

Oxford Said – Social Finance

Social Organization Workbook





Program Summary

Developing the Big Vision

Introduction

Social finance and venture philanthropy are fast becoming strategies for high net worth individuals, family offices, donor advised funds, foundations, and the finance industry. The goal of this workbook (and companion website) is to help organizations understand how to speak the language of social finance, how to show impact, and most important, how to make the right pitch for new funding.

Your target audience is both traditional and new funders and investors (financial services firms and their clients, impact investors, family offices, etc.) who want to learn more about how to support your organization.

The information collected by completing this workbook follows the Deliberate Leadership approach developed by pfc Social Impact Advisors. The diagram on the right identifies the three phases of this approach:

1. Partner and Plan – Why are you creating a social finance program? What are your expectations for your financial return? What social change are you trying to create?
2. Act and Assess – How well does each opportunity you identify map against your desired portfolio? What are its expected financial and social returns?
3. Reflect and Recalibrate – How is your overall social finance portfolio performing? Is it meeting your financial and social impact goals?

One final note: Completing this workbook is intended to be a detailed, thoughtful process that will take time. The goal is to create a plan that will allow you to present your current and future activities in a compelling, actionable way.





Program Summary

Developing the Big Vision





Developing the Big Vision



Partner and Plan

Overall Program Design

Questions for Discussion

Organizational Overview

- What is the “Wicked Problem” your organization is addressing?
- What is your organizational profile?

Theory of Change

- What is your organization’s “theory of change”?

Performance Expectations

- How do you know if your organization is having impact?
- How do you use feedback loops to inform your decision making?

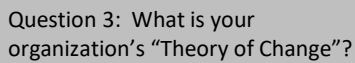




- How many employees do you have? Do you anticipate that changing in the next 12 months?
- What is your total annual budget?
- What are your major sources of funding?
- What have been your total revenue and expenses for the past two years?



Theory of Change

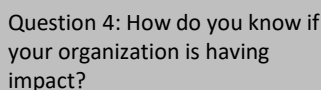


- What is your organization's "Theory of Change"?
- What are your major initiatives (description and budget) over the last 12 months?
- How have your initiatives changed over time?
- How has the organization evolved to where it is now?

[illegible]



Performance Expectations



- ## How do you know if your organization is having impact?
- What are some of your key metrics – quantitative *and* qualitative?
 - How long does it take for your actions to produce measurable results?
 - Are there any directional or interim measures that you use to mark progress?
 - Do you have the ability to engage in strategic learning – combining both organizational and program learning? (If possible, give some examples.)

How do you use feedback loops to inform your decision making?

- ## How do you use feedback loops to inform your decision making?
- How do you know that your actions are actually producing the results you intended?
 - What is the process you use to collect feedback from your intended beneficiaries? From your peers? From others? How long does it take for your actions to produce your keys metrics?
 - How often do you review your underlying assumptions through a double loop learning process?





Act and Assess

Ongoing Program Management

Questions for Discussion

Opportunity

- What is a brief description of the individual opportunity?
- How does (would) the program work?
- How important is this program to the long-term plans of your organization?
- Is the market ready to embrace this program?
- What is the program's current status?

Performance Expectations

- If this is a new program, is the organization ready to start?
- How do you define success – social returns?
- How do you define success – financial returns?

Performance Results

- If the program is already in place, how well has the program met your expectations?
- If the program is already in place, what have been the social returns?
- If the program is already in place, what have been the financial returns?





Act and Assess

Ongoing Program Management

Questions for Discussion

Opportunity



Question 6: What is a brief description of the individual opportunity?

What is a brief description of the individual opportunity?

- Why is this program important now?
- How were you able to identify the need?
- What is the **program's** theory of change?
- Why are you looking for additional funding?
- How do you intend to use the additional funding requested?

Question 7: How does (would) the program work?

How does (would) the program work?

- What are the program mechanics?
- What activities need to be undertaken/funded to achieve the intended impact?
- What would be the role of your organization?
- Are there other organizations involved? How will they be selected? What will be their role?

Question 8: How important is this program to your organization's long-term plans?

How important is this program to your organization's long-term plans?

- How would this program complement your organization's existing activities?
- Have you done a Threat-Opportunity analysis?
- Are there any reputational risks? To your organization? To potential funders/investors?
- Why your organization? What are the unique skills or experiences that your organization can provide to the success of this program?

Question 9: Is the market ready to embrace this program?

Is the market ready to embrace this program?

- Who is the intended audience?
- Is there currently demand for this program?
- What is the value proposition for the intended audience?

Question 10: What is the program's current status?

What is the program's current status?

- Describe where the program is today and where you would like it to be in three years.
- Is this program something that the organization already does, or is this something it wants to do?
- Does the organization have the skills on staff now to create a successful program?



Act and Assess

Ongoing Program Management

Questions for Discussion

Question 11: If this is a new program, is the organization ready to start?

Question 12: How do you define success – social returns?

Question 13: How do you define success – financial returns?

Performance Expectations

If this is a new program, is the organization ready to start?

- How easily can this program be absorbed into existing operations?
- What are some of the obstacles getting in the way of getting this program built?
 - ☐ Lack of skills on staff.
 - ☐ Lack of staff time to devote to building/expanding the program.
 - ☐ Lack of funding.
 - ☐ Other _____
- How difficult would it be to develop and implement this program? In the next 6 months? In the next 12 months?

How do you define success – social returns?

- What are the expected social returns?
- How will you measure the program's social returns?
- Have you considered the various funding options to move the project forward?

How do you define success – financial returns?

- Do you anticipate the program creating financial returns for your organization?
 - ☐ Once the program is up and running, what will be the different types of revenue?
 - ☐ Once the program is up and running, what will be the different type of expenses?
 - ☐ Once the program is up and running, what percent of program costs will be covered by revenue – program will operate at a loss (needing outside funding), program will break even, or program will generate a surplus.
- Can this program create financial returns for other organizations (partners)? If so, what is the nature of those returns?
- Can you project expected revenue and expenses for the next 3 years?





Act and Assess

Ongoing Program Management

Questions for Discussion

Performance Results



Question 14: If the program is already in place, how well has the program met your expectations?

If the program is already in place, how well has the program met your expectations?

- What have you learned – how has your intended experience matched your beneficiary's "lived" experience?
- Have there been any unanticipated opportunities?
- Have there been any unanticipated risks and if so, can these risks be managed by adjusting the program?
- Are you confident that your results to-date confirm the program's underlying assumptions, values and beliefs?

Question 15: If the program is already in place, what have been the social returns?

If the program is already in place, what have been the social returns?

- What have been your results to date?
- How difficult has it been to map social impact?
- Do the actual results continue to support your organization's mission? Are there things you should do differently?

Question 16: If the program is already in place, what have been the financial returns?

If the program is already in place, what have been the financial returns?

- What have been your results to date?
- How difficult has it been to map social impact?
- Can you map the actual results against the expected financial measurements?
- Do the actual results continue to support your organization's mission? Are there things you should do differently?

[illegible][illegible]



Reflect and Recalibrate

Overall Program Results

Questions for Discussion

Implementation Success

- How successful have you been in implementing your program's overall framework?

Actual Experiences

- How difficult is it to map the aggregate actual results against the expected and target results?
- Overall, how well have your social investment activities met your plan and expectations?

Program Enhancements

- What are potential program enhancements moving forward?
- How flexible (receptive) is your organization and your program design to accepting program enhancements and corrections?





- How well are your planned activities achieving your intended results?
- How difficult has it been to track financial results?
- How difficult has it been to track impact measurements?
- Are you able to learn from your experiences and quickly move on?
- Do program managers check impact performance as regularly and rigorously as financial performance?



Reflect and Recalibrate

Overall Program Results

Questions for Discussion

Question 18: How difficult is it to map the aggregate actual impact results against the expected and target results?

Question 19: Overall, how well have your social investment activities met your plan and expectations?

Actual Experiences

How difficult is it to map the aggregate actual impact results against the expected and target results?

- How well do the actual investment results in your programs compare to both the expected and target results (including overall financial return, average investment timeline, etc.)
- How well do the actual social impact results compare to both the expected and target results (including both qualitative and quantitative measures.)
- Is there any friction between the social impact and the financial return?

Overall, how well have your social investment activities met your plan and expectations?

- Has the experience you intended as a social change organization matched the experience you offered, and has the experience expected by the population being impacted matched their actual lived experience?
- Can you list both the unanticipated threats and unanticipated opportunities that have resulted through this program?





- If the program uses an "impact" scorecard, do these measures need to be modified or changed?
- Does this program assessment embrace honesty and candor, or is there "defensive reasoning" getting in the way of program recalibration

[illegible]