

Impact Pathway - Health Check (DRAFT) © Anton Simanowitz, 2023				
	Non-engaged	Frustration	Conventional success	Transformation
	1	2	3	4
Impact Pathway: Clarity on what matters most				
Understanding context & need	We are implementing a 'good idea' but have not explored whether this is addressing a need	We have used secondary data and experience to identify the need and context	We conducted market research to develop what we do, but have not explored how this varies for different profiles of people and do not regularly get feedback and update our knowledge	We have a deep understanding of the people we support, understand the wider context in which they live and how this creates and perpetuates the challenges they face. This is based on conversations, research, testing & iteration (not assumptions)
Defining who to serve & who not to serve	We make our products and services available to whoever wishes to engage with them	We are careful to target the people we want to support, but do not take action to understand who is not using our products/services and the barriers that may exclude certain groups	We aim to support people who are underserved, vulnerable or marginalised and increase access and engagement through our products and services	We know for whom we can have the most impact, understand the needs of different segments of the people we support, and the barriers that may exclude certain people or groups of people from our services
Clarity on the positive impact you want to achieve	We focus on our activities and do not think about our outcomes	We have broadly defined goals for the positive change we hope to create as an organisation but these have not been clearly defined	We have clearly defined outcomes that we aim to create as an organisation through our core products and services	We have defined the specific positive change outcomes that our organisation seeks to achieve in the world, thinking about our core products and services as well as the opportunities to have a positive impact through the people we employ, how we support our suppliers, how we engage in the communities we work in, how we influence policy and where we can achieve positive environmental impacts
Clarity on your ethical business goals	We are focused on the positive change we want to create through our core work and have not thought about the impacts created through the way we work	We aim to comply with all relevant legislation on HR, governance, and environmental impact	We are ambitious in how we treat our staff, diversity & inclusion, how we engage in our community and minimising our environmental impact	We seek to be a leading ethical organisations and have identified how we can be ethical in the way we treat our staff, treat our suppliers, engage with stakeholders, gives back to the communities where we work, and how we can minimise (or create) a positive impact on the environment
Logic model - clarity of who, how and why: keeping focus on the mission	We just do what we have always done, and have given this no thought to the 'why'	We are clear about 'what we do' (our activities) but have not thought further about them	We have a theory of change that defines our activities, outputs and outcomes - its one page and is useful for funding applications	We have clearly defined what we do (activities) and what these lead to in terms of outputs, short-term outcomes and longer term outcomes/impacts. We are clear about the assumptions we make in this logic model. We use this regularly as part of our strategy review and it helps all staff understand how they fit into the big picture
Business model	We have little control over who we work with and how, and are mostly responsive			We are clear about the drivers of our business model - depth of outreach, scale, income, sustainability - and how this can enable us to achieve our desired impact
Manage: Be confident that you are delivering results.				
Manage quality	Defining, measuring & managing what is important for activities - doing what it says on the tin	We focus on whether the activities happen and the number/quantity delivered		We are clear about what needs to happen in each activity to achieve intended outputs. These are defined and managed as quality measures, understood across the
Reach the right people	We focus on the numbers of people we reach rather than who they are			We monitor the profile of the people we work with and identify if there are segments that are under-represented or excluded. We gather feedback to understand the patterns of what we see and make adjustments to be more effective at reaching the right people.
Use feedback on outputs and assumptions to learn and iterate	We do not have systems to collect feedback and do not review our activities			We do not make assumptions about how we work and our impact, but regularly get feedback from the people we support, our staff and stakeholders to understand how our products and services can be improved, if we are achieving our intended outcomes and how we can improve what we do. We use this to improve and change what we do.
Measure and report on outcomes	We do not measure or report on our outcomes			We measure and report on the outcomes we achieve using a mix of quantitative and qualitative measures that are appropriate for our audiences, applying the principle of optimal ignorance
DIFFERENTIATE. Staff and stakeholders understand what you are achieving and how				
Embedding impact into organisational DNA	Impact is something that is the concern of the fundraising or M&E team			Impact is a core part of your identity as an organisation and the way you work everyday with your staff, stakeholders, the communities you serve and how you manage your impact on the planet.
Report on the journey not just the outcomes/impact	We report on our activities only	We report as best we can to meet the needs of our funders or stakeholders that require us to report - this includes some outputs but not	We regularly report our impact - including outputs and some outcomes, but do not do this using our Theory of Change as a framework for this. Our case-studies showcase our successes but do not explain the journey to get there	We engage with our customers, clients, stakeholders and staff to tell the story of our impact focusing on what we do and how this leads to the outcomes we achieve. We use case-studies as a way of illustrating our Theory of
Aligning to reporting frameworks	We do not understand the frameworks available and have not explored their relevance	We report against a framework, but its not clear how this supports us to be more effective		We have identified audit/reporting frameworks that are relevant to our organisation, help us to improve what we do, connect to our stakeholders and support our sustainability and growth