some useful tips on how data collection might improve. These included:

- Using a developmental approach to gathering feedback, where the entrepreneur can assess their own progress over time, and comment on how their business has evolved. This can be done in the form of a survey, but the preferred approach was through a self-reporting template or interview engagement. This allows for dialogue and trust to be formed in the data collection exchange process.

- Provide feedback to entrepreneurs of what previous findings have been in the data collection exercises so that they are able to understand their own performance and the perceived usefulness of their data.

- Be transparent about the process of data collection and its intended use and who it will be communicated to.

- Use a storytelling approach to capture and report on impact. It will provide a richer picture as to the impact of the entrepreneur and the type of development support they have received.

- Integrate data collection as part of the programme delivery mechanism as opposed to a separate exercise. This will ensure greater utility of data that has been collected.

> *So much change is happening in the early phases of entrepreneur business development – there is a lot of volatility and a variety of iterations both from a strategic and operational side - which are developed in a very short space of time which makes me wonder how well the organisation to whom I am reporting data is able to accurately capture the nuances.*

Esethu Cenga
Rewoven

What many of the above-mentioned points suggest is the need for more qualitative research to be applied in the data collection methodology when engaging youth entrepreneurs. This is often a challenge for organisations as it can be more costly and time-consuming. However, while quantitative data is invaluable, the nuance which qualitative enquiry presents can help develop a fuller and more valuable picture.

In the breakaway groups, the participants were asked to develop a set of questions that will assist with measuring and managing impact in the entrepreneurship development value chain of a youth entrepreneurship accelerator programme. The key stakeholder groups that the breakaway rooms were allocated to were: **1)** the Entrepreneurship Development Organisation providing support; **2)** the Entrepreneur; and **3)** the Funder/Impact Investor. What came out of the breakaway rooms was that stakeholders view metrics differently and their view as to who needs to report on it or provide further information also differs. In the value chain of data collection, the stakeholder perspective and their expectations give you clues as to the decision or direction they want to take as a result of having access to Impact Management and Measurement data. The questions coming out of the different stakeholder groups emphasis that impact is interpreted differently and significantly depends on what the data is being used for. There is similar information required across stakeholder groups but the value proposition of the information can yield new avenues of exploring impact measures and designing interventions that help better achieve impact objectives. Figure 2 captures these questions.

Figure 2: Questions proposed by each stakeholder group (including stakeholder receiving question)

Question of interest

Stakeholder being asked

STAKEHOLDER GROUP POSING QUESTION: ENTREPRENEURSHIP DEVELOPMENT ORGANISATION

What sort of data would you need to make improvements?

Entrepreneurship development organisation

How many businesses have been started?

Entrepreneurship development organisation and the entrepreneurs

Does your sale plan or process provide the required returns? How many challenges were experienced and how many solutions have been implemented?

Entrepreneur

What is your business type / venture? (E.g. not-for-profit, for-profit, joint venture etc.).

Entrepreneur

What are your sales processes? How many jobs have been created, and sustained? How resilient are you?

Entrepreneur

What outcomes, objectives, and goals have you achieved?

Entrepreneurship development organisation

How many people do you employ?

Entrepreneur

How do you measure if the skills shared were useful and applied by the youth?

Entrepreneurship development organisation and the entrepreneur

Does the impact created or identified link to the outcomes that have already been framed out?

Entrepreneurship development organisation model

STAKEHOLDER GROUP POSING QUESTION: THE ENTREPRENEUR

How do we access business linkages?

Entrepreneurship development organisation

Is the current sales plan realistic?

Entrepreneur

How do I market myself?

Entrepreneur

Are the current business processes correct?

Entrepreneur

What other support do I need from the ecosystem?

Entrepreneurship development organisation

How long do I need to do this for (is this the right thing for me?)

Entrepreneur

STAKEHOLDER GROUP POSING QUESTION: THE FUNDER OR IMPACT INVESTOR

How repeatable / scalable are your business practices?
Entrepreneur

How is impact data collected and verified?
Entrepreneurship development organisation

What types of jobs have you created?
Entrepreneur

What are the risks associated with the impact you intend to achieve?
Entrepreneurship development organisation

What is your revenue model?
Entrepreneurship development organisation and the entrepreneur

What is your time line for realising both investment and financial return?
The funder or impact investor

Do we need an exit strategy? If so, what does that look like?
The funder or impact investor

How do we develop these measures upfront?
Entrepreneurship development organisation

Is the outcome positive/negative?
Entrepreneurship development organisation and themselves

What is the number of business pitches delivered and their conversation rate?
Entrepreneurship development organisation

What is the proportion of youth entrepreneurs supported, aggregated by gender
Entrepreneurship development organisation

What is the change in baseline knowledge?
Entrepreneurship development organisation

How are they able to leverage funding to sustain implementation?
Entrepreneurship development organisation

To what extent has social value been created?
Themselves and entrepreneurship development organisation

How much access to additional funding do your entrepreneurs benefit from as a result of participating in your programme?
Entrepreneurship development organisation

What is the value of opportunities accessed (in funding or skill development)?
Entrepreneurship development organisation

Learning Lab 3

IMPACT MEASUREMENT PRACTICES WITH A GENDER LENS

Women Entrepreneurship Support | *24th August 2021*

- **Nonceba Qabazi** | Programme Associate | ANDE, South Africa Chapter
- **Mallory St. Claire** | Senior Impact Analyst | ANDE
- **Deirdre Steeneveldt** | Associate Director | GIBS Entrepreneurship Development Academy
- **Refilwe Mokoena** | Monitoring and Evaluation Officer | The Graça Machel Trust
- **Naseeha Hassen** | Youth Entrepreneur | Co-owner at Oh My Cake!

THE IMPORTANCE OF USING A GENDER LENS

Acknowledging the need for inclusive entrepreneurship support programmes, it was a priority to include a gender lens focus within these learning labs. As discussed by the panellists and participants, there is a myriad of different approaches to gender lens programming. These distinctions are important as it influences how one designs programme interventions. Furthermore, applying a gender lens to data collection or measurement is important as failing to apply this can result in weaknesses in impact interpretation, or misinformed assumptions which are important to beneficiaries.

Gender lens development is important as it empowers women to be economically independent in regions where there is a gap in women representation in the entrepreneurship value chain and economy. That is women are not able to access the same level of support in the entrepreneurship value chain as their male counterparts. This is particularly relevant in South Africa where there are fewer women entrepreneurs than male.[4] Developing more opportunities for women in the sector creates more impact and helps enable equal access to economic participation.

During the panel discussion, a key theme which emerged is that confidence building is important to measure as this influences the entrepreneurial activity of women entrepreneurs – as well as their likelihood to secure funding. The session also discussed the unique challenges faced by women entrepreneurs due to the often-unequal division of home responsibilities. This is even more relevant during COVID-19 with periods where schools are closed, childcare is not available, and all work responsibilities need to be achieved at the dining room table. Panellists mentioned that in their experience providing flexibility for participants was a critical enabler – particularly for women entrepreneurs during this period.

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4 For more information, please refer to the GALI Learning brief on Accelerating Women-led businesses here.

The potential for measuring transformational change in the lives of employees hired by entrepreneurs was explored. That is, to understand how a gender focused hiring strategy may contribute to job creation, but also gainful and meaningful employment for women who support their households. The lens of empowerment was explored at the level where jobs that lead to promotion and skills development within the businesses run by women entrepreneurs were also discussed.

TOOLS TO IMPROVE GENDER LENS REPORTING

During the ILL, some key intervention areas were identified which may support organisations to integrate gender lensing appropriately namely:

Use targeted indicators

A target indicator represents an indicator which is built around what you would like to see improved. For example, providing a gender breakdown of applicants and accepted businesses. This is a targeted indicator because it suggests that the breakdown between men and women is not what you would like to see, and thus there is a need to illustrate improvement in one or the other. In this case, an increase in the proportion of women applicants or women-led businesses. Other examples of targeted indicators include:

- Women entrepreneurs' self-reported confidence - this is because it is well recognised that despite high levels of education, the majority of women still undermine themselves – and often each other.

- The amount and type of investments raised, gender disaggregated.

Despite similar numbers of male and women-led businesses apply for funding, generally more men are likely to receive funding, and often greater amounts.

Set goals and targets

Setting goals and targets is critical for any small and growing business or accelerator programme. However, by adding a gender lens to the nature of the goals and targets set – to ensure greater access for both genders – emphasises their importance to the organisation and increase the likelihood that such targets will be met. Example of goals and targets are presented below:

- % of applicants and enterprises that are women-led or mixed gender

- Gender breakdown of mentorship available

- Ratio of women-led SGBs vs. men-led SGBs that complete the programme

Use both quantitative and qualitative data

As mentioned in reference to the second learning lab, qualitative data is often de-prioritised due to the time and financial resources required. However, numerous participants and panellists emphasised the need for qualitative methodologies to improve programming. For example, conducting a focus group discussion with a group of women participants may unearth rich, nuanced data which, in parallel to quantitative data collection methods could provide valuable suggestions of how to tweak programmatic approaches. One of the common themes coming out of all the learning labs is not to focus on just one method but to combine various methods such as surveys, semi-structured interviews and financial data.

Disaggregate all data by gender

While disaggregating some data by gender might be obvious, it is recommended that all relevant data is disaggregated as it may well unearth an unexpected dynamic within the programme. For example, the idea that applications from women are more closely scrutinized than those submitted by their male counterparts.

Fold data collection practices into your methods

Too often M&E is siloed in a different department and the information is not used to inform strategic decisions. There is a need to establish a commitment from the senior leadership team of the importance of quality data collection – with a gender lens - and ascertain means to ensure that it is utilised to inform decision-making in the organisation.

STAKEHOLDER PERSPECTIVES OF USING A GENDER LENS IN THEIR ORGANISATIONS

In the breakout rooms, participants were asked to share their experiences related to key questions captured below:

Do you incorporate a gender lens in your reporting process? If so, tell us how you consider gender in your analysis and reporting process?

Most attendees taking part in the breakout rooms indicated that their organisations incorporated a gender lens in its reporting processes. However, the meaning behind these data points in the context of development and society was not further explored. In other words, while data was available, how it relates to the challenges faced by women entrepreneurs in the entrepreneurship development ecosystem was not yet fully understood.

> *Gender stats are reported on by our team. We use the gender impact stats in all our projects including entrepreneurial projects.*
>
> **Kirsten Langkilde**
> Afrika Tikkun

> *We do a training needs analysis for each programme (on participant and company level) and report on gender and age of participants and their staff.*
>
> **Susanne Roelofsen**
> MDF West Africa

> *Where we apply a gender lens is in some of our programming. We look at products, whether entrepreneurs will meet the needs of women. We do also ask women what is the role they play in the broader communities? Are they leaders in communities or informally like leaders at church so we can look for champions. We recently looked at SDGs to see which ones we can be contributing to and not just SDG5.*
>
> **Refilwe Mokoena**
> Graça Machel Trust

> *For our programme, [we apply a gender lens in our reporting] to understand who is part of the programme, the unique needs of our participants and where they are from.*
>
> **Asgar Bhikoo**
> Allan Gray Orbis Foundation

How do you conduct your data collection to yield greater insights in relation to the support required by women entrepreneurs? Share some insights from your own practice.

Surveys, interviews (one-on-one and focus group), self-report feedback and the use of programme records such as (application forms, training needs documentation, coaching feedback) and site visits were amongst the most common methods used for collecting data. The Impact Management Project was recognised as a source of useful tools for guiding the data collection process.

Which metrics would you include or amend to capture the women entrepreneurs in your development process?

There were a variety of metrics proposed by each group. Most of these metrics refer to disaggregating commonly used metrics by gender.

Unique metrics proposed include:

- % of employees who are women,

- % of businesses on the programme who have at least one women co-founder,

- labour turnover (disaggregated by gender) preferred time and date of sessions (when it comes to developing programme activities),

- progression of women-led business in an accelerator programme,

- marital status of women entrepreneurs (as this is factored in the rating of women in the entrepreneurship development investment process – i.e. risk profile)

- and the involvement of women-led business procuring services from other business who have a strategy or specific focus on women empowerment (in relation to leadership positions, workforce composition, investor composition, entrepreneurship development and skills development).

> " *Tracking impact data over time may provide more useful insights.*

Deirdre Steeneveldt
GIBS Entrepreneurship
Development Academy

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[We ask] the location of the company (and residential location) to inform ability/cost of travel to sessions, number of staff (M/F), turnover and even the preferred date/time for sessions (parents normally prefer later start - after dropping kids to school)...

Susanne Roelofsen
MDF West Africa

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If one is running a blended programme it would be interesting to have a metrics between access to funding to see if men get more funding than women, or to see if it is an issue of collateral, what kind of marriage relationship you are in because they all contribute to how you are rated as a businesswoman. "

Patricia Chambers
Innovation Led
Development Projects

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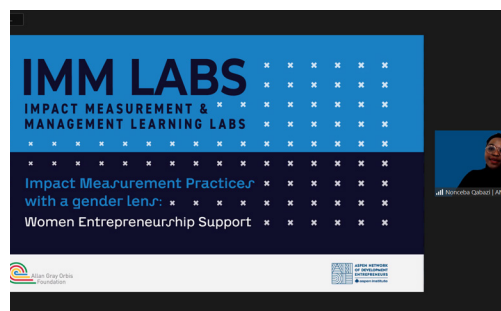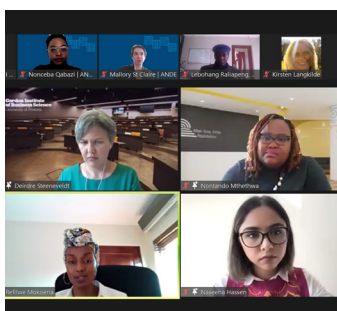
Conclusion

Acknowledging the opportunity for growth, together, the ANDE SA Chapter, and the Allan Gray Orbis Foundation sought to provide stakeholders within the entrepreneurship ecosystem with a valuable platform for peer-to-peer learning. Overall, the focus of these three learning labs was on understanding impact in context, particularly in a post-pandemic world, and recognising the value of multi-stakeholder perspectives to ensure optimal impact measurement in practice.

The first learning lab explored this through the lens of a Theory of Change, emphasising why testing assumptions are important, and that the COVID-19 pandemic resulted in the majority of organisations adjusting their metrics, if not their entire Theory of Change.

The second IMM learning lab focused on youth entrepreneurship, and the importance of considering the multiple perspectives of youth in developing metrics. Entrepreneurs provided their perspectives on the challenges they face of being a respondent to the data collection efforts.

The last learning lab showed why it is important to incorporate a gender lens perspective in IMM practice. Participants' perspectives showed that whilst data is collected on gender, the segmentation and interpretation of female beneficiary impact data is not done so in a way that understands disparities in engaging in entrepreneurship. That is, there has not been further exploration behind trends, and what those trends mean in the context of attendees from implementing organisations. It is prudent to note that the three topics were carefully selected in response to the issues which are affecting the Impact Measurement and Management landscape in South Africa.

From the learnings gathered from the series of learning labs, we encourage stakeholders at every level to engage in self-reflection and ask themselves: "Do we fully understand who our beneficiary is, what they need, and why we observe the data we do." Amongst the key actions we take away, we will continue to engage the community of practitioners and develop the regional and global IMM landscape, we note the importance of continuing the practice of peer knowledge sharing of tools and differing perspectives. We encourage the sharing of resources as this has the potential to lead to greater efficiency and insights when collecting data, allowing for opportunities for global

RESOURCE HUB

- ANDE South Africa Impact Management Knowledge Brief.

- ANDE's Impact Measurement and Management Knowledge Hub Resources.

- Learning Lab One recording. (Password: ande)

- Nonceba Qabazi's Learning Lab One presentation.

- The Bertha Centre and Impact Investing South Africa Task Force Making Better Decisions IMM Report.

- The ANDE SA Landscape Mapping for Impact Measurement and Management in South Africa report, completed by Genesis Analytics and Impact Amplifier.

- Learning Lab Two recording. (Password: ande)

- Nonceba Qabazi's Learning Lab Two presentation with case study information.

- Yogavelli Nambiar's (CEO, Allan Gray Orbis Foundation) TEDx Talk, Entrepreneurship Education is a Human Right.

benchmarking, cost-saving and sharing of uncommon but valuable insights. Further to the above recommendation, the series of learning labs has motivated for further exploration of gender disaggregated data through the sharing of organisational insights.

Lastly, the learning labs have been a peer learning platform and through this series, we have learnt and encourage practitioners developing their organisational IMM practices to explore opportunities for joint research or tool designs for the benefit of the IMM community at large. The sharing of tools and resources has immensely assisted the various ecosystem actors in increasing their effectiveness and enhancing Impact Measurement and Management in South Africa.

- Learning Lab Three recording. (Password: ande)

- Nonceba Qabazi and Mallory St. Claire's Learning Lab Three presentation.

- The Global Accelerator Learning Initiative (GALI) report, Accelerating Women-led Startups: A Knowledge Brief.

- The GALI Accelerating Women-led Startups: A South African Perspective Knowledge Brief.

- The Gender and Impact Measurement: Gender Lens Incubation and Acceleration Toolkit, by ygap.

- The Accelerators as Drivers of Gender Equality: A Guide to Gender Lens Acceleration by ImpactHub.

- The Inequality Virus: Bringing together a world torn apart by coronavirus through a fair, just and a sustainable economy report by Oxfam.