

- Better understanding of attribution & contribution

EXPOSURE TO
BEST PRACTICES
FOR MEASURING
THE IMPACT OF

The importance of Impact Measurement and Management (IMM) in Small and Growing Business (SGB) Support

IMPACT STORIES FROM MEMBERS OF ANDE SOUTH AFRICA'S METRICS LEARNING LAB

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About ANDE

The Aspen Network of Development Entrepreneurs (ANDE) is a global network of organisations that propels entrepreneurship in emerging markets. ANDE members provide critical financial, educational and business support services to small and growing businesses (SGBs), based on the conviction that SGBs will create jobs, stimulate long-term economic growth, and produce environmental and social benefits. Ultimately, we believe that SGBs can help lift countries out of poverty.

DFID Impact Programme - catalysing markets for impact investment

The Impact Programme was launched by the UK Department for International Development (DFID) in 2012 to catalyse the markets for impact investment in sub-Saharan Africa and South Asia into enterprises that benefit poor and low-income people, improve access to affordable goods and services and provide income generating opportunities at the base of the pyramid.

The Impact Programme has two core components:

- two investment funds, and
- a range of market-building activities.

The Impact Programme partnership with ANDE, initiated in 2017 and 2018, is focused on the latter of the two components, that is on market building activities. The overall aim is to contribute to establishing goal setting norms in the impact investing market, of which impact management and measurement (IMM) practice is a fundamental part.

Acknowledgements

We, at ANDE South Africa, would like to express our gratitude to DFID for supporting the South Africa Metrics Learning Lab through their Impact Programme. This support is indicative of their firm commitment to building the capacity of sub-Saharan Africa's impact investing ecosystem, and in this way contributing to long-term economic growth and socio-economic upliftment. We are also grateful to all ANDE members who contributed to this booklet, and their commitment to measuring and prioritising impact. We hope that other organisations will follow their lead.

About ANDE South Africa's Metrics Learning Lab

With the theme of *Catalysing Local Metrics and Impact Assessment*, ANDE South Africa's Metrics Learning Lab strives to build and enhance the capacity of member organisations in South Africa who support SGBs in the measurement of their social and environmental performance.

Structured as a neutral platform to connect practitioners to innovative new methods, emerging industry standards and monitoring and evaluation (M&E) experts, ANDE South Africa's Metrics Learning Lab has proven to be a powerful tool for participants to learn and collaborate on topics such as measuring outcomes, measuring along the 'impact value chain' and creating a culture of measurement.

The Learning Lab has covered quarterly in-person meetings in Johannesburg and Cape Town, webinars and the fostering of collaborative projects among members. In addition, a two-day event, "Metrics from the Ground Up" hosted in Nairobi, Kenya with the ANDE East Africa Metrics Learning Lab, exposed practitioners across the continent to practical tools, peer-to-peer knowledge sharing and locally relevant impact measurement conversations.

To foster experimentation and adoption of measurement techniques, ANDE has also managed a grant-making facility on behalf of DFID called the Catalyst Fund for Impact Measurement in Africa. Members of the Learning Lab had the opportunity to collaboratively develop new

analytical approaches, test technologies or develop case studies or resource guides. The winning project, led by Genesis Analytics and Impact Amplifier, is a study of the IMM landscape in South Africa, intended to demystify the space for the benefit of local practitioners.

Topics at the Learning Lab have included: Different Approaches to Impact Measurement; Theory of Change, Results Chain and the Donor Committee for Enterprise Development (DCED) Standard; Lean Data; The Sustainable Development Goals (SDGs); Data for Performance Improvement; and Data Visualization. Participants also gained first hand insights from the OECD, B Lab, Vera Solutions, The Clothing Bank, the Global Impact Investing Network (GIIN), the Impact Management Project (IMP), Acumen, The Poverty Probability Index (PPI), Michael Quinn Patton, Genesis Analytics, Impact Economix, Riaktr, ixo Foundation and, of course, one another.

As a result of these key initiatives, a community has been created amongst the members participating in **ANDE South Africa's Metrics Learning Lab**. Whilst IMM amongst entrepreneurship support organisations in South Africa is progressing, there is still a long way to go, with many organisations not measuring their impact adequately, or at all. Without measuring impact, organisations are prone to wasting resources and their ability to make better data-driven decisions and scale their impact is limited. ANDE South Africa is committed to assisting members and the sector along this critical journey.

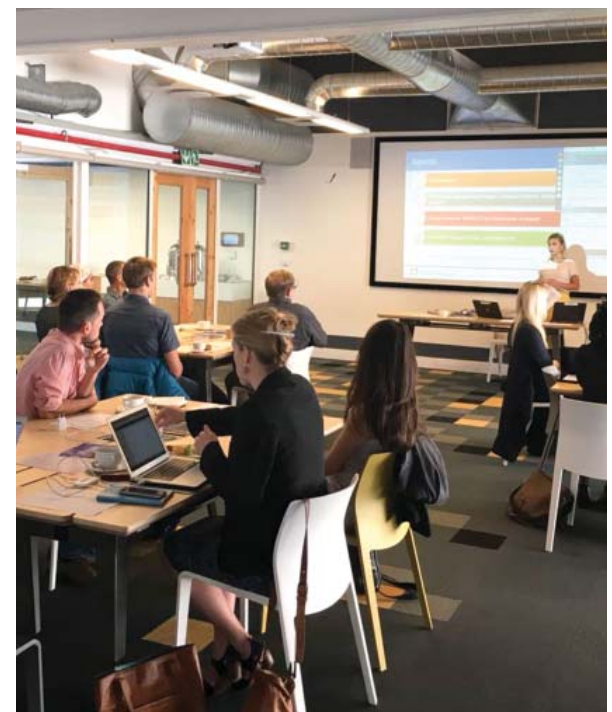


"As the flow of impact investing funds and investment into SGBs expands, there is a growing threat of impact washing. Investors know that impact measurement is crucial to differentiate their investment practice and better serve SGBs and end-clients. However, IMM remains nascent. Not just in South Africa, but globally. The Metrics Learning Lab offers the opportunity to learn from and inform global measurement practice, in the best way possible – sharing experiences with peers."

– Mishkah Jakoet, Principal: Evaluation for Development, Genesis Analytics and ANDE SA Metrics Learning Lab Co-Chair

About this booklet

This impact stories booklet shares the voices of ANDE members who took part in the Metrics Learning Lab, highlighting their measurement approaches, impact successes and their learnings in impact measurement at a snapshot in time. The booklet also aims to share with the sector the conversations that have been taking place at the Metrics Learning Lab to encourage further dialogue and foster a greater commitment to IMM from organisations who support SGBs.



African Management Initiative



The African Management Initiative is pioneering a scalable approach to learning for entrepreneurs, managers and unemployed youth across Africa.

- We deliver enterprise development programmes to help entrepreneurs put in place the simple business practices that will boost firm performance.
- We work with companies to train their staff in critical people and professional skills.
- We run learning programmes that help unemployed African youth to prepare for and find jobs.

Our Success Factors

Testimonials from our clients:

"The participants are motivated because the tool-based approach immediately affects the business. We're addressing the immediate business challenges they are facing."

– Programme Lead, Lundin Foundation

"This course.....prepared me for my promotion which came a month after my first module because I wasted no time implementing what I was learning. I've learned effective communication, which can determine the outcomes of your goals."

– Mpho Lebona, Play and Learning Supervisor, Play Africa

Our Measurement Process

We use an in-house system, informed by academic research. Our programmes with entrepreneurs track implementation of key business habits on a month-to-month basis, as well as performance metrics such as revenue, profitability and jobs created.

Where we run programmes with staff, we track shifts in critical competencies. We work with CEOs to understand if they have seen measurable change in the business and in the participants that they would attribute to our interventions.

Our biggest Impact Measurement and Management (IMM) learning

- No single method or technology does the job entirely; we need a range of quantitative and qualitative approaches.
- Frontline team members need to be trained in data analysis and interpretation, and even in the value of gathering data. They need to be encouraged to observe and be given the confidence to draw inferences from what they observe.

We measure our impact to...

Help us and our partners determine if our programmes are creating the intended change and to enable mid-course corrections if necessary.

OUR IMPACT



18,000 individuals

Total reach to date through structured blended learning programmes. This includes 14,000 entrepreneurs.



100%

Percentage of the entrepreneurs we worked with who reported improved business performance after the AMI programme and who attributed this at least partly to AMI; 91% reported improved operating performance, 75% improved revenue and 50% created new jobs.



100%

Percentage of the companies we worked with on staff development programmes that reported improved company performance. Over two-thirds linked this directly to AMI.



70%

Percentage of graduates on our Youth Employment Accelerator programme who found jobs or returned to full-time education; 100% felt more confident about finding work.



"What excites us is that we are measuring whether learning has been practically applied and shifted the business – not whether knowledge has been retained."

– Mzwakhe Mthombeni, Senior Programme Manager, AMI



"It was valuable to be introduced [at the Metrics Learning Lab] to the vocabulary of IMM and to a number of different methods of measuring, and to network with people applying them."

– Jonathan Cook, Co-founder and Chair, AMI



Ashburton Investments



As part of Ashburton Investments' impact investing strategy, the Ashburton Credit Enhanced Fund I and II are income funds that offer investors a unique opportunity to gain access to pure Rand-denominated South African unlisted corporate credit, originated directly or through intermediaries, with the specific intention to deliver expected performance to investors alongside a positive socio-economic impact.

With a proven track record in impact investing and by aligning to Government's priority goals, the Fund has secured a guarantee from National Treasury's Jobs Fund to foster best value investments that result in job creation.

Our Success Factors

Ashburton Investments' reputation, network and understanding of how to successfully structure sustainable solutions to some of our country's social and infrastructure challenges position us strongly to deliver a unique impact-investing solution.



Picture courtesy of SA Taxi

Our Measurement Process

Relative to our Theory of Change, our approach to measuring the impact of our investments derives from the Impact Reporting and Investment Standards (IRIS) catalogue, the generally accepted global performance metrics managed by the GIIN.

We build strong relationships with our underlying investees to ensure compliance with our reporting templates and methods of verification.

Sample evidence and investee site visits, which include meeting end beneficiaries of the jobs created, ensure the validation of investee-supplied data.

To gain deeper insights into the quality and sustainability of the jobs created and to develop as complete a picture of impact as possible, we supplement the data with narrative case studies.

Our biggest Impact Measurement and Management (IMM) learning

The detailed data reporting and evidencing that we require of investees appears to be far more laborious compared to

typical practices in the current market. Prioritising the main impact objectives of our Fund serve to minimise the burden of data reporting and verification required of investees.

A number of influences play a role in the overall impact performance of a project, including:

- Considering the five dimensions of impact so that metrics are relevant to context,
- Defining the type of data that needs to be collected, when and how it is to be collected, processed, stored and reported,
- The levels of data validation to which the data is subjected, and
- The parameters for data sampling and auditing.

We are excited about ...

The upgrade of the current IRIS catalogue to a more comprehensive IMM system that will offer core metric sets by impact investment theme and help investors to link their impact to the SDGs.

We measure and evaluate our impact to ...

Understand the positive change that we collectively create with our stakeholders.

OUR IMPACT

Ashburton Credit Enhanced Fund I: Impact performance as at 30 September 2018



9,744
Job creation.



100%
Full-time equivalent jobs.



88%
Female.



99%
Previously disadvantaged.



74%
Jobs created in
underserved provinces
(Eastern Cape, Limpopo and
North West).



Pictures courtesy of SA Taxi

Allan Gray Orbis Foundation



“The ANDE Metrics Learning Lab has benefitted the Allan Gray Orbis Foundation through providing a platform for networking, learning, sharing and engaging with thought leaders in the Entrepreneurship Development sector.”

– Asgar Bhikoo, Monitoring and Evaluation Specialist, Allan Gray Orbis Foundation

Our purpose is to cultivate high-impact responsible entrepreneurs. We seek out young people who have the potential to change the world with their energy, curiosity and new ways of seeing and understanding the problems we face, and how to solve them. Our role is to nurture this potential using our programmes, resources and ecosystem of partners.

The Foundation takes a holistic approach to entrepreneurship development, with a focus on three critical aspects: cultivating an entrepreneurial mindset in our Scholars, Candidate Fellows and Fellows; developing entrepreneurial skills in our Fellows; and being relevant in the African context, while understanding global entrepreneurial ecosystems.

Our Measurement Process

The Allan Gray Orbis Foundation uses a combination of customised in-house tools and established metrics to track its progress towards impact. Its measurement approach is informed by its Theory of Change and strategic objectives.

Our biggest Impact Measurement and Management (IMM) learning

The process towards establishing impact measurement, management and learning as a function of the organisation is a journey. It requires focus, a growth and experimental mindset, capacity development, buy-in across key organisational stakeholders and investment.

We are excited about ...

The evolution of technology that supports rapid reporting, as well as opportunities to explore how we can use ‘big’ data to predict the performance of our beneficiaries. We are also excited about the standardisation of indicators and the ability to better understand our impact in the context in which we operate.

We measure and evaluate our impact as ...

We believe that through understanding the impact we achieve, we can develop a deeper sense of how we can best unlock the growth potential of entrepreneurially-minded individuals and work towards achieving our long-term vision.



OUR IMPACT

2017 Figures



927

Number of beneficiaries who are currently participating in the Foundation's programmes. In addition to our personal and entrepreneurial development programme offering, our current beneficiaries receive tuition and educational support to attend high performing high schools and universities in South Africa and abroad (145 Scholars, 399 Candidate Fellows and 383 Fellows).

Scholars - High School students selected to participate in the Scholarship Development Programme; Candidate Fellows - University students selected to participate in the Fellowship Programme; and Fellows - Candidate Fellows who have completed the Fellowship Programme and have entered into the Association of Allan Gray Fellows.



43

Number of entrepreneurs that have emerged out of our programmes (as of 2017). These entrepreneurs have started 48 businesses, which has generated employment for 679 individuals. The combined estimated value of the businesses started by entrepreneurs who have been on our programme is R1.4 billion.



Catalyst for Growth



Catalyst for Growth provides an analytics platform for business development support (BDS) providers serving small, medium and micro-sized enterprises (SMMEs).

The platform is intended to increase the quality of BDS in the market, reward the best service providers, and help link SMMEs to growth capital. The data improves SMME services and allows the investment community to decrease costs associated with sourcing SMMEs, while directing enterprise development and supplier capital into high-achieving programmes.

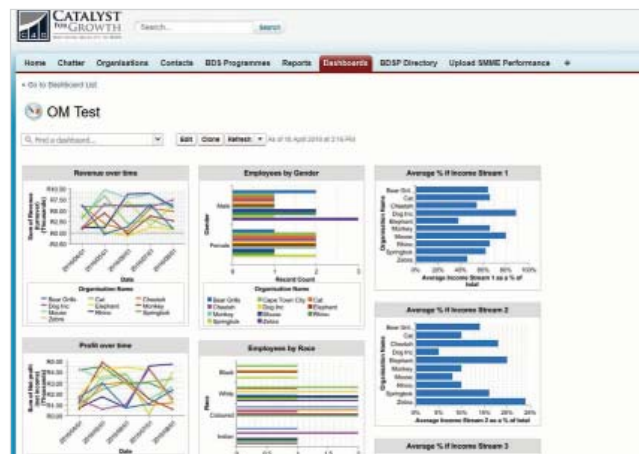
Catalyst for Growth connects key players in the BDS marketplace and channels capital towards BDS providers that help SMMEs become truly investment-ready.

Our Success Factors

We are committed to our mission of changing people's thinking about M&E and the value of using ongoing data collection and hard evidence in decision making.

Our Measurement Process

Our in-house developed, cloud-based solution provides a common set of metrics for the sector, applicable to all our clients and partners.



Our biggest Impact Measurement and Management (IMM) learning

Our biggest learning is at the attitudinal level - we need to change our attitude to M&E and view it as the invaluable skill that it is, which takes time to develop and mature. Accordingly, we need to invest the time and resources required to ensure that we have a robust and skilled M&E capability.

We are excited about ...

The connections that are being created between individual organisations in the IMM space and what they are doing and contributing to the national goals of job creation and economic growth. We value highly the learnings that we are gaining from each other.

We measure our impact because ...

Companies need the metrics to measure and evaluate the impact of what they are doing. Only with these metrics can we justify our existence.

OUR IMPACT

Catalyst for Growth has seen significant growth in the past as essentially a pilot project around Gauteng and the Western Cape. This growth trajectory is expected to continue, with the next step to expand to new geographies.



47

BDS providers who use our platform work directly with SMMEs.



±450%

Increase over the past year in number of BDS providers who are sharing SMME data with us (7 in August 2017; 31 in August 2018).



3,600

SMMEs have data on our platform as of the end of August 2018.



±150%

Increase over the past year in number of SMMEs who have data on our platform (from 2,000 in August 2017).



6

Corporates on our platform.



7

SMME funders using our platform.



"For me, the ANDE Metrics Learning Lab has been a very enriching experience. It has been very useful to 'cross-pollinate' the experiences and learnings of the different organisations and geographies, to share techniques and best practices and to take a collective approach to problem solving and identification and development of solutions."

– Sifiso Ndwandwe, Managing Director, Catalyst for Growth (C4G).



Columba Leadership



**Columba
Leadership**
Activating Youth 2.0

Our Success Factors

- The power of helping people to see their own value, personal significance and purpose.
- Offering an approach that fosters agency and creativity rather than mere compliance.
- Connecting the Columba community for inspiration, innovation and shared learning.
- Making youth a key solution to the challenges faced by schools.

Columba Leadership capacitates schools serving economically disadvantaged communities to engage their learner population in ways that:

- Develop purpose and competence in leadership and 21st century skills, such as problem-solving, critical thinking, communication, collaboration and navigational capabilities, to transition successfully after school.
- Build a positive school culture.

Our Measurement Process

Columba uses in-house measurement tools for routine programme monitoring.

External research through case studies and formal evaluations contributes to learning and impact measurement.

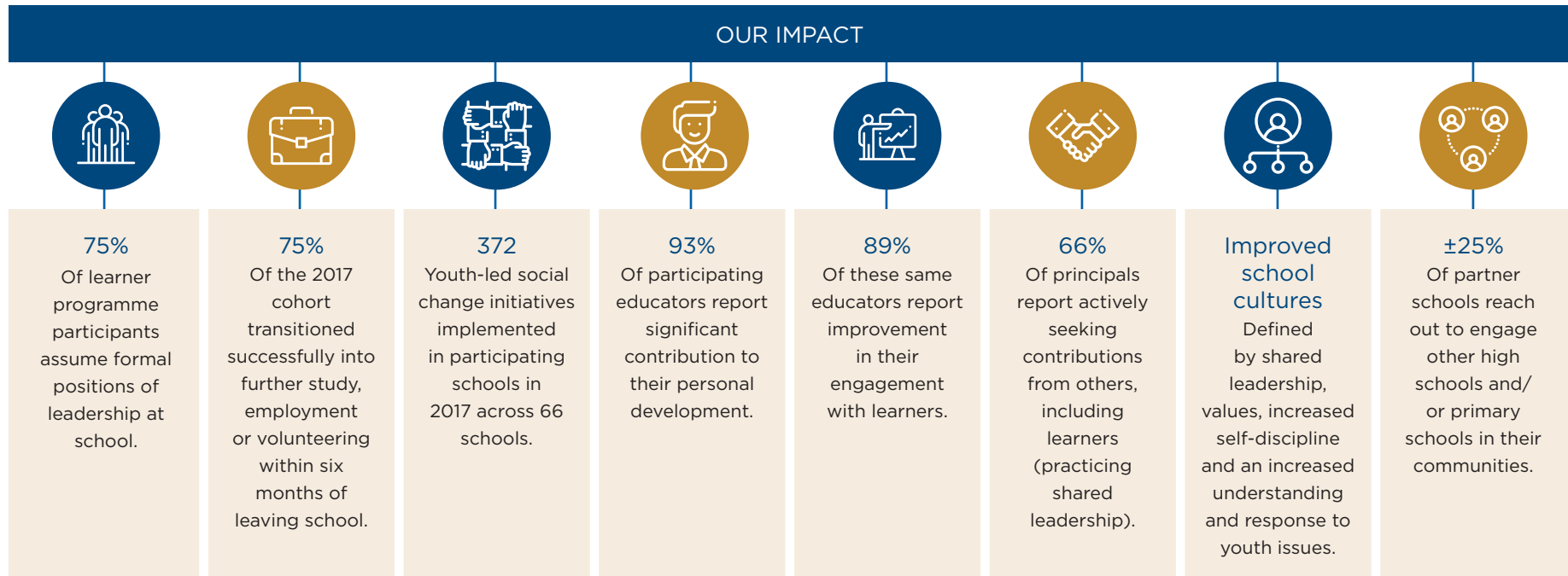
Our biggest Impact Measurement and Management (IMM) learning

- The importance of using both qualitative and quantitative data to do justice to our programme.
- The need to ensure M&E is not seen as the exclusive domain of the M&E team but a powerful tool in data-driven decision making to increase programmatic impact.

We measure and evaluate our impact for ...

- Data-driven decision making in terms of who we work with and what is needed for impact.
- Gauging progress along the way and not just focusing on impact.
- Using data to sell the programme to funders and stakeholders.





"The ANDE Metrics Learning Lab has assisted us in gaining insights into impact investing through examples of members, including difficulties in measurement and tools the field needs to demonstrate impact."

- Amy Nightingale, Head - M&E, Columba Leadership

Driven Entrepreneurs



Driven Entrepreneurs is a micro-enterprise programme design and implementation partner.

We design and deliver business development support programmes that offer a mix of business development support to SGBs, including entrepreneurship literacy, financial literacy, financial management and access to markets.

Our Success Factors

An ongoing, robust data tracking collection process, which ensured that quality data could be used in assisting small and growing businesses to make sound business decisions.

Our Measurement Process

Our measurement process is in-house, complemented by M&E from an independent partner using IRIS.

Our biggest Impact Measurement and Management (IMM) learning

As a pilot programme, the biggest learning was that:

- Clear objectives should be set and agreed on at the beginning of any programme and should be accompanied with clear metrics that are completely aligned.
- Any deviations should be recorded and tracked as the biggest learnings usually come from those deviations.

We are excited that ...

Most programmes are created in accordance with corporate (sponsor) mandates, which are also aligned with national and/or global goals. Being able to measure and make sure that our own programme is meeting those goals assists in our ability to contribute immensely to those national or global goals. Being part of that contribution makes our work exciting.

We measure our impact because ...

Measurement ensures that we track the efficacy of our interventions and their positive or negative effects on people.



OUR IMPACT

The impact recorded relates to the Financial Literacy and Microenterprise (FLAME) programme delivered between September 2016 and June 2018 in association with The ASISA (Association of Savings Investments South Africa) Foundation



130%

Sales growth delivered in the FLAME programme in 30 businesses in the measured period June 2017 to April 2018.



13%

Average increase in total net profit for all businesses recorded by the FLAME programme for the same period.



30%

Small business owners recorded an increase in personal income per month from R14,100 at base to R46,400 per month in four months.



23%

Businesses diversified or added new revenue to the original business concept.



40%

SGBs accessed new working spaces, with four businesses expanding into more than one operation site during the recorded period.

"The ANDE Metrics Learning Lab has ensured that we are in an environment of continuous learning and development of our practices. Also, they [ANDE] have ensured that we benchmark our practices against peers in the industry."

- Owen Muzambi, Managing Director, Driven Entrepreneurs



Edge Growth



At Edge Growth, we bridge the gap between corporates and SGBs, through a unique end-to-end Enterprise and Supplier Development (ESD) solution.

We create measurable impact through growing the SGBs we invest in.

Our Success Factors

Our purpose at Edge Growth has always been to create impact through growing SGBs. As ESD specialists, we provide not only capital and strategic mentorship but also access to corporate supply chains for our investees, through the relationships we have with our corporate investors.

Our Measurement Process

We have developed an in-house platform that allows for standardised measurement across all funds and business units. This provides us with a real-time view of the impact we are creating for each stakeholder across all levels of our value chain (including SGBs, funds, growth support programmes and investors).

Our biggest Impact Measurement and Management (IMM) learning

The importance of defining what impact means to you as an organisation. This is critical to establishing intentionality and serves to guide how impact data is collected, analysed, measured and reported.

We measure our impact because ...

In one sense it serves as a validation of our vision and as an indicator of the positive societal impact that can be created through growing SGBs. It also allows us, as an investor, to better understand and improve the impact we have on our investees. Lastly, having pre-defined impact targets ensures a level of intentionality, fundamental to the creation of sustainable impact.





"We are excited by the potential for increased collaboration within the IMM ecosystem. My hope is that this would allow for collaborative solutions to unique measurement challenges faced within the South African context and serve as a strong indicator to global investors of 'impact returns' achievable."

- Sam Tennant, Investments Principal - Vumela Fund, Edge Growth.



Fetola



Our Success Factors

"It's simple really; we grow the economy and create jobs by building businesses that last."

Fetola has been tailor-making successful ESD programmes for over ten years. Programmes are designed to secure business growth, create jobs and leave a lasting legacy for people and the economy.

In recent years, we have started using our experience to help others optimise their own programmes, leveraging our successes to create an even more positive impact.

Our Measurement Process

We utilise customised distance management solutions, cloud-based communication and performance tracking systems and proven impact monitoring tools to ensure that projects run on time and on target. Our extensive financial and operational governance procedures meet all international standards.

Our biggest Impact Measurement and Management (IMM) learning

Keep it simple! Focus on relevant key performance indicators that show the impact you are wanting to achieve.

We are excited about ...

- Innovation and collaboration
- Staying abreast of the tools and methods that are being used and are available.

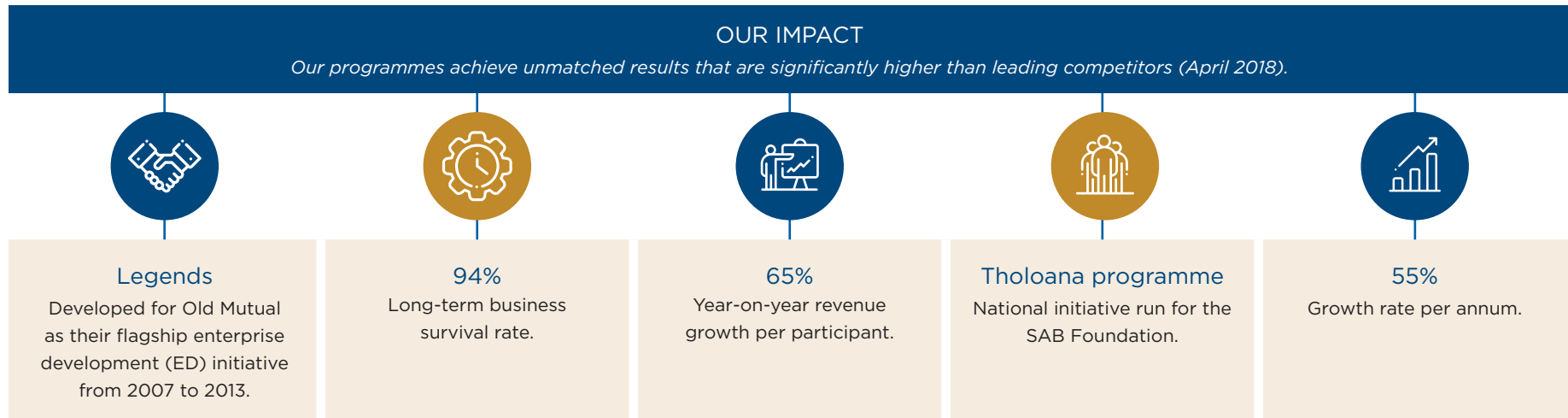
We do not need to reinvent the wheel as, through partnership, IMM can be simple and cost effective.

We measure our impact because ...

If you do not measure it, you cannot manage or impact it. As an organisation, it is vital we measure performance internally to ensure we are efficient and effective. Externally, our clients want to ensure we are contributing.

"I attended the Metrics from the Ground Up conference in Kenya and I really enjoyed the insights into impact measurement on a global level, as well as into the common mistakes to avoid. I came back with a host of changes to implement, based on the confidence that we are performing fairly well on an international level."

– Chantal de Kock, Project Manager, Fetola



InspiraFarms



Our Success Factors

The accuracy of the information collected in our impact measurements is achieved through a combination of remote data gathering and personal and close interactions with our clients. Data such as energy consumption and type of energy used are collected automatically through our remote sensing system.

Gathering of further metrics information and confirmation of online data are carried out in direct consultation with our clients. Having a close relationship with our clients allows us to consult not only with managers but also with technical and operational people, which is key for understanding and being **precise on impact data gathered.**

InspiraFarms supports growing agribusinesses to be more competitive and sustainable. Most agribusinesses, emerging farmers and smallholder farmers in developing countries are unable to access the capital, technology and capacity development they need to grow. Currently, only 10% of the world's fresh produce is refrigerated, and usually much less than 5% in developing and emerging markets. This creates billions of kilograms of annual losses, lost income and loss in nutrition in tropical supply chains.

Without cold chain, farmers at the first mile of distribution struggle to aggregate sufficient volumes or reach the quality standards required to access higher value markets and comply with the increasingly strict food safety standards of export markets. InspiraFarms supplies energy-efficient refrigerated storage and food processing facilities that provide farmers, traders, processors and exporters of fresh produce the capability to quickly and effectively reduce produce losses, cut operating and energy costs, and reach certification for higher value markets.

Our Measurement Process

InspiraFarms is a certified B-Corp and has a set of metrics that involves measurements in the social and environmental space, which are significant to demonstrate achievements towards competitiveness and sustainability.

Measurements are through a questionnaire shared with our clients just before receiving their InspiraFarms facility and repeated yearly to identify if the metrics have changed after use of InspiraFarms units.

Our biggest Impact Measurement and Management (IMM) learning

InspiraFarms' *impact measurement has a client-centric approach*, which means our impact metrics serve, firstly, the needs of our clients, and deliver value to them. For instance, our measurements on energy consumption and post-harvest losses provide an indication of our client's business efficiencies and savings that can increase exponentially and reduce their

operational costs. Our impact assessments and case studies are useful as a marketing tool for our clients, demonstrating their good practices around sustainability and food safety.

Metrics need to be defined according to the company's needs first, and not investors' measurement needs. After our last investment round, we agreed, with our investors, on a set of metrics to incorporate into their own impact measurement.

We are excited about ...

Measuring impact as a way to recognise the value delivered by the company for society as whole. It is a way to evaluate ourselves internally, to see how effective our technology is and to rethink or reassure our core mission and impact statements. Impact measurement is a way to earn trust from our stakeholders, especially from our clients, to whom we sell a promise to achieve efficiency and sustainability. Accurate metrics from all our clients will give confidence that those goals will be reached.

OUR IMPACT

InspiraFarms is designed to respond to emerging market and tropical agricultural contexts. A modular approach enables agribusinesses to grow capacity without having to make risky leaps into large-scale facilities. Solar powered and energy-efficient cold rooms eliminate the use of highly polluting energy sources. Positive changes generated by InspiraFarms over the last 12 months include:



>50

InspiraFarms units in operation with another 50 to be installed in coming months.



3,000 m²

New refrigerated storage space at first mile of distribution and new units to be installed in 2018.



20 - 40%

Reduction in produce losses by InspiraFarms.



3,000 Mt

Food saved by InspiraFarms in one year due to reduced production losses.



60%

Percentage of clients who have integrated solar systems into their cooling operations.



800,000 KW

Generated power from InspiraFarms solar systems.



10%

Perceived increase in income by small farms and agribusinesses due to cold storage and food processing facility.



143,000 t

CO₂ mitigated due to use of solar systems and energy efficient consumption.



>205

New indirect jobs generated by InspiraFarms units in 12 months, in fresh produce supply chains.



±60%

Percentage of new indirect jobs created by our clients that are taken by women (administrative, processing activities).

Property Point



Property Point is an ESD initiative established in 2008 by Growthpoint Properties to unlock opportunities for Small and Medium Enterprises (SMEs) operating in South Africa and beyond in the property sector.

Through a carefully developed two-year programme, Property Point provides entrepreneurs with the skills, training and personal development support they need to develop their enterprises into fully independent and sustainable companies.

Our Success Factors

At Property Point we are 'SGB-centric'; our deepest commitment is to our businesses. We have been successful in fostering meaningful, solid relationships between SGBs and opportunity holders, helping to minimise risk perception of SGBs, and helping to establish a good reputation for the SGBs in the market place.

Our Measurement Process

Property Point utilises a customised in-house results chain framework benchmarked against DCED standards as best practice. Our result chain framework illustrates how programme activities are expected to lead to outcomes and impact and ensure sustainability and cost effectiveness of the programme.

Our biggest Impact Measurement and Management (IMM) learning

A careful revision of our results chain has allowed us to have a bird's eye view of programme implementation. The modification of the results chain has allowed us to respond to changes in real-time without compromising the programme quality and delivery.

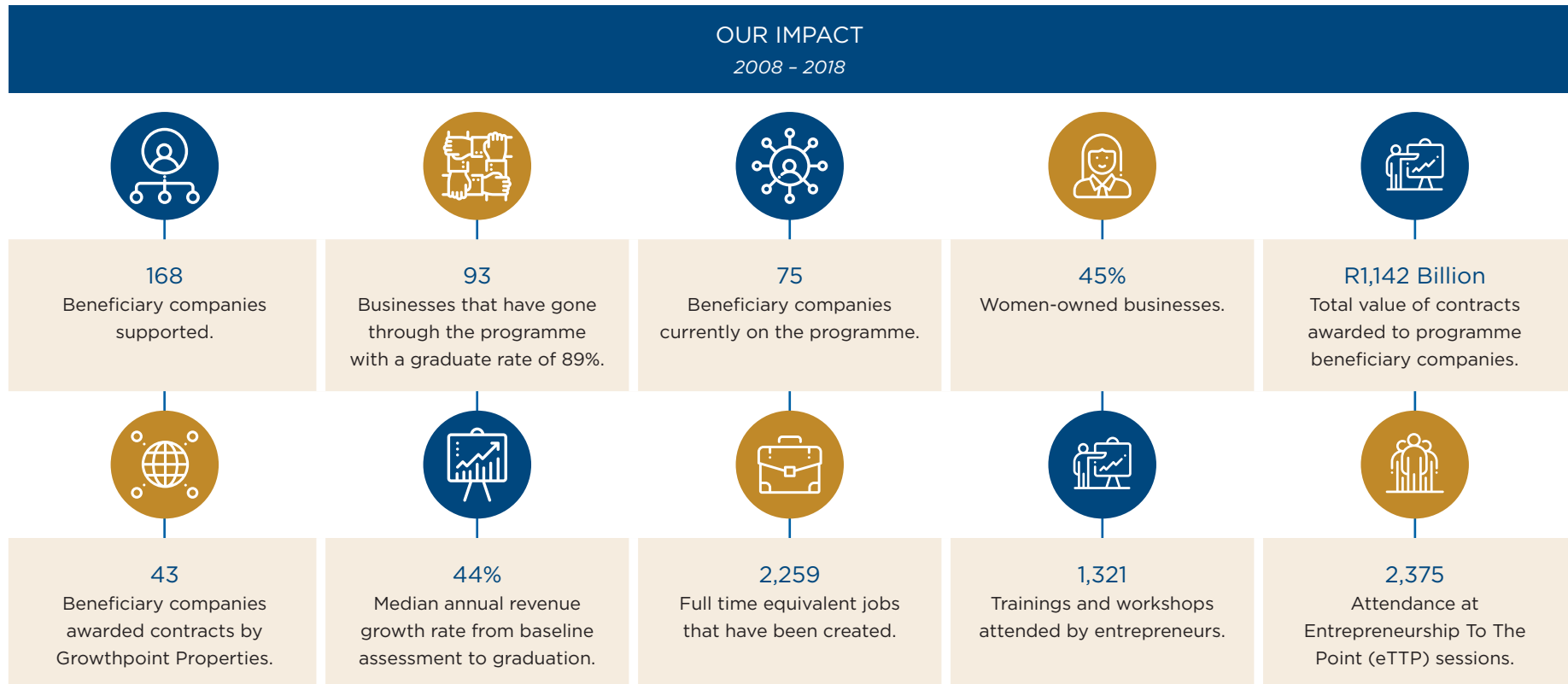
We are excited ...

To see IMM becoming an important tool to encourage data-driven decisions and interventions through a bottom-up approach that will meet the needs of SGBs.

We measure our impact ...

To ensure that the programme is able to meet its set objectives, to measure change, to manage implementation and to demonstrate results. Measuring impact also helps us to make more appraised decisions, engage effectively with our stakeholders and increase our overall value.





"The Metrics Learning Lab has accelerated my growth as an individual who was fairly new in the IMM space. At the organisational level, the Metrics Learning Lab gave us access to organisations with similar goals that are willing to pilot credible metrics sets that might enable benchmarking over-time."

– Khutjo Langa, Monitoring & Evaluation, Property Point.

Riversands Incubation Hub



Our Success Factors

As anticipated, our premises have unlocked value for many of the businesses we support, with some referring to the Hub as having “redefined apartheid spatial boundaries” through the inclusive access it provides to upmarket infrastructure.

There has been significant growth in business acumen amongst the businesses we serve. This is reflected in an awareness of and ability to discuss costing, market segments, cash flow and so on, where initial conversations with new applicants tend to reflect significant naivety. The services are those typically needed to help a business grow. Our emphasis on ‘real world readiness’ has worked in getting entrepreneurs to take full responsibility for each aspect of their business, requesting help where they deem it necessary or weeding out those unable to overcome a dependency mindset.

Riversands Incubation Hub helps 170 small businesses to grow by providing four pillars of support: premises, markets, growth and learning, and business support services.

Our Measurement Process

In-house measurement:

- Riversands Incubation Hub tracks turnover and employment as a proxy for business growth.
- As part of the lease, entrepreneurs are required to submit monthly statistics. In addition, we are in the process of rolling out an internal system to broaden the range of metrics we gather on the elements in our results chain.

Our biggest Impact Measurement and Management (IMM) learning

The importance of making the measures central to our delivery activities and management decision-making.

We are excited that ...

Work is underway on our SME service delivery and management portal. The portal will provide benefit to the entrepreneurs by serving as a business success navigation tool, whilst simultaneously providing vital information to the Hub team to help increase the extent of our impact and the efficacy of our deployment of our resources.

We measure our impact as ...

We care deeply about our purpose and vision and thus need to know the extent to which we are achieving it as well as how we can increase the effectiveness of our results chain.



OUR IMPACT



978

Permanent jobs created by the project since inception in March 2015.



1,772

Fixed-term jobs created by the project since inception in March 2015.



> R500 million

Cumulative turnover from May 2016 to August 2018.



>R190 million

Spent by SMEs on salaries and wages.

"Thought leadership on impact measurement and how to think about it. Standardisation and understanding of terminology. Awareness of the range of tools and frameworks available. The Learning Labs have been valuable all round."

– Jenny Retief, Chief Executive Officer, Riversands Incubation Hub





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