



Making Impact Work:

Lessons on how to simplify impact assessment in eco-inclusive enterprise support

White Paper: adelphi Green Entrepreneurship Team

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About adelphi research gGmbH

adelphi is a leading independent think tank and public policy consultancy on climate, environment and development. Our mission is to improve global governance through research, dialogue and consultation. We work on interdisciplinary research, strategic policy analysis and advice and corporate consulting.

The adelphi Green Entrepreneurship Team focuses on eco-inclusive micro, small and medium-sized enterprises (hereafter referred to as SMEs) based in developing countries and emerging economies. We offer interactive participatory formats that support enterprises to develop eco-inclusive business models, plan green growth strategies and scale their social, environmental and economic impact. adelphi is the hosting partner of SEED - a global partnership for action on sustainable development and the green economy, founded by UNEP, UNDP and IUCN. Building on the methodologies and case studies of SEED, the adelphi Green Entrepreneurship Team has pioneered several projects to support green entrepreneurship worldwide, including the Circular Economy Catalyst - a project supporting entrepreneurs to build and grow profitable businesses in the circular economy in Kenya and India - and the Uganda Green Enterprise Finance Accelerator (UGEFA) - a project to facilitate tailored loans and direct acceleration support to green enterprises in Uganda.

With two decades of experience supporting green entrepreneurship, we have gathered evidence-based insights on assessing the impact of green enterprises and supporting them on their impact journeys. In assessing these impacts, we put SMEs, their struggles and their potential at the core of the analysis.

This White Paper draws on our experience and offers lessons learnt to initiate collaboration between different actors that want to make impact assessment more accessible for eco-inclusive enterprises.

The findings and conclusions expressed in this paper are based on research and experience in the adelphi Green Entrepreneurship Team. We collected the reported data through surveys of enterprises we have supported. All responses have been anonymised and aggregated for publication. This White Paper synthesises previous research and impact insights to share key lessons in our evolution of impact assessment and to share how we plan to move forward on simplifying impact assessment.

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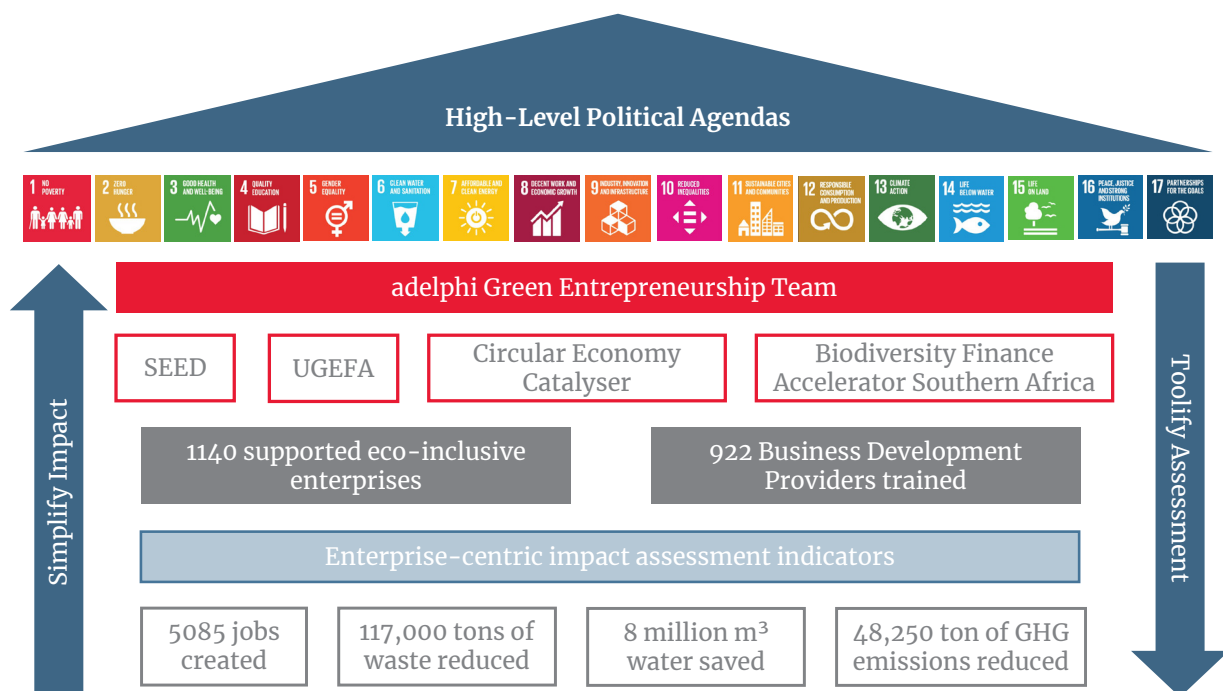
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Executive Summary

SMEs make up 90% of businesses worldwide and account for 50% of employment. In emerging economies, SMEs make up 40% of GDP and are responsible for 7 out of 10 newly created jobs (World Bank, n.d.). They play a pivotal role in the transition to a just, inclusive and green economy. To further explore the economic, environmental and social impacts of SMEs and to improve our support to SMEs delivering impact, we need to dig deeper into how SMEs plan, measure and report their impact. It is important to place enterprises at the centre of the impact journey, and, therefore, our assessment. Impact assessment for eco-inclusive enterprises remains a challenging process. Due to the heterogeneity of eco-inclusive enterprises and their diverse impacts, a comprehensive assessment is a complex process. Moreover, impact assessment is resource intensive and enterprises often do not have time and money dedicated to impact assessment, as they focus on implementing their primary activities. Even though impact happens locally, impact assessment standards are frequently designed as high-level goals, such as the Sustainable Development Goals. Therefore, we have to bridge this gap between high-level agendas and local level impact when we try to improve impact assessment.

At the adelphi Green Entrepreneurship Team, we have embarked on a journey to improve impact assessment for eco-inclusive enterprises. This White Paper shares our lessons learnt to make impact assessment work for SMEs.

- 1. Simplification:** Impact is often an expert topic due to the complexity of factors that must be considered. We aim to take it out of that expert niche and enable enterprises to measure, report, scale and replicate their impact through easy-to-grasp-frameworks.
- 2. Toolification:** Impact Standards are frequently designed as part of high-level political agendas. We take these agendas and translate them into practical, ready-to-use tools for enterprises.
- 3. Enterprise-centric:** We put enterprises at the centre of impact assessment, as they operate in the local context where impact happens. By putting them at the centre, and by designing indicators with enterprises in mind, impact assessment becomes more accessible.



Introduction

For a long time, the topic of impact was an expert subject, a niche topic within organisational units or an add-on towards the end of project implementation. It was a topic that was considered complex, resource intensive and difficult to grasp. This has not changed. What has changed is its priority and the ambition to create impact. With the Sustainable Development Goals (SDGs) taking centre stage in public discourse, the topic of impact has become an integral part of development cooperation. With a higher level of public awareness, evidence-based impact is increasingly necessary to demonstrate that activities are meaningful and successful. This refers to both the impact of SMEs that are asked to provide impact data to financiers, support organisations and their customers, as well as our own impact on the supported SMEs as an enterprise support programme. As a support organisation, it is crucial to showcase the impact of our enterprise support projects and communicate the results to the enterprises, donors and other support organisations. While impact is increasingly an integral part of projects related to private sector development, SMEs - despite their significant impact potential within the private sector - have received very limited attention. Fortunately, this pattern is now changing. Recently, the OECD (2021) published a report entitled “No Net Zero without SMEs”, bringing new attention to SMEs as crucial impact drivers in the green transition.

Impact is the long-term outcome of our activities and what we hope to achieve in development cooperation. Impact assessment, then, is a process to identify the consequences of a current or proposed action or project (OECD, n.d.). It is crucial to integrate impact already at an early stage of project design, such as when conducting cost-benefit analyses for different project components and interventions. In the Green Entrepreneurship Team, this translates into organisational strategies, project designs and activities that are mainly guided by impact considerations. This often comes, however, with complex questions that we cannot manage without assumptions and simplifications of existing frameworks and tools. To navigate this complex environment, we align our impact work to existing standards, such as the Global Impact Investor Network’s IRIS+ Metrics and the SDGs. Thanks to a growing number of readily available impact reporting tools and measurement guidelines, such as the IRIS+ metrics, increasing numbers of organisations feel empowered to communicate their impacts along the SDG framework.

This is a positive development; however, several challenges remain as impact often remains complex and difficult to measure. First, as more people and organisations have the means to report and communicate their impact, the risk increases that it is done regardless of expert knowledge and competence. Without the right tools to measure and validate impacts, the quality of impact data can be put into question. Secondly, even though impact has become more accessible overall, support for SMEs to benefit from this development has remained limited, leading to a gap between high-level impact envisioned in global agendas and locally embedded SMEs realising impact in their communities. Furthermore, there are more specific subcategories of impact assessment, such as environmental impact assessment and social impact assessment. While this increases the quality of impact data, it also increases the complexity of impact assessment through specific indicators that are difficult to measure for SMEs. Finally, SDG-related impact reporting communicates big-picture, global goals. This makes the SDGs crucial as guiding principles in development cooperation. However, it can easily lead to SDG impacts being reported without verification. Moreover, without measurement tools for SMEs, it remains difficult for them to access these big-picture goals.

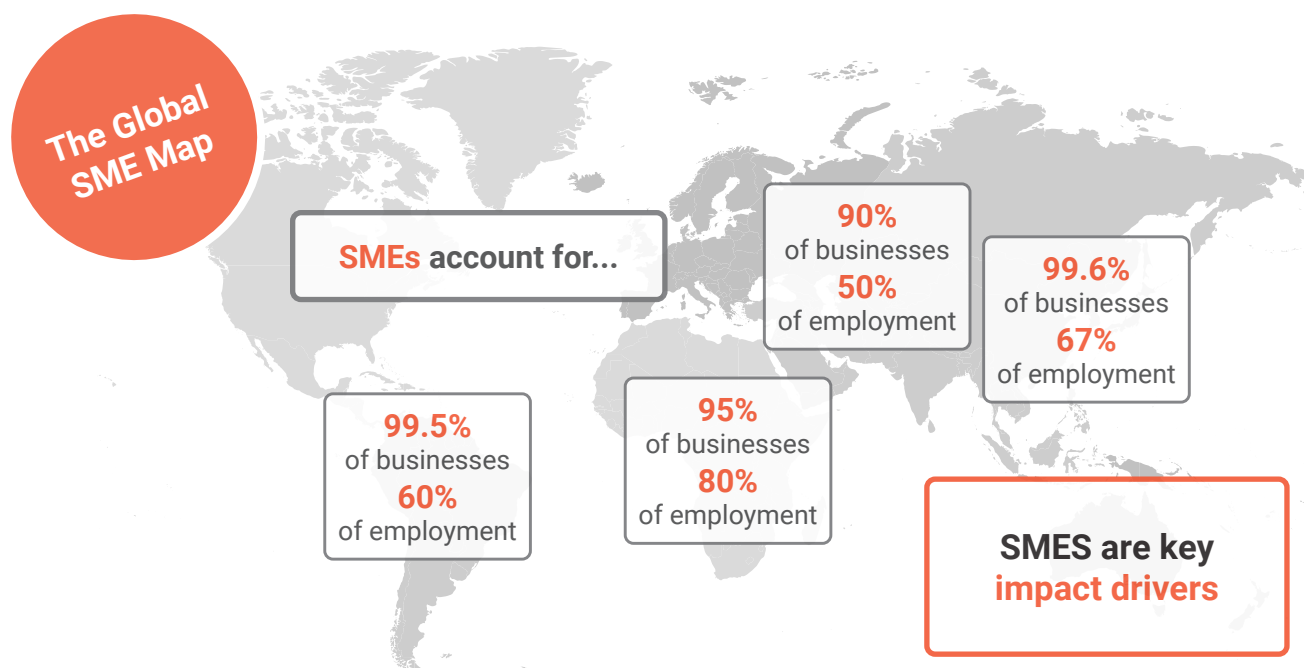
To overcome these challenges, we need simplification of impact assessment to make it more accessible for both enterprise support organisations and SMEs. In our experience, simplifying impact assessment will prove far more successful by putting SMEs at the centre of the process, combining a bottom-up approach - simplifying the complex impact environment in which SMEs operate through easy-to-grasp frameworks - with a top-down approach - translating high-level political agendas into ready-to-use tools. We do this by putting enterprises at the centre of our impact assessment. Therefore, we are able to design tools that work along enterprise impact journeys: from planning impact to implementing, measuring, reporting and communicating it as they move from start-up to scale. Moreover, by putting enterprises at the centre when assessing our own impact, we can tailor our support programmes to the concrete needs of our supported enterprises.

With this White Paper we invite you to join our journey on the simplification of impact for enterprises. We will revisit our own journey in impact assessment, our guiding principles and our lessons learnt. This directly leads to the next question: how can we better enable eco-inclusive enterprises to use impact assessment as a tool measure their scale and contribution to the green transition and improve their businesses.

SMEs as key impact drivers

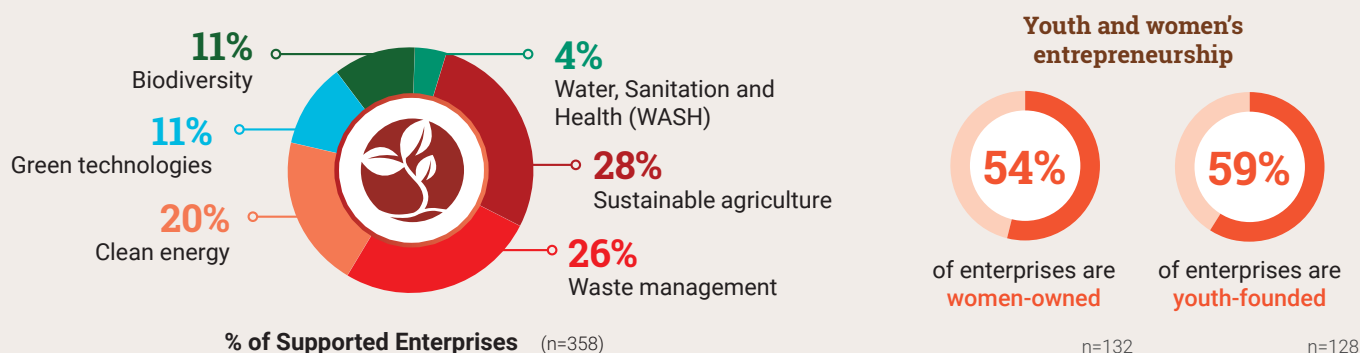
SMEs are at the centre of our impact assessment because they are key drivers of economic development and social inclusion and as crucial drivers of climate change adaptation and mitigation at a local level. Their activities directly affect their surrounding environment and communities by providing quality jobs or delivering essential ecosystem services, such as waste management, afforestation or energy production. SMEs are where impact happens.

Moreover, SMEs play a substantial role in the global economy. They account for 90% of all businesses worldwide and 50% of employment. In emerging economies across sub-Saharan Africa, Asia and Latin America, SMEs comprise an even more significant part of the economies. In sub-Saharan Africa, 90% of all businesses are SMEs, providing jobs for 80% of the workforce. In Latin America and Asia, SMEs make up 99.5% and 99.6% of all businesses and are responsible for 60% and 66% of employment, respectively. Overall, SMEs generate 40% of the GDP in emerging economies and are responsible for 7 out of 10 newly created jobs. (Asian Development Bank, 2021; CSIS, 2021; OECD, 2019; World Bank, n.d.).



SMEs are key contributors to and drivers of the Agenda 2030 and the SDGs. According to a recent study by the adelphi-hosted SEED Programme (2022a), SEED has supported over 1,000 micro, small and medium-sized enterprises in Africa, Asia and Latin America. They have created over 5,000 jobs, with 74% of enterprises offering a living wage (defined in terms of national minimum wages). In so doing, SMEs contribute to SDG8 on Decent Work and Economic Growth, SDG9 on Industry, Innovation and Infrastructure and SDG12 on Responsible Consumption and Production. Many SMEs go far beyond economic impact by creating additional environmental and social impacts, thus contributing to the triple bottom line. Of SEED-supported enterprises, 54% are women-owned and 59% are youth founded. Moreover, 83% of surveyed enterprises implement at least one climate change adaptation practice or technology and 91% implement at least one climate mitigation practice or technology (SEED, 2022a). We refer to these enterprises that contribute to the triple bottom line as eco-inclusive enterprises, as they contribute positively to social, environmental and economic development. They also help advance

multiple SDGs, including SDG1 on No Poverty, SDG5 on Gender Equality and SDG13 on climate action, among others. Furthermore, SMEs work in sectors that are crucial for the green transition. The most common sectors of SEED-supported eco-inclusive enterprises are sustainable agriculture (28%), waste management (26%) and clean energy (20%) (SEED, 2022b).



In summary, eco-inclusive enterprises are key actors in creating sustainable economic growth by creating quality green jobs, providing eco-friendly and socially inclusive products and services and driving green innovation (OECD, 2018).

“While we remain mainly on a path of irresponsibility and unsustainability, it is crucial that we work on innovative solutions, involving all concerned stakeholders, among those the micro, small and medium-sized enterprise.”

These impacts are increasingly recognised by important ecosystem actors, such as policy makers, financiers and development partners. However, despite this growing recognition for the role of eco-inclusive enterprises in the green transition, analysis of their actual impacts remains largely anecdotal. Assessing the impact of SMEs through robust data analysis remains challenging, as individual SMEs operate at a small scale. This leads to individualised impacts that are not easily translated into a big picture. To assess the full scale of the collective impact of SMEs in an ecosystem, many actors, including several enterprises, their diverse customer groups and beneficiaries, must be involved. Yet, each SME has a different set of activities, works with a distinct business model and prioritises and monitors specific impacts. Due to this heterogeneity of SMEs, there is no “one-size-fits-all” approach to assessing SME impacts. Finally, many SMEs prioritise operating their business over assessing their impact due to limited resources. Consequently, they rarely measure complex indicators such as CO₂ emissions, despite the fact that development partners and financiers often use these indicators to assess whether projects are successful and whether enterprises are eligible for financial or business development support programmes.

Today, the difficulty of assessing SME impact marks one of the main obstacles for SMEs to realise their full impact potential, bring their business model to scale and replicate it. First, due to the lack of clear impact data, SMEs are still often neglected in high-level discussions on combating climate change, kick-starting economic recovery and driving sustainable development. Secondly, SMEs struggle to benefit from targeted green finance to scale and maximise their impact as they often cannot put their impact into numerical data, which is often necessary to access the support. Finally, the lack of clear impact data slows down the green transition, as we fail to identify the full impact potential of many innovative solutions that SMEs have already pioneered in their ecosystems. This lack of impact data hinders investment decisions and makes it difficult to assess how and where support is most cost-effective and beneficial. Therefore, it is ever more important to simplify and improve the accessibility of impact assessment for eco-inclusive SMEs.

The Landscape of Impact Assessment Efforts

Across development cooperation, private sector development projects and eco-inclusive enterprise support programmes, there have been some key initiatives to improve the accessibility of impact assessment and ensure more tangible results. These initiatives centre around two levels: the establishment of common norms in high level debates, and the movement to encourage impact assessment within enterprises on the level of enterprise support.

High-Level Impact Assessment: From Principles to Guidelines

Today, projects often work in multiple countries with numerous partners and target not only one but several areas of sustainable development. This offers a diversity of impacts that could be assessed through multiple indicators. To improve coordination among projects and help reach common goals, such as the SDGs, it becomes necessary to establish a consensus on measuring, scaling and reporting impacts. There have been many efforts to improve impact reporting in particular, driven by impact investment institutions and corporate associations, such as Global Compact and the World Business Council for Sustainable Development. A main driver has also been the Global Impact Investment Network (GIIN) (n.d.) through standard indicators like the IRIS+ Metrics, an impact accounting system that ensures a minimum of consistency in the users' impact data. The IRIS+ Metrics are aligned with global agendas, such as the SDGs, to offer indicators to assess SDG-impact.

Within the GIIN framework, impact investor Root Capital initiated the Impact Management Project that brought together 3,000 impact actors, including enterprises and investors, to develop overarching impact dimensions that could function as common norms or general guidelines to better understand the IRIS+ Metrics (Impact Frontiers, 2022a). The conclusions of the Impact Management Project led to a framework for impact assessment based on five norms: what, who, how much, contribution and risk. The “what” dimension focuses on the outcome of an activity and assesses whether outcomes are positive or negative, contribute to achieving targets such as the SDGs, and meet stakeholder needs. The “who” dimension assesses who is affected by the outcomes. This dimension can relate to actors, such as enterprise customers or employees, or the natural ecosystem. Moreover, it should be assessed where the stakeholders are, what socio-demographic or ecosystem characteristics they have and to what extent the outcomes affect them. To provide more details into the extent of the impact, the third dimension, “how much”, analyses the scale, duration and depth of the results. Scale refers to the number of stakeholders that experience the outcome and is closely linked to the previous dimension. Duration assesses the time period for which the stakeholders experience the outcome. Depth measures the degree of change experienced due to the outcome. The “contribution” dimension helps to verify whether the impact stems from the initial activity or whether it would have happened regardless. This is of particular importance, as actors operate in close proximity to others who often hope to contribute to similar outcomes. This dimension helps identify which activities work and should, therefore, be scaled and replicated, by measuring the precise impact of each individual activity and separating it from the overall impact experienced in a particular area. Finally, the “risk” dimension accounts for unintended consequences. This dimension considers both the failure to deliver any impact to the unintended delivery of negative impacts. This dimension should be assessed before project launch and throughout implementation to lead to the best possible outcome (Impact Frontiers, 2022b).

Beyond the field of impact investment, organisations such as the OECD have also developed guiding frameworks to better assess impacts. The OECD's “Well Being Framework”, for example, assesses impacts in the form of current well being, inequalities in well-being outcomes, and resources for future well-being. This framework works around assessment dimensions that are similar to the SDGs, focusing on high-level impact goals or macro-economic outcomes.

These frameworks -and others such as these - aim to establish common guidelines for measuring and assessing impacts based on external agendas, such as the SDGs. Most importantly, these frameworks work on the basis of what should be assessed, with minimal elaboration on how it should and could be assessed. Without practical tools on how to assess these indicators, it remains challenging for enterprises to include these frameworks into their operation and improve their impact assessment.

Enterprise-level impact assessment: from Guidelines to Implementation

Impact assessment guidelines offer a framework of which impact categories could be assessed; however, enterprises require clearer implementation steps to mainstream impact assessment in their businesses. Similar to financial management strategies, systems and procedures, social and environmental impacts must be anchored in business strategies, operational models, management and reporting processes.

In an effort to make the SDGs more accessible, the UN Development Programme established the SDG Impact Standards for Enterprises. The Impact Standards provide a decision-making framework that allows enterprises to mainstream sustainable long-term impact across their businesses. As a set of best practices, the Impact Standards synthesise lessons learnt based on UNDP's work with enterprises that want to increase their sustainable impact. The 12 Impact Standards work across four categories. Initially, sustainable impact needs to be included in the enterprise strategy. This entails a commitment to the SDGs, understanding the enterprises' impact within the sustainability context, integrating sustainability and the SDGs into the business model, setting clear goals and adjusting them to maximise impact. Next, the management approach has to be adjusted by aligning the enterprise culture and structure to the new strategy. Additionally, an impact measurement and management framework should be developed, integrated into the decision-making processes and embedded into all future activities. To improve transparency, enterprises should disclose how the SDGs and sustainability are included in the decision-making frameworks. Finally, the above steps should be integrated into the governance structure to ensure that the enterprise governing body leads by example (UNDP, n.d.).

The 12 SDG Impact Standards for Enterprises Actions

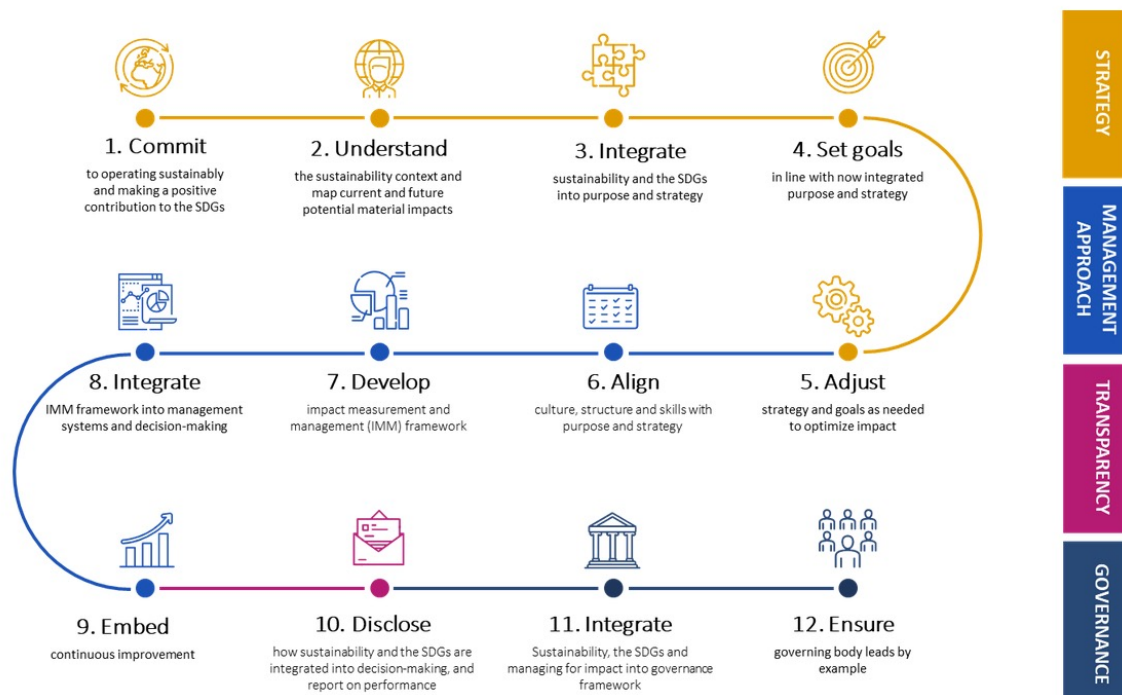


Figure: [UNDP, n.d.](#)

These SDG Impact Standards for Enterprises work under the umbrella of the SDGs as a high-level agenda. They offer an implementation approach on how to mainstream SDG-impact throughout the enterprise.

Moving from implementation to assessment, the Global Reporting Initiative, UN Global Compact and the [World Business Council for Sustainable Development](#) (n.d.) have joined efforts and established the SDG Compass. This SDG Compass translates the SDGs into business indicators to help make high-level political priorities more accessible.

Finally, to communicate the commitment to sustainable impact, the B Corp (n.d.) offers enterprises a

certification to assess their social and environmental impact. By combining a self-assessment based on pre-defined indicators with an external review of those indicators, the certification already brings impact assessment one step closer to the enterprises. Moreover, there are different pathways to certification depending on enterprise size. However, even the “small enterprise guide” to certification estimates a process of three to twelve months to certification with a staff of eight people working on areas such as finance, human resources, sustainability, legal issues, etc.

These initiatives help enterprises improve impact reporting by providing indicators and implementation guidelines. However, before being able to benefit from such reporting standards and indicators, enterprises must have their impact data available. To access their own impact data, enterprises need dedicated tools to help them measure their impact. These tools must take into consideration the special circumstances of SMEs, especially micro and small enterprises, who frequently work with a staff of less than nine or fifty people, respectively (SEED, 2022a).

The missing link: from implementation to usable tools

So far, the majority of the outcomes outlined above are authored by leading international organisations and conceptualised from a top-down perspective. Consequently, they prioritise which impacts should be integrated into business strategies. Initiatives, such as the impact standards and the B Corp Certification, then introduced implementation techniques for enterprises to start applying the high-level frameworks.

Despite these efforts, it often remains complex for enterprises to access impact assessment and use it in the communication with stakeholders and partners. First, impact guidelines are frequently designed from a high-level perspective, which makes it difficult for enterprises to translate their local impacts into predefined categories. Secondly, while there is an increasing number of frameworks for impact reporting, enterprises rarely have their impact data at hand. Without this information, enterprises cannot provide the information required in the existing reporting standards. Finally, implementation guidelines that are offered to enterprises require time and human capital that especially micro and small enterprises need in order to implement their main activities. The missing link that enables enterprises to assess their impact are ready-to-use tools. These tools break down impact assessment into components to simplify the process and make it more accessible to SMEs by relying on data that they have readily available. Increasingly, organisations, including adelphi, pioneer these tools to enable enterprises to better measure their impact.

Making impact work: examples from civil society, private and public sector

To make impact work in practice, civil society organisations, private sector companies and public actors have begun to develop tools with the goal to simplify impact assessment in practice. Founded as an entrepreneurial project, the Impact Entrepreneur (IE) (2021) was initially set up as a platform for entrepreneurs who wanted to build an impact economy. The platform connects like-minded enterprises to exchange ideas and best practices. Later, the IE added a consulting arm to help enterprises focus on impact, extending it later with programmes designed to teach impact evaluation through the SDGs. Today, the IE brings together almost 30,000 members across civil society and industry to collect and mainstream impact-based research.

Similarly, the Management for Development Foundation (MDF) (n.d.) aims to increase positive social impact through its consultancy and evaluation services. To do so, the organisation takes theories of impact management and assessment and develops tools ready for use. Moreover, MDF offers training and collaborative workshops to help embed the tools into the working culture.

Finally, the European Union (EU) has increased its efforts to mainstream impact assessment. The EU does so from the high-level perspective but increasingly aims to target the enterprise-level. At the high-level, the EU currently supports the development of an operational methodology for the life cycle sustainability assessment of products and services. The goal is to create a common framework on which activities are sustainable and which are not. The final tool is targeted not only at policy makers and corporates but aims to be accessible also for SMEs (Ecopreneur, 2021). Working directly at the enterprise level, EU4Environment (2021) has created a self-assessment tool for greening SMEs in Azerbaijan. This

tool aims to allow enterprises to assess their own impact at low effort while also providing them with information and recommendations on how to improve their impact.

These tools are an important step towards making impact assessment more tangible and accessible for enterprises. Tools can be combined with trainings and workshops that show how the tools can be best integrated into enterprise operations and structures. However, there remains room for improvement as these tools still require larger amounts of time and resources that SMEs frequently cannot spare. SMEs rely on additional follow-up support on what to do with the impact data and how to report it to use the potential of impact assessment to gain access to dedicated green financing or business development support programmes. We have encountered these challenges on our own journey in making impact work which led us also to distil the key principles around impact assessment while formulating key lessons learnt based on our experiences.

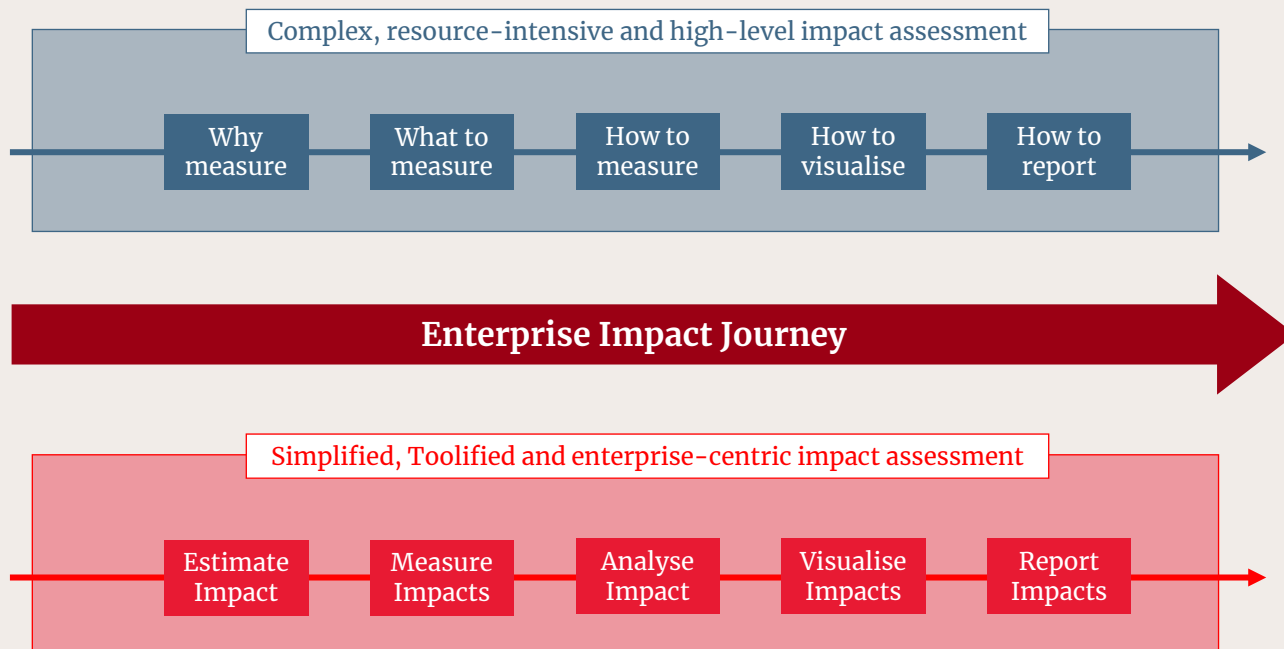
Our Journey in Making Impact Work

Working with eco-inclusive enterprises for two decades, we were accompanied on our journey by continuous reflection on what works, how it works and why it works. Along the way, we have gathered the following lessons and used them to improve our support to eco-inclusive enterprises. Below, we outline the key elements of this journey: where we started, where we are today and how we got here.

From single tools to a comprehensive support package

From the very beginning, it was clear that impact assessment for SMEs requires easy-to-use tools, relying on step-by-step guidance and practical visual frameworks. To introduce the topic of impact to enterprises, we developed the Understanding Impact Tool that provides insight into what impact is, how to assess it and what information and data can be used for impact assessment (see What are we currently doing?) To illustrate the concept of impact assessment at the enterprise level, we developed indicators around the dimensions of social, environmental and economic impact and framed them along Theories of Change and Input-Output-Outcome-Impact Frameworks. The focus of those was on Impact Planning, Communication and Storytelling. Storytelling has always been an important part of impact assessment, as it helps enterprises to build a convincing impact story (even when quantitative indicators are not available) for each stakeholder group (e.g. customers).

Over time, we understood that more holistic impact tools are needed. We integrated impact in a more holistic manner in support processes and developed a toolkit dedicated to the work on impact. Through this impact toolkit we can better support enterprises in their impact journey. It allows us to tackle the steps of planning, assessing, managing and communicating impact from an enterprise perspective. With this hands-on impact toolkit, we managed to place a larger emphasis on impact in our enterprise support, while providing enterprises with clear steps to integrate impact considerations in their daily work. Furthermore, selected impact tools are integrated into all the workshops and training, with dedicated sessions for enterprises and Business Development Support Providers (hereby BDS providers), offering targeted support on planning, implementing and managing impact at the enterprise level (including steps for measuring and analysing impact data).

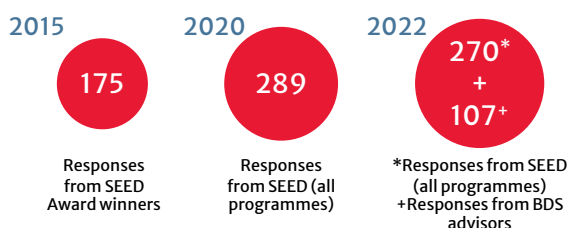


From case studies to comparative and comprehensive impact assessments

Impact contributions of SMEs need to be synthesised in such a way that they can be effectively communicated to key SME stakeholders, highlighting the impact potential of enterprise activities. In order to understand the impact of our supported enterprises and the adelphi hosted SEED programme, we started to regularly track the impact of eco-inclusive enterprises that had received support from adelphi. In the initial years of the programme that started in 2005, the case study assessment focused on single case studies (2010-18). Over time, we started to develop comparative case study reports (SEED 2021 & 2022c). Those comparative reports allowed us to better draw conclusions which are relevant at the overall ecosystem level.

To link our impact assessment to the SDGs, we needed aggregation. Therefore, from 2015 onwards, we established a continuous impact assessment which regularly (annually or bi-annually) gathers the impact data of all supported enterprises and communicates those results in impact snapshot reports (SEED 2020a). The impact assessment was informed by case studies and survey-based large-n impact assessment studies. Due to the increasing amount of case studies and impact snapshots, we have built a continuously growing database of impact data. This allows us to better assess our own impact on the supported enterprises and the enterprise ecosystem. This accumulated impact data, combined with the feedback of our supported enterprises, is not only critical when informing our advocacy work, but also when refining our programme activities with the aim to make our daily work even more impactful.

Impact Snapshots Evolution



Although still small compared to larger entrepreneurial studies (such as GEM Global Entrepreneurship Monitor), our assessments are focused on eco-inclusive enterprises and thus add valuable information about this specific group of SMEs, mainly around the impact in the Triple Bottom Line

By making a comprehensive impact assessment a continuous part of our work, we and our partners - policy makers, financiers and enterprises - benefit from data that is aggregated over the long term. This allows us to evaluate how impact happens over time and how our ecosystem support contributes to changes in the overall entrepreneurship landscape as well.

From gathering data to making impact understood

Surveys, interviews and self-assessments can be great tools to gather data with eco-inclusive enterprises, but to make sense of the collected data the illustration of this data is even more important. The illustration of impact data is critical to clarifying complex issues and to interpreting the impact findings for the reader not involved in the process. In order to make impact understood there is a need for clear and simple visuals with a focus on communication and structure explaining the context behind the collected data points. Therefore, we developed tools that allow us and our supported enterprises to visually present impact data and use it to effectively communicate with partners. Building on these illustrations, we are in a position to communicate the impact findings to different target groups such as financiers, policy makers and intermediaries (See Annex 1: UGEFA Sectoral Briefs). Moreover, by using our toolkits (see What we are currently doing), our supported enterprises can measure their impact and then report and communicate it through visual illustrations and dashboards. Visual illustrations then feed into the overall storytelling strategy of SMEs, strengthening how they deliver a convincing impact story.

Building on these illustration results, we developed the capacity to aggregate impact data over time and interpret it better through comparative analysis. This allowed us to analyse enterprise journeys (SEED 2021), to develop critical resilience factors (SEED 2020b) and assess success factors to scale and replication (SEED 2022c).

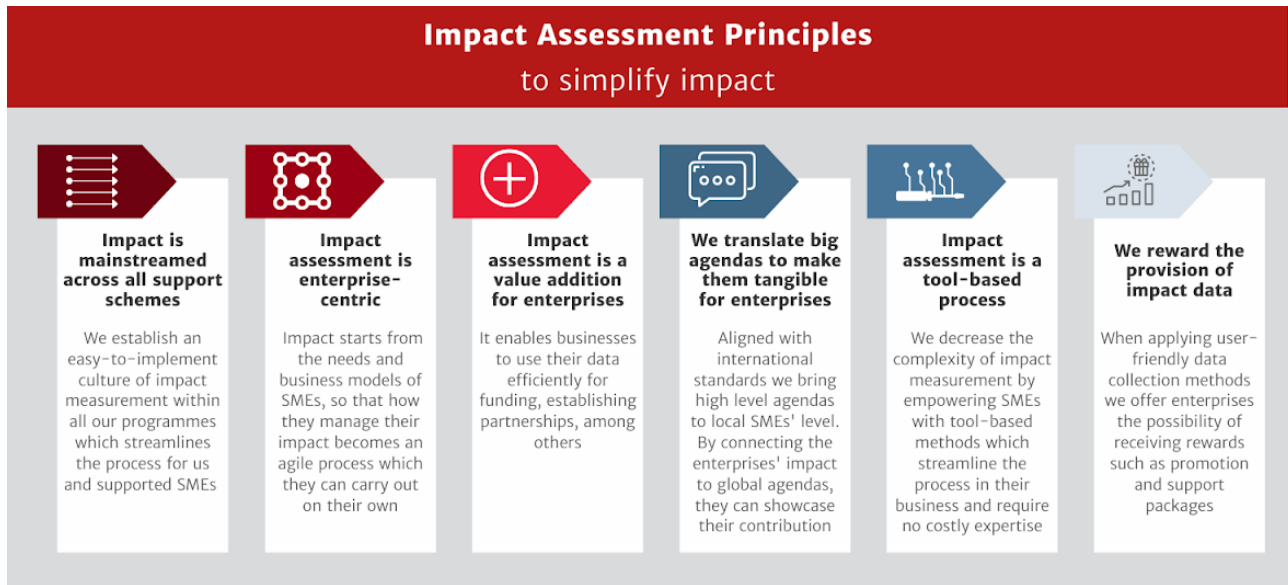
From add-on to mainstream activity

Impact Assessment is often considered an add-on activity in project management that falls within the end-of-project evaluation activities, thereby assessing the project's overall impact. However, this makes it difficult to assess incremental adjustments of project activities and identify the processes through which impact was created. Therefore, it is crucial to gather impact data early on, especially in enterprise support. This includes baseline data on where enterprises are at the beginning of support programmes to be able to follow their impact trajectories. Therefore, we began to integrate impact data collection in our enterprise support from the very beginning, including in the selection of enterprises through score cards as part of applications, and due diligence, allowing us to track impact metrics from the start. This is not always simple, as many early-stage eco-inclusive enterprises do not yet have impact data gathered and assessed. To overcome this challenge, we emphasise impact already at the very early stage of our enterprise support through ready-to-use tools that allow enterprises to estimate their potential, early-stage and long-term impact. By making impact assessment accessible and including it throughout all levels of our support, it becomes a mainstream activity for ourselves and for our supported enterprises.

We are still at the beginning of the journey of consolidating the data and mainstreaming impact management and assessment throughout our organisation and activities. However, having learnt all these lessons, we are clear about the ambition and the roadmap on how to make impact assessment mainstream at our programme level.

Our Guiding Principles

Throughout our journey, we have been guided by some key principles. We have continuously refined these principles, based on our experiences, to lead the way forward.



Impact starts and is driven by the individual contributions of the SMEs that we support. Rather than letting impact become a daunting task for enterprises and ourselves by producing data that is hard to grasp, we strive to simplify impact assessment throughout all our programmes. Integrating the experiences from our journey and research, we apply six principles that allow us to streamline impact assessment.

We **mainstream impact assessment across all support schemes**. By establishing a culture of impact assessment within all our programmes that is easy to implement, we can simplify the process of impact assessment not only for ourselves when aggregating SME impact to communicate it to relevant stakeholders, but also for enterprises themselves. Using existing touchpoints with enterprises to collect impact data, such as application processes, workshops, field visits and one-on-one advisory, impact assessment becomes an integral part of our project activities instead of an add-on component.

Impact Assessment must be enterprise-centric



Since impact is driven by enterprises, an **enterprise-centric impact assessment** is vital. Not all enterprises are the same, nor are they grounded in the same context, create the same impact or have the same priorities. Therefore, there is no “one-size-fits-all” approach to impact assessment. By starting from the enterprise rather than from complex standards applied to the enterprise from outside, SMEs can better understand their impact, what makes sense to them and, consequently, assess their impact in an agile manner.

In line with that, we empower enterprises to use impact data that is truly relevant to show what they do best, aiming to streamline their impact communication and maximise its value. Thus, **impact assessment is a value addition for enterprises**, rather than a burden. We strive to enable businesses to use their data efficiently (for funding, partnerships, etc.), reflecting the dynamic context in which they operate. We ease the process by providing them with tools that are tailored to eco-inclusive enterprises and help them measure and showcase their impact beyond the duration of our support.

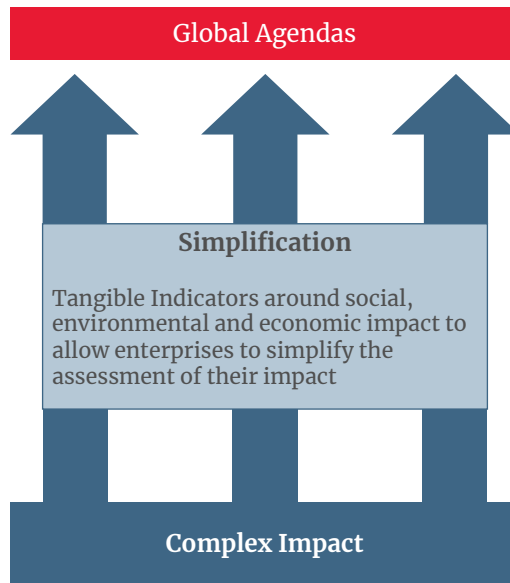
Impact Assessment needs Toolification of high-level agendas



This value addition also means making high-level impact standards more relatable for SMEs by toolifying them; thus developing directly applicable, usable tools. By providing enterprises with practical tools, we empower them to easily follow-up on their impact results to achieve their objectives. We do not measure impact for them, but enable them to streamline the impact assessment process across their organisation.

Providing the right tools also means decreasing complexity for enterprises. We do not focus on complex standards that are virtually impossible for SMEs to comply with, but anchor global agendas such as the SDGs and Nationally Determined Contributions (NDCs) in measurable indicators. By aligning ourselves with recognised international standards, such as IRIS+ metrics, we connect the impact data from the enterprises with the SDGs and NDCs. Thus, enterprises can showcase how their impact contributes to these global agendas. Through **simplification** of complex processes, we make impact assessment more accessible to enterprises and enable them to use this impact data as Unique Selling Points when seeking financing, partnerships, etc.

Impact Assessment needs Simplification of complex impact standards

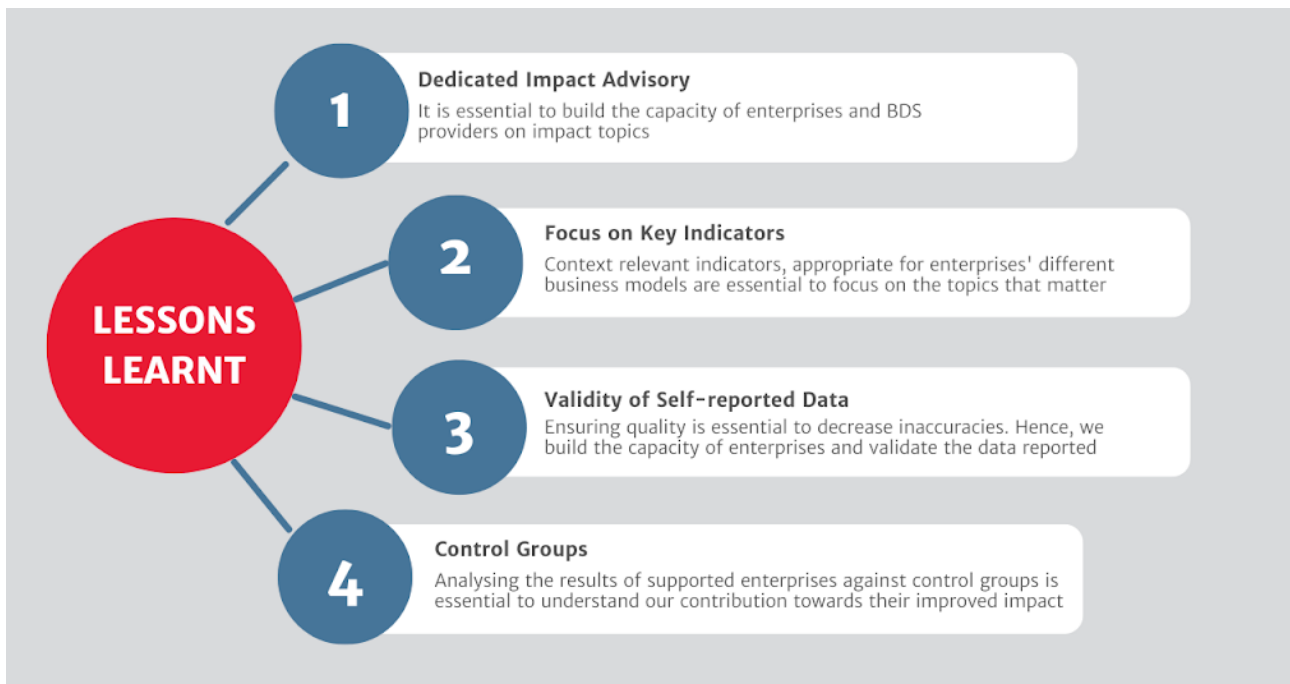


Still, individual impact contributions of SMEs need to be aggregated and processed in such a way that we can highlight and showcase the potential impact of SMEs. For that, we use user-friendly collection methods, such as surveys. We try to make the process as simple as possible for enterprises, for example by designing the survey questions around information that is easily accessible for enterprises, such as price and wage information in the local currency. Even though we simplify the process, we are aware how this may add a load for SMEs, that is why we **reward the provision of impact data**. Enterprises can receive promotion packages and support packages to further their growth.

Through the quantitative evidence built to analyse impact across different business models, archetypes and characteristics of supported enterprises, we can portray the information in a relevant manner not only for us, but for the enterprises as well.

Our Lessons Learnt

As an outcome of our journey - and based on our guiding principles - we have gathered our lessons learnt. This chapter shares a synthesis of these lessons to initiate a discussion and collaboration on impact assessment for enterprises.



Impact management and assessment is frequently an intimidating and complex task for SMEs. Along our impact journey, we have learnt important lessons required to make the process of impact assessment less complex. These lessons are based on more than 20 years of experience, supporting over 1,100 eco-inclusive SMEs and training over 900 Business Development Support Providers in over 40 countries across Africa, Asia and Latin America. On this journey, we saw SMEs drive impact towards the SDGs in their communities. Enterprises that we have supported have created over 5,000 jobs in total, and increased their sales at an average rate of almost 30% from 2019 to 2020. Their environmental impact includes a combined reduction of 117,000 tons of waste, savings of 8 million m³ of water, and Greenhouse Gas Emission reduction of 48,240 tons (SEED, 2022a).

“After 20 years, we can tell very clearly that it makes good environmental, social and economic sense to support and to enable small and medium-sized enterprises.”

We found that **impact assessment needs simplification, toolification and must be enterprise-centric**. Beyond complexity, accessibility and cost, existing frameworks often require long-term dedication to be understood and applied, and many indicators are not relevant for SMEs to communicate or measure. Therefore, we developed 11 toolkits with over 100 practical, easy-to-use tools to support enterprises in gathering relevant impact data. Moreover, at our programme level we have understood the importance of validating or verifying self reported data and building control groups to measure the contribution of our programme towards the improved impact that SMEs create.

Dedicated impact advisory

By reflecting on the experiences of eco-inclusive enterprises that we have supported, we have understood their struggle with the complexity of impact assessment and realised the urgent need to build their capacity in impact management. Alongside enterprise impact, there is an urgent need to build BDS provider capacity on impact topics. BDS providers play a key role in supporting SME impact assessment and making it an accessible and tangible process. In Training of Trainer programmes and in

dedicated impact sessions, we explain the specific context of eco-inclusive enterprise impact assessment to BDS providers to help them better support enterprises on their impact journeys. Moreover, through accompanying online learning opportunities and feedback loops with BDS providers, we enable them to include a critical assessment of enterprise impact data in all their activities.

Focus on key indicators

No two enterprises are the same nor are the communities in which they are embedded. Thus, enterprises can and should focus on impact topics that matter to them and their communities. Furthermore, enterprises are increasingly shifting towards - or focusing on - services instead of goods, linked with economic transformations and their ever changing context. Enterprises may or may not be fast growers but focus on solving crucial needs in their communities, by offering innovative products and services, or make existing products and services more accessible. Focusing on each of these aspects of impact would make impact assessment unnecessarily complex for enterprises, as they do not relate to all of them. Instead, there is a need to focus on clear, relevant and concise indicators. Inspired by key resources from pertinent impact players (Siemens Stiftung, SoPact, UNWomen, ILO, The World Bank and others) we have consolidated our insights into the impact needs and challenges of SMEs, and have developed an “impact dashboard” for enterprises. Aligned with IRIS+ metrics, which already connect impact indicators to SDGs, it eases the selection and monitoring of impact indicators. Accompanied by explanations in a user-friendly way, SMEs choose from parameters, such as their sector, and get all the relevant indicators from which they can select the ones they want to assess. Key impact indicators include those around gender equality, (quality) jobs creation and/or provision, inclusion of marginalised groups, saving or consumption reduction of natural resources, as well as climate change mitigation, among many others.

Validity of self-reported data

Relying on self-reported data poses a limitation to impact assessment, increasing the risk of inaccuracies when aggregating enterprise impacts and linking them to high level agendas. It is important, therefore, to build the validation of data and quality assurance into impact assessment from the start. Besides building the capacity of both BDS providers and enterprises to improve the quality of self-reported information, we apply best practices which further aid to improve the overall impact assessment process.

Data Validation: Best Practices



Ensure **user-friendly data collection**: phrase questions about social, environmental and economic impact clearly based on information enterprises will have available (i.e. price and wage information in local currencies)



Assess and **validate data inputs**: find inconsistencies and data that appears imprecise and check it with the respective enterprises. Where this is not possible, eliminate it from the data set to avoid misrepresenting the results



Identify extreme values: find outlier data and compare them against similar responses to verify plausibility, if verification is not possible, remove the responses to avoid skewing the outcomes



Be transparent: Outline clearly the process from data collection to outcome analysis to ensure the results can be verified

Control groups

Finally, how do we know to what extent we have contributed to positive impacts created by SMEs? To estimate the contribution of our programmes towards the impact that SMEs create, it is necessary to build control groups to understand the differences between enterprises who participated in our programmes and those who did not.

Establishing control groups and gathering their data entails multiple touchpoints with enterprises, especially those not selected for our support programmes. Furthermore, since success looks different for different enterprises, it should also be measured differently and should be reflected in the analysis of supported SMEs. This means that to simplify control groups we need to bring together all the principles listed before: we need to reward their impact data provision, especially since they did not participate in the programmes, we need to provide simple tools to do so, and focus only on what matters.

Currently, we are working on integrating non-selected enterprises as a control group. We have used the initial touchpoint of the application process in different programmes to gather their baseline data and are working towards developing further touchpoints with them to collect additional data.

Through these learnings, we are on our way to improving the process and results of our impact assessment.

Our Action Roadmap

Impact assessment is complex, for enterprises and for ourselves. Addressing this challenge, adelphi has built tools that are easily accessible, require available input components and provide enterprises and other stakeholders with visual illustrations to communicate impact data.

What are we currently doing and what do we have planned?

Our current approach to impact assessment has been operationalised for enterprises and for other stakeholders, such as financiers and enterprise support organisations. We have sought to translate major concepts and high-level agendas - simplifying and toolifying them - into components that enterprises and other stakeholders can easily fill in to attain impact data. The following section will outline key components of what we are currently doing, as well as what we have planned and conclude with our action roadmap to further simplify impact assessment.

In the context of the SEED Programme that is hosted by adelphi, we pioneer toolification of impact assessment through tools such as the Understanding Impact Tool and the Impact Monitoring Tool. These tools enable enterprises to develop Key Performance Indicators for their social, environmental and economic impacts and provide clear steps on how to start assessing impact. The **Understanding Impact Tools** provides insight into what impact is, how to assess it and what information and data can be used for impact assessment indicators. This helps enterprises to further understand their impact and how to assess it. Additionally, the **Impact Monitoring Tools** are interactive documents and worksheets that enable enterprises to calculate, categorise, track and present the positive impacts their enterprise is making more accurately. The **impact dashboard**, for example, is a practical Excel tool that allows enterprises to categorise, record, compare and visualise their impact with enterprise-centric and tailored indicators (see Annex 2). The tool draws on the IRIS+ catalogue of metrics, which standardises social and impact performance metrics used by impact investors worldwide. In doing so, the impact dashboard helps translate high-level impact standards into a practical assessment tool for enterprises. As enterprises select their sector of operation, they are provided with tailored indicators to assess their impact, ensuring an enterprise-centric process. This information is then compiled and presented in

easy-to-grasp visuals and graphics on the main page. The tool can be revisited frequently to ensure that the enterprise can also plan their impacts and measure actual impact achieved against their targets.

Outputs of the impact dashboard	
Categorise enterprise action	The tool provides enterprises with a clear indication of which SDGs it is contributing to, given the indicators it has selected.
Record data over time	The tool is designed to have frequent entry points so that enterprises can revisit it and adjust their data over time. This provides enterprises with a tracking component to assess how well they are doing.
Compare data	Due to the multiple entries of impact data at different points in time, enterprises can assess and compare their progress on specific indicators.
Visualise	The final output of the tool is a dashboard that highlights social, economic and environmental impacts of the enterprise in an easy-to-grasp visual summary.

Opportunities

- Provides enterprises with sector-specific indicators to help them assess and present their impact.
- It can aid enterprises in tracking their progress towards achieving specific social and environmental impacts, with the information presented and stored in a simple manner, making it highly accessible.

Next Steps

- For enterprises, additional categories could be added to also track negative impacts in order to identify practices that are unsustainable and better design support programmes to replace them with more sustainable alternatives.
- For us as an enterprise support organisation, it remains challenging to determine the extent to which we have contributed to the positive impact of our supported enterprises through tools such as the impact dashboard. The increased use of control groups through multiple touchpoints is our next step to improve the assessment of our own impact.

For eco-inclusive enterprises it is increasingly necessary to provide clear data on their positive environmental impact. An indicator that is often used are savings in Greenhouse Gas (GHG) emissions. However, as emission calculations are complex to measure, providing this information is difficult for many SMEs. The GHG emissions savings tool is a tool that provides enterprises with a calculator for their total emissions and emissions savings from various aspects of their business model including energy savings from specific waste management approaches, agricultural practices, among others. This simplified assessment tool supports eco-inclusive enterprises to translate their data into GHG emissions savings that can be more easily reported to global stakeholders.

Opportunities

- Provides enterprises with comprehensible information on the extent of their greenhouse gas savings, a feature that can directly improve access to support from intermediaries, such as financial institutions and investors, and therefore increase overall success of the enterprise.

Next Steps

- Emission calculations are not straightforward, as there are vast differences between regions, countries, sectors, resource inputs, efficiency of waste management systems, etc. To improve the accuracy of this tool, more specific data is needed from the enterprises on their inputs and outputs. Additional research is required to improve this tool while maintaining a balance between usability for the enterprises and accuracy of data inputs.

Impact assessments in the pipeline

We have gathered valuable lessons by using and refining these tools. These lessons inform the development of the tools we currently have in the pipeline to further improve enterprise impact assessment, make it simple to use and expand the applicability of the tools to enterprises in more sectors.

We found that our tools work best when they are tangible, accessible and require few inputs. Therefore, we are further improving our existing tools with the Impact Simplifier Tool. This is a tool (to be available online) to input, track and present the overall enterprise impact. The tool currently focuses on enterprises in the energy sector, such as biogas and briquette producers, and allows them to calculate their total emissions and the amount of emission savings. The tool builds on the GHG Savings Calculator by further analysing the potential impacts on sub-sectors. In the end, the tool provides a visual presentation, highlighting GHG emissions, energy savings and main SDG-impacts.

Opportunities

- Helps communicate impact data in a clear and presentable way through a technical brief that highlights key impacts.
- Covers a variety of enterprises in the energy sector, such as producers of briquettes and biogas. In so doing, it accounts for enterprise variations within the sub-sectors of energy-related entrepreneurship.
- Complements energy specific impacts with overall SDG impacts.

Next Steps

- The tool cannot account for all variations between individual enterprises, for example, the emissions of briquettes can be affected by several factors including the type of tree that would have been cut for firewood or charcoal and was instead replaced by briquettes, the main resource input for the briquettes, among others.
- The tool applies predefined sub-sectors (such as biogas and briquettes), which makes the measurements more accurate. However, enterprises that do not fit into a specific predefined sub-sector will not be able to use the tool.

The Uganda Green Enterprise Finance Accelerator (UGEFA) works directly with financial institutions to improve the access to finance for eco-inclusive enterprises. To do this, we facilitate tailored loans as well as direct acceleration support. In order to ensure that banks continue to select green enterprises for their loan portfolios beyond the project period, we are developing an eligibility checker tool. This tool simplifies the assessment for banks on how enterprises contribute to the green economy, by enabling banks to determine the field and extent of impact an enterprise can have and, thus, their eligibility for green loan products.

Opportunities

- Provides financial institutions with a tool to help them build a portfolio of eco-inclusive enterprises, thereby unlocking their access to green and climate finance flows, for example through green credit lines
- Improves impact overall by ensuring that the most suited enterprises obtain access to financial resources, and therefore external support to growth. It helps highlight the environmental and social contributions of enterprises.

Next Steps

- A key challenge of simplification is that some enterprises might not fit the defined criteria, even though they create eco-inclusive impacts. To ensure all the eligible enterprises obtain finance, the tool must balance usability and the right criteria.
- To make the tool more accurate, more sector specific data would be required. While this would improve the overall working of the tool, it is essential to ensure that it does not come as an additional burden for the enterprises.

Beyond tools for impact assessment of enterprises and financial institutions, we have mainstreamed and operationalised impact assessment throughout our own programme to determine the aggregated impact of our supported enterprises and how our programme has contributed to the growth (and therefore increased impact). These assessments are conducted throughout project cycles with enterprises to understand how our projects have contributed to their impact. We regularly publish the results of our assessment in our impact reports. In line with our principles and lessons learned, we collect data mainly through surveys and ensure the data validity through the aforementioned best practices.

Opportunities

- Gathers key impact data of adelphi-supported enterprises to enable us to track and monitor enterprise impact over time.
- Encourages knowledge sharing and collaboration by making our findings easily accessible for enterprises, intermediaries and policy makers to build on our experience.

Next Steps

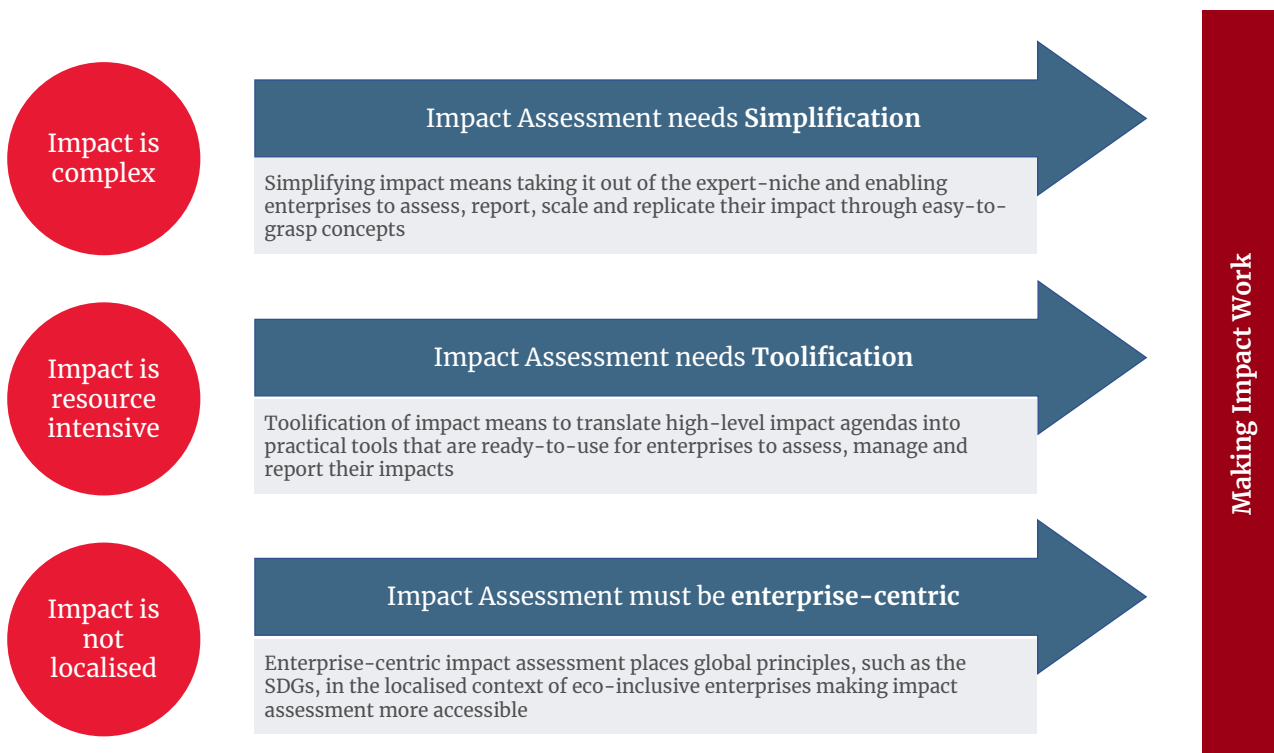
- Inaccurate data or complete lack of data remain challenging in impact assessment for eco-inclusive enterprises. We aim to improve that by adding multiple touchpoints on impact assessment with our supported enterprises and enterprises not selected for support over time to ensure quality impact data and comparison.

Moving forward: Making Impact Work

With current global challenges - the quickly advancing climate crisis, post-COVID economic recovery and the transition of our entire economic model to a more sustainable alternative - it is increasingly important to understand the consequences of the actions we take. In other words, impact assessment is more important than ever. Especially for key economic, social and environmental actors, small and medium-sized eco-inclusive enterprises, it is crucial to make impact assessment more accessible.

***“SMEs are really the gamechangers from global to local action
towards sustainable impact”***

Based on two decades of experience in working with eco-inclusive enterprises, we have identified three major challenges to impact assessment for eco-inclusive enterprises and established three key solutions to overcome them.



First, **impact is complex**. While many efforts and initiatives have helped to standardise impact assessment through comprehensive indicators, it still remains difficult to assess. A main challenge for enterprises is the lack of tools to measure their impact so that they can use the existing reporting standards and benefit from impact assessment. At the Green Entrepreneurship Team, we have developed processes towards simplification to overcome this complexity. By simplifying impact, we have made it more accessible for enterprises. However, due to the heterogeneity of enterprises and the diverse environments they work in, the accuracy of our tools needs to be continuously improved. It remains challenging to find the right balance between the accuracy of our tools and the impact data they generate and the feasibility to implement them for enterprises.

Secondly, **impact is resource intensive**. Standards and frameworks make it increasingly possible for enterprises to utilise and benefit from impact assessment. However, micro- and small enterprises often do not have the human or financial resources to allow people to work on these frameworks and spend time on impact assessment rather than the business itself. We have aimed to take it one step further through the toolification of these frameworks. Through ready-to-use tools, enterprises have to spend less time and resources on impact assessment, while still generating high-quality results. Yet, these tools still have their limits and in areas where context-specific expert knowledge is required we cannot always ensure that enterprises select the right indicators from our tools. Thus, we are continuously trying to improve the trainings that accompany the tools to enable enterprises to use the tools without additional expert knowledge.

Finally, high-level **impact agendas are not localised**. It is often difficult to relate impact directly through evidence-based and verified data to high-level global agendas. This is why we design enterprise-centric indicators to enable enterprises to report their impact and link them to high-level goals from a bottom-up approach. Many organisations, however, want impact data expressed in relation to high-level agendas, which is why we regularly aim to raise awareness among high-level political stakeholders for the specific circumstances of SMEs as key impact drivers.

Our efforts are focused on simplification, toolification and enterprise-centric support to empower SMEs to scale and communicate their impact. In light of today's challenges, accessible impact assessment processes are more crucial than ever to scale and verify positive social, environmental and economic impact towards the green transition. As key impact drivers, eco-inclusive enterprises are a crucial part of that journey.

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Annex 1: UGEFA Sectoral Briefs

The Uganda Green Enterprise Finance Accelerator (UGEFA) supports enterprises that generate environmental impact. Beyond this, UGEFA also aims to identify and synthesise information gathered from green enterprises in Uganda: what are their business models, what are their financing needs and to which high level impact goals are they contributing?

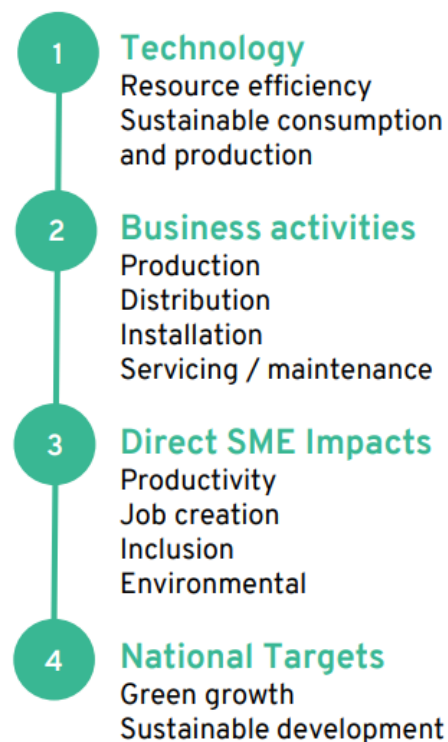
To answer these questions, we hosted a series of conversations and collected insights into common green business models according to the sectors addressed by the UGEFA programme: clean energy, waste management, green manufacturing, sustainable tourism and sustainable transport and mobility. More than 50 participants joined to discuss business models, financing needs, and challenges and success stories of accessing investment to fuel the growth of these enterprises. These insights inform the UGEFA sectoral briefs, providing a snapshot of the activities and financing needs of SMEs and identifying areas for future action and collaboration. The sectoral briefs use visual representations of impact data to communicate with key stakeholders, such as financiers and policy makers what kinds of impact contributions can be expected by common business models in these sectors.

The examples below are taken from the Clean Energy UGEFA Sectoral Brief. For further insights see: <https://ugefa.eu/news/sectoral-briefs-2020>

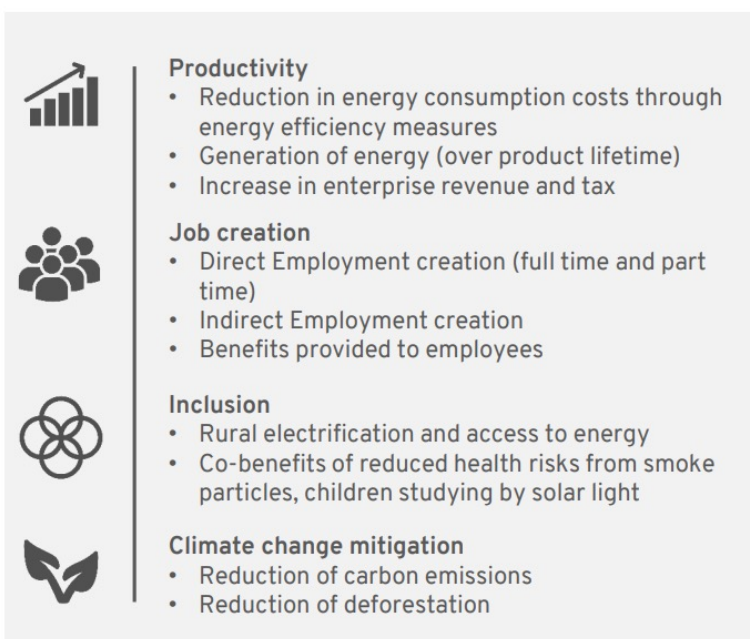
SME Impact Chains

How do we trace SME impacts, while supporting SMEs to do the same?






SMEs bring innovative technologies to the market that contribute to national targets. Impact mapping involves tracing SME impact chains, considering:



Expected Impacts of clean energy SMEs



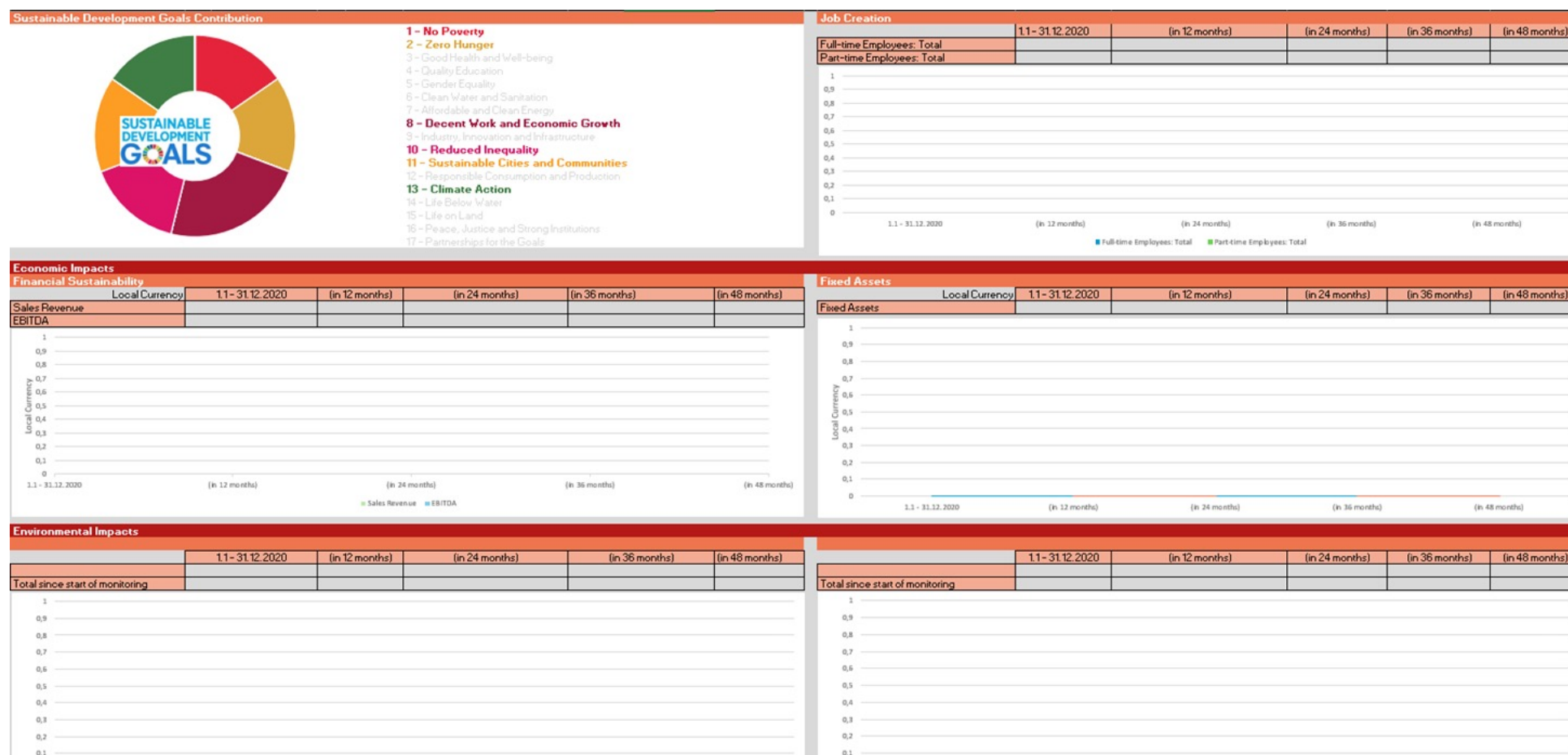
Common Sector Technologies and SME Activities

	Role of SMEs	Common business activities
 Biogas	<p>~10,000 biodigesters & ~20 bio digester construction companies in Uganda (SNV, 2019)</p>	<p>Design, installation and repair of bio-digesters</p>
 LPG	<p>Competitive market of LPG suppliers is emerging with SMEs offering smaller canisters (3kg) for household use (SEforALL, 2019)</p>	<p>Packaging LPG, distributing and bundling products while offering pay-as-you go schemes (William Davidson Institute, 2018)</p>
 Biomass Briquettes	<p>Hundreds of micro-scale briquette producers, producing less than 20 tonnes per year mainly for households (International Water Management Institute)</p>	<p>Producing, packaging, and distributing biomass briquettes</p>
 Clean Cookstoves	<p>Many artisanal producers make up to 100 stoves each per month, ~240-300,000 stoves per year (Development in Practice, 2020)</p>	<p>Research and design, production, distribution, and repair of stoves, as well as producing stove parts or bundle products (Institute of Development Studies, 2017)</p>
 Solar	<p>17.5% of households use off-grid solar (OGS) devices, with the majority of them owning pico-PV lamps that provide few additional services beyond lighting (UNCDF, 2020)</p>	<p>Distributing off-grid solar devices in rural areas; customising solar home systems, and offering pay-as-you go services (UNCDF, 2017)</p>

Annex 2: Impact Dashboard

The impact dashboard helps enterprises to select from a large catalogue of impact-indicators that are aligned with the SDGs. Depending on their sector, the Impact Dashboard presents them with a pre-selection of indicators that are tailored to the enterprise sector.

In the following steps, the Impact Dashboard allows enterprises to continuously update their progress and, thus, gather comprehensive impact data over time.



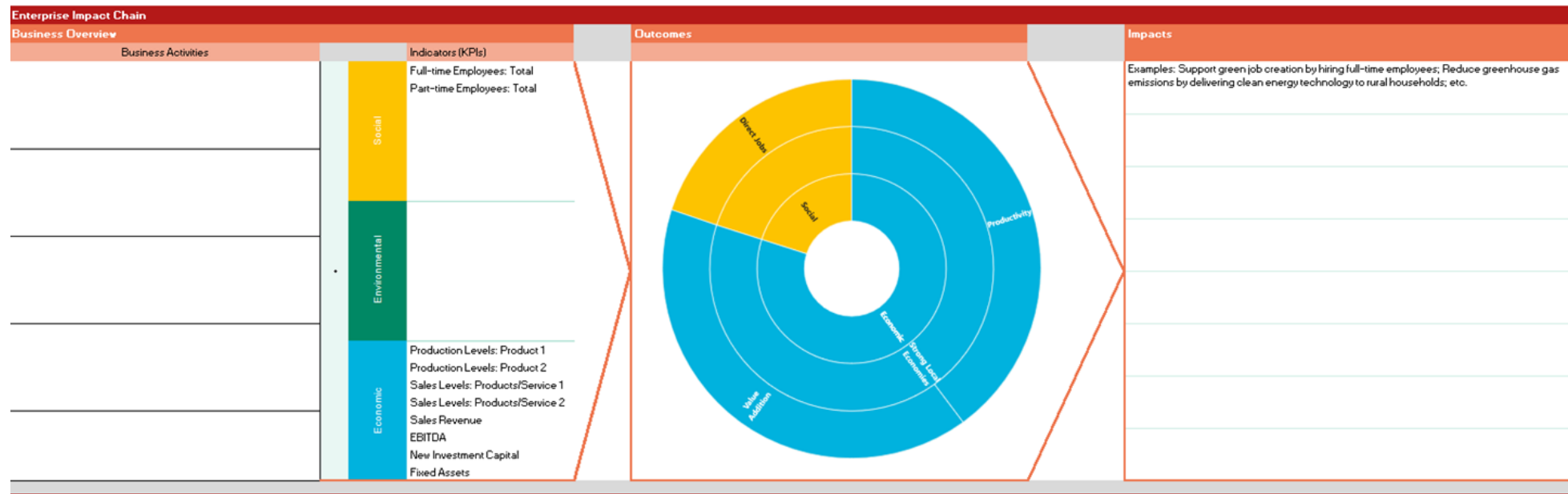
Finally, the Impact Dashboard creates a visual representation of the enterprise impact data (see below) that enterprises can use for reporting and communicating with key partners, such as financiers and support organisations.



Enterprise Profile	
Enterprise Name:	
Enterprise Sector:	(select 1 sector only)

Top 3 SDG Contributions		
8 - Decent Work & Economic Growth		
13 - Climate Action	Jobs Created	Revenue Growth
2 - Zero Hunger	#N/A	#N/A

Impact Dashboard





adelphi 