



Value for Good Impact Matrix

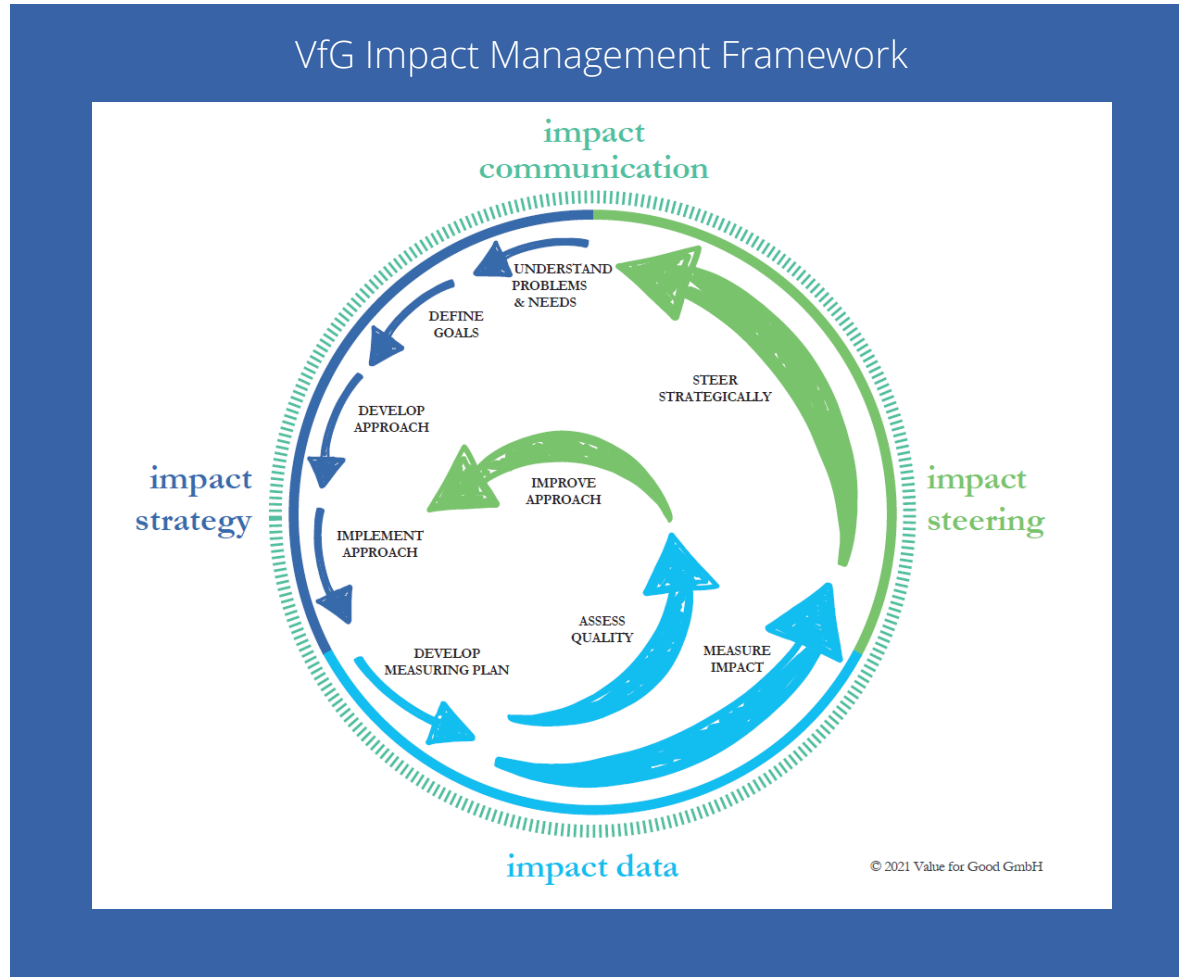
For targeted development of impact management

July 2024

The VfG Impact Matrix at a glance



The Value for Good (VfG) Impact Matrix is based on our VfG Impact Management Framework



VfG Impact Matrix

Value for Good impact matrix

		best practice	1	2	3	4
Impact strategy	Strategic approach	• Clear understanding of the target group, problems and needs (including of stakeholders, other projects, relevant laws or the opportunities and risks of the intended impact)	• No relevant or further analysis available	• Only analysis on the basis of the internal or the external situation, but not taking into account external and internal factors	• Clear understanding of the nature of the problem, its causes, its effects, its stakeholders, its opportunities and risks, its consequences for the organization and its focus, opportunities and risks	• Clear understanding of the nature of the problem, its causes, its effects, its stakeholders, its opportunities and risks, its consequences for the organization and its focus, opportunities and risks
	Quality of the strategy	• High-quality and high-impact goals, the organization's ability and resources, and the organization's resources and processes in impact	• No impact high quality	• The lack of an impact high quality plan and strategy	• High-quality impact plan and strategy	• High-quality impact plan and strategy, including a clear understanding of the nature of the problem, its causes, its effects, its stakeholders, its opportunities and risks, its consequences for the organization and its focus, opportunities and risks
Impact management	Consistent with organizational strategy	• High-quality strategy, which is consistent with the organization's overall strategy	• No consistent strategy	• Inconsistent strategy between impact and organizational strategy	• Consistent strategy between impact and organizational strategy	• Consistent strategy between impact and organizational strategy, including a clear understanding of the nature of the problem, its causes, its effects, its stakeholders, its opportunities and risks, its consequences for the organization and its focus, opportunities and risks
	Quality of management	• High-quality management, which is consistent with the organization's overall strategy	• No quality management	• Low-quality management	• High-quality management	• High-quality management, including a clear understanding of the nature of the problem, its causes, its effects, its stakeholders, its opportunities and risks, its consequences for the organization and its focus, opportunities and risks
Impact measurement	Impact measurement	• Clear understanding of the nature of the problem, its causes, its effects, its stakeholders, its opportunities and risks, its consequences for the organization and its focus, opportunities and risks	• No impact measurement	• No impact measurement	• Impact measurement	• Impact measurement, including a clear understanding of the nature of the problem, its causes, its effects, its stakeholders, its opportunities and risks, its consequences for the organization and its focus, opportunities and risks
	Role of the management team	• Clear understanding of the nature of the problem, its causes, its effects, its stakeholders, its opportunities and risks, its consequences for the organization and its focus, opportunities and risks	• No role of the management team	• No role of the management team	• Role of the management team	• Role of the management team, including a clear understanding of the nature of the problem, its causes, its effects, its stakeholders, its opportunities and risks, its consequences for the organization and its focus, opportunities and risks
Impact management	Structure and responsibility	• Clear understanding of the nature of the problem, its causes, its effects, its stakeholders, its opportunities and risks, its consequences for the organization and its focus, opportunities and risks	• No structure and responsibility	• No structure and responsibility	• Structure and responsibility	• Structure and responsibility, including a clear understanding of the nature of the problem, its causes, its effects, its stakeholders, its opportunities and risks, its consequences for the organization and its focus, opportunities and risks
	Resources and budget	• Clear understanding of the nature of the problem, its causes, its effects, its stakeholders, its opportunities and risks, its consequences for the organization and its focus, opportunities and risks	• No resources and budget	• No resources and budget	• Resources and budget	• Resources and budget, including a clear understanding of the nature of the problem, its causes, its effects, its stakeholders, its opportunities and risks, its consequences for the organization and its focus, opportunities and risks
Impact communication	Internal communication	• Clear understanding of the nature of the problem, its causes, its effects, its stakeholders, its opportunities and risks, its consequences for the organization and its focus, opportunities and risks	• No internal communication on impact	• No internal communication on impact	• Internal communication on impact	• Internal communication on impact, including a clear understanding of the nature of the problem, its causes, its effects, its stakeholders, its opportunities and risks, its consequences for the organization and its focus, opportunities and risks
	External communication	• Clear understanding of the nature of the problem, its causes, its effects, its stakeholders, its opportunities and risks, its consequences for the organization and its focus, opportunities and risks	• No external communication on impact	• No external communication on impact	• External communication on impact	• External communication on impact, including a clear understanding of the nature of the problem, its causes, its effects, its stakeholders, its opportunities and risks, its consequences for the organization and its focus, opportunities and risks

value for good

It was developed for the Value for Good Impact Academy and is now publicly available

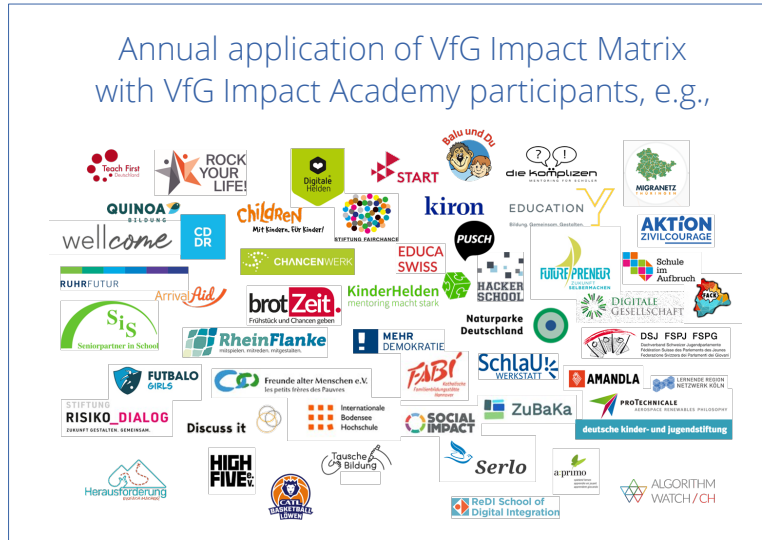
2018

1st VfG Impact Academy
commissioned by **eleven**

2021

4th VfG Impact Academy
- first time in hybrid format
and evaluated through the
VfG Impact Matrix

Annual application of VfG Impact Matrix
with VfG Impact Academy participants, e.g.,



2024

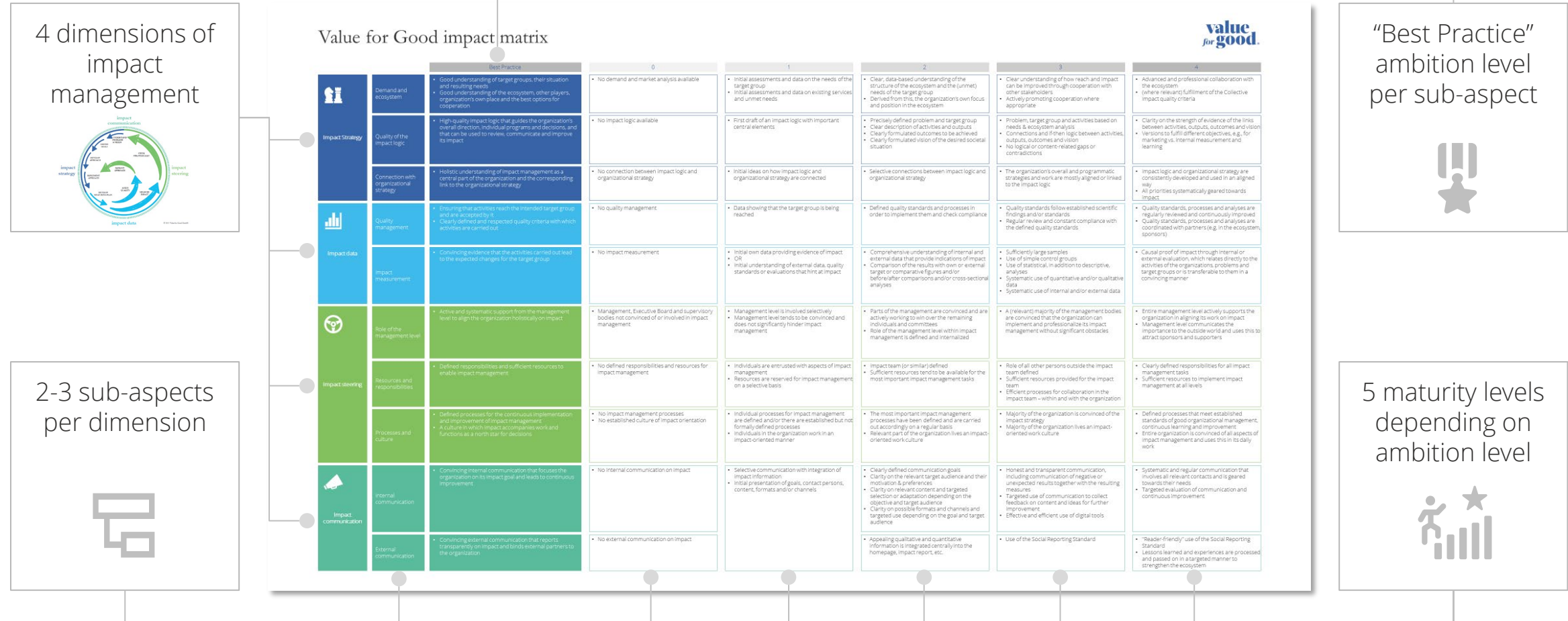
Publication of the VfG Impact Matrix for general use



Sponsors of the VfG Impact Academy



It defines a target vision and 5 maturity levels for four key dimensions of impact management




Value for Good Impact Matrix

		Best Practice	0	1	2	3	4
<p>Impact Strategy</p>	Needs and ecosystem	<ul style="list-style-type: none"> Good understanding of target groups, their situations and resulting needs Good understanding of the ecosystem, other players, organization's own contribution and the best options for cooperation 	<ul style="list-style-type: none"> No need or market analysis available 	<ul style="list-style-type: none"> Initial assessments and data on the needs of the target group Initial assessments and data on existing services by others and gap in meeting needs 	<ul style="list-style-type: none"> Clear, data-based understanding of the structure of the ecosystem and the (unmet) needs of the target group Derived from this, the organization's own focus and position in the ecosystem 	<ul style="list-style-type: none"> Clear understanding of how reach and impact can be improved through cooperation with other stakeholders Actively promoting cooperation where appropriate 	<ul style="list-style-type: none"> Advanced and professional collaboration with the ecosystem (where relevant with other actors) fulfilment of the Collective Impact quality criteria
	Quality of the impact logic	<ul style="list-style-type: none"> High-quality impact logic that guides the organization's overall direction, individual programs and decisions, and that can be used to review, communicate and improve impact 	<ul style="list-style-type: none"> No impact logic 	<ul style="list-style-type: none"> First draft of an impact logic with important central elements 	<ul style="list-style-type: none"> Precisely defined problem and target group Clear description of activities and outputs Clearly formulated outcomes to be achieved Clearly formulated vision of the desired societal situation 	<ul style="list-style-type: none"> Articulated problem, target group and activities based on needs & ecosystem analysis Clear logical connections ("if-then") between activities, outputs, outcomes and vision No logical or content-related gaps or contradictions 	<ul style="list-style-type: none"> Clearly reflects the strength of evidence on linkages between activities, outputs, outcomes and vision Different versions to fulfil different objectives, e.g., for marketing vs. internal measurement and learning
	Connection with organizational strategy	<ul style="list-style-type: none"> Holistic understanding of impact management as a central part of the organization and developing an organizational strategy that is guided by achieving impact 	<ul style="list-style-type: none"> No connection between impact logic and organizational strategy 	<ul style="list-style-type: none"> Initial ideas on how impact logic and organizational strategy are connected 	<ul style="list-style-type: none"> Selective connections between impact logic and organizational strategy 	<ul style="list-style-type: none"> The organization's overall and programmatic strategies and work are mostly aligned or linked to the impact logic 	<ul style="list-style-type: none"> Impact logic and organizational strategy are consistently developed and used in an aligned way All priorities systematically geared towards impact
<p>Impact data</p>	Quality management	<ul style="list-style-type: none"> Ensuring that activities reach the intended target group and are accepted by it Clearly defined and maintained quality criteria with which activities are carried out 	<ul style="list-style-type: none"> No quality management 	<ul style="list-style-type: none"> Data showing that the target group is actually being reached 	<ul style="list-style-type: none"> Defined quality standards and processes that can be implemented and audited 	<ul style="list-style-type: none"> Quality standards follow established scientific findings and/or standards Regular review and ongoing compliance with the defined quality standards 	<ul style="list-style-type: none"> Quality standards, processes and analyses are regularly reviewed and continuously improved Quality standards, processes and analyses are coordinated with partners (e.g. in the ecosystem, with sponsors)
	Impact measurement	<ul style="list-style-type: none"> Convincing evidence that the activities carried out actually lead to the expected changes for the target group 	<ul style="list-style-type: none"> No impact measurement 	<ul style="list-style-type: none"> Initial own data providing evidence of impact OR Initial understanding of external data, quality standards or evaluations that indicate impact 	<ul style="list-style-type: none"> Deep understanding of internal and external data that provide indication of impact Comparison of data results against targets and conducting before-after-comparisons and cross-sectional analyses 	<ul style="list-style-type: none"> Sufficiently large samples to establish impact Use of simple control groups Use of statistical analyses in addition to descriptive analyses Systematic use of quantitative and qualitative data Systematic use of internal and/or external data 	<ul style="list-style-type: none"> Causal proof of impact through internal or external evaluations which either directly measures impact of how activities address target group problems or can be transferred to own activities in a convincing manner
<p>Impact steering</p>	Role of the management level	<ul style="list-style-type: none"> Active and systematic support from the management level to align the organization holistically with impact 	<ul style="list-style-type: none"> Management, executive board and supervisory bodies not convinced of or involved in impact management 	<ul style="list-style-type: none"> Management level is involved selectively Management level tends to be convinced and does not significantly hinder impact management 	<ul style="list-style-type: none"> Parts of the management are convinced and are actively working to win over the remaining individuals and committees Role of the management level within impact management is defined and internalized 	<ul style="list-style-type: none"> A (relevant) majority of the management bodies are convinced of impact management so that the organization can implement and professionalize its impact management practices without significant obstacles 	<ul style="list-style-type: none"> Entire management level actively supports the organization in aligning its work with impact Management level communicates the importance to the outside world and uses this to attract sponsors and supporters
	Resources and responsibilities	<ul style="list-style-type: none"> Defined responsibilities and sufficient resources to enable impact management 	<ul style="list-style-type: none"> No defined responsibilities and resources for impact management 	<ul style="list-style-type: none"> Individuals are entrusted with aspects of impact management Resources are reserved for impact management on a selective basis 	<ul style="list-style-type: none"> Impact team (or similar) defined Sufficient resources tend to be available for the most important impact management tasks 	<ul style="list-style-type: none"> Role of all other persons even outside the impact team defined Sufficient resources provided for the impact team Efficient processes for collaboration within the impact team and rest of organization 	<ul style="list-style-type: none"> Clearly defined responsibilities for all impact management tasks Sufficient resources to implement impact management at all levels
	Processes and culture	<ul style="list-style-type: none"> Defined processes for the continuous implementation and improvement of impact management A culture in which impact accompanies work and functions as a guiding star for decisions 	<ul style="list-style-type: none"> No impact management processes No established culture of impact orientation 	<ul style="list-style-type: none"> Individual processes for impact management are defined and/or there are established but not formally defined processes Individuals in the organization work in an impact-oriented manner 	<ul style="list-style-type: none"> The most important impact management processes have been defined and are carried out accordingly on a regular basis Significant part of the organization lives an impact-oriented work culture 	<ul style="list-style-type: none"> Majority of the organization is convinced of the impact strategy Majority of the organization lives an impact-oriented work culture 	<ul style="list-style-type: none"> Defined processes that meet established standards of good organizational management, continuous learning and improvement Entire organization is convinced of all aspects of impact management and uses this in its daily work
<p>Impact communication</p>	Internal communication	<ul style="list-style-type: none"> Convincing internal communication that focuses the organization on its impact goal and leads to continuous improvement 	<ul style="list-style-type: none"> No internal communication on impact 	<ul style="list-style-type: none"> Occasional ad-hoc communication including some impact information Initial ideas of goals of communications, persons, content, formats and/or channels 	<ul style="list-style-type: none"> Clearly defined communication goals Clarity on the relevant target audience and their motivations & preferences Clarity on relevant content and targeted selection or adaptation depending on the objective and target audience Clarity on possible formats and channels and targeted use depending on the goal and target audience 	<ul style="list-style-type: none"> Transparent communication, including negative or unexpected results along with the suggested improvement measures Targeted use of communication to collect feedback on content and ideas for further improvement Effective and efficient use of digital tools 	<ul style="list-style-type: none"> Systematic and regular communication that involves all relevant stakeholders and is geared towards their needs Targeted evaluation of communication and continuous improvement
	External communication	<ul style="list-style-type: none"> Convincing external communication that reports transparently on impact and binds external partners to the organization 	<ul style="list-style-type: none"> No external communication on impact 	<ul style="list-style-type: none"> Occasional ad-hoc communication including some impact information Initial ideas of goals of communications, persons, content, formats and/or channels 	<ul style="list-style-type: none"> Appealing qualitative and quantitative information is integrated centrally into the homepage, impact report, etc. 	<ul style="list-style-type: none"> Use of the Social Reporting Standard 	<ul style="list-style-type: none"> "Reader-friendly" use of the Social Reporting Standard Lessons learned and experiences are processed and passed on in a targeted manner to strengthen the ecosystem


Details of the VfG Impact Matrix




VfG Impact Matrix: impact strategy

		Best Practice	0	1	2	3	4
 Impact strategy	Needs and ecosystem	<ul style="list-style-type: none"> • Good understanding of target groups, their situations and resulting needs • Good understanding of the ecosystem, other players, organization's own contribution and the best options for cooperation 	<ul style="list-style-type: none"> • No need or market analysis available 	<ul style="list-style-type: none"> • Initial assessments and data on the needs of the target group • Initial assessments and data on existing services by others and gap in meeting needs 	<ul style="list-style-type: none"> • Clear, data-based understanding of the structure of the ecosystem and the (unmet) needs of the target group • Derived from this, the organization's own focus and position in the ecosystem 	<ul style="list-style-type: none"> • Clear understanding of how reach and impact can be improved through cooperation with other stakeholders • Actively promoting cooperation where appropriate 	<ul style="list-style-type: none"> • Advanced and professional collaboration with the ecosystem • (Where relevant with other actors) fulfilment of the Collective Impact quality criteria
	Quality of the impact logic	<ul style="list-style-type: none"> • High-quality impact logic that guides the organization's overall direction, individual programs and decisions, and that can be used to review, communicate and improve impact 	<ul style="list-style-type: none"> • No impact logic 	<ul style="list-style-type: none"> • First draft of an impact logic with important central elements 	<ul style="list-style-type: none"> • Precisely defined problem and target group • Clear description of activities and outputs • Clearly formulated outcomes to be achieved • Clearly formulated vision of the desired societal situation 	<ul style="list-style-type: none"> • Articulated problem, target group and activities based on needs & ecosystem analysis • Clear logical connections ("if-then") between activities, outputs, outcomes and vision • No logical or content-related gaps or contradictions 	<ul style="list-style-type: none"> • Clearly reflects the strength of evidence on linkages between activities, outputs, outcomes and vision • Different versions to fulfill different objectives, e.g., for marketing vs. internal steering
	Connection with organizational strategy	<ul style="list-style-type: none"> • Holistic understanding of impact management as a central part of the organization and development of an organizational strategy that is guided by achieving impact 	<ul style="list-style-type: none"> • No connection between impact logic and organizational strategy 	<ul style="list-style-type: none"> • Initial ideas on how impact logic and organizational strategy are connected 	<ul style="list-style-type: none"> • Selective connections between impact logic and organizational strategy 	<ul style="list-style-type: none"> • The organization's overall and programmatic strategies and work are mostly aligned or linked to the impact logic 	<ul style="list-style-type: none"> • Impact logic and organizational strategy are consistently developed and used in an aligned way • All priorities systematically geared towards impact


VfG Impact Matrix: impact data

		Best Practice	0	1	2	3	4
 Impact data	Quality management	<ul style="list-style-type: none"> Ensuring that activities reach the intended target group and are accepted by it Clearly defined and maintained quality criteria with which activities are carried out 	<ul style="list-style-type: none"> No quality management 	<ul style="list-style-type: none"> Data showing that the target group is actually being reached 	<ul style="list-style-type: none"> Defined quality standards and processes that can be implemented and audited 	<ul style="list-style-type: none"> Quality standards follow established scientific findings and/or standards Regular review and ongoing compliance with the defined quality standards 	<ul style="list-style-type: none"> Quality standards, processes and analyses are regularly reviewed and continuously improved Quality standards, processes and analyses are coordinated with partners (e.g., in the ecosystem, with sponsors)
	Impact measurement	<ul style="list-style-type: none"> Convincing evidence that the activities carried out actually lead to the expected changes for the target group 	<ul style="list-style-type: none"> No impact measurement 	<ul style="list-style-type: none"> Initial own data providing evidence of impact OR <ul style="list-style-type: none"> Initial understanding of external data, quality standards or evaluations that indicate impact 	<ul style="list-style-type: none"> Deep understanding of internal and external data that provide indication of impact Comparison of data results against targets and conducting before-after-comparisons and cross-sectional analyses 	<ul style="list-style-type: none"> Sufficiently large samples to establish impact Use of simple control groups Use of statistical analyses in addition to descriptive analyses Systematic use of quantitative and qualitative data Systematic use of internal and/or external data 	<ul style="list-style-type: none"> Causal proof of impact through internal or external evaluations which either directly measure impact of how activities address target group problems or can be transferred to own activities in a conclusive manner

VfG Impact Matrix: impact steering

		Best Practice	0	1	2	3	4
 Impact steering	Role of the management level	<ul style="list-style-type: none"> Active and systematic support from the management level to align the organization holistically with impact 	<ul style="list-style-type: none"> Management, executive board and supervisory bodies not convinced of or involved in impact management 	<ul style="list-style-type: none"> Management level is involved selectively Management level tends to be convinced and does not significantly hinder impact management 	<ul style="list-style-type: none"> Parts of the management are convinced and are actively working to win over the remaining individuals and committees Role of the management level within impact management is defined and internalized 	<ul style="list-style-type: none"> A (relevant) majority of the management bodies are convinced of impact management so that the organization can implement and professionalize its impact management practices without significant obstacles 	<ul style="list-style-type: none"> Entire management level actively supports the organization in aligning its work with impact Management level communicates the importance to the outside world and uses this to attract sponsors and supporters
	Resources and responsibilities	<ul style="list-style-type: none"> Defined responsibilities and sufficient resources to enable impact management 	<ul style="list-style-type: none"> No defined responsibilities and resources for impact management 	<ul style="list-style-type: none"> Individuals are entrusted with aspects of impact management Resources are reserved for impact management on a selective basis 	<ul style="list-style-type: none"> Impact team (or similar) defined Sufficient resources tend to be available for the most important impact management tasks 	<ul style="list-style-type: none"> Role of all other persons even outside the impact team defined Sufficient resources provided for impact team Efficient processes for collaboration within impact team and rest of organization 	<ul style="list-style-type: none"> Clearly defined responsibilities for all impact management tasks Sufficient resources to implement impact management at all levels
	Processes and culture	<ul style="list-style-type: none"> Defined processes for the continuous implementation and improvement of impact management A culture in which impact accompanies work and functions as a guiding star for decisions 	<ul style="list-style-type: none"> No impact management processes No established culture of impact orientation 	<ul style="list-style-type: none"> Individual processes for impact management are defined and/or there are established but not formally defined processes Individuals in the organization work in an impact-oriented manner 	<ul style="list-style-type: none"> The most important impact management processes have been defined and are carried out accordingly on a regular basis Significant part of the organization lives an impact-oriented work culture 	<ul style="list-style-type: none"> Majority of the organization is convinced of the impact strategy Majority of the organization lives an impact-oriented work culture 	<ul style="list-style-type: none"> Defined processes that meet established standards of good organizational management, continuous learning and improvement Entire organization is convinced of all aspects of impact management and uses this in its daily work

VfG Impact Matrix: impact communication

		Best Practice	0	1	2	3	4
 <p>Impact communication</p>	Internal communication	<ul style="list-style-type: none"> Convincing internal communication that focuses the organization on its impact goal and leads to continuous improvement 	<ul style="list-style-type: none"> No internal communication on impact 	<ul style="list-style-type: none"> Occasional ad-hoc communication including some impact information Initial ideas of goals of communications, persons, content, formats and/or channels 	<ul style="list-style-type: none"> Clearly defined communication goals Clarity on the relevant target audience and their motivations & preferences Clarity on relevant content and targeted selection or adaptation depending on the objective and target audience Clarity on possible formats and channels and targeted use depending on the goal and target audience 	<ul style="list-style-type: none"> Honest and transparent communication, including communication of negative or unexpected results together with the suggested improvement measures Targeted use of communication to collect feedback on content and ideas for further improvement Effective and efficient use of digital tools 	<ul style="list-style-type: none"> Systematic and regular communication that involves all relevant stakeholders and is geared towards their needs Targeted evaluation of communication and continuous improvement
	External communication	<ul style="list-style-type: none"> Convincing external communication that reports transparently on impact and binds external partners to the organization 	<ul style="list-style-type: none"> No external communication on impact 		<ul style="list-style-type: none"> Appealing qualitative and quantitative information is integrated centrally into the homepage, impact report, etc. 	<ul style="list-style-type: none"> Use of the Social Reporting Standard 	<ul style="list-style-type: none"> "Reader-friendly" use of the Social Reporting Standard Lessons learned and experiences are processed and passed on in a targeted manner to strengthen the ecosystem

Why use the VfG Impact Matrix?



When it comes to impact management, organisations and funders are regularly confronted with the great complexity of the topic

Organisations

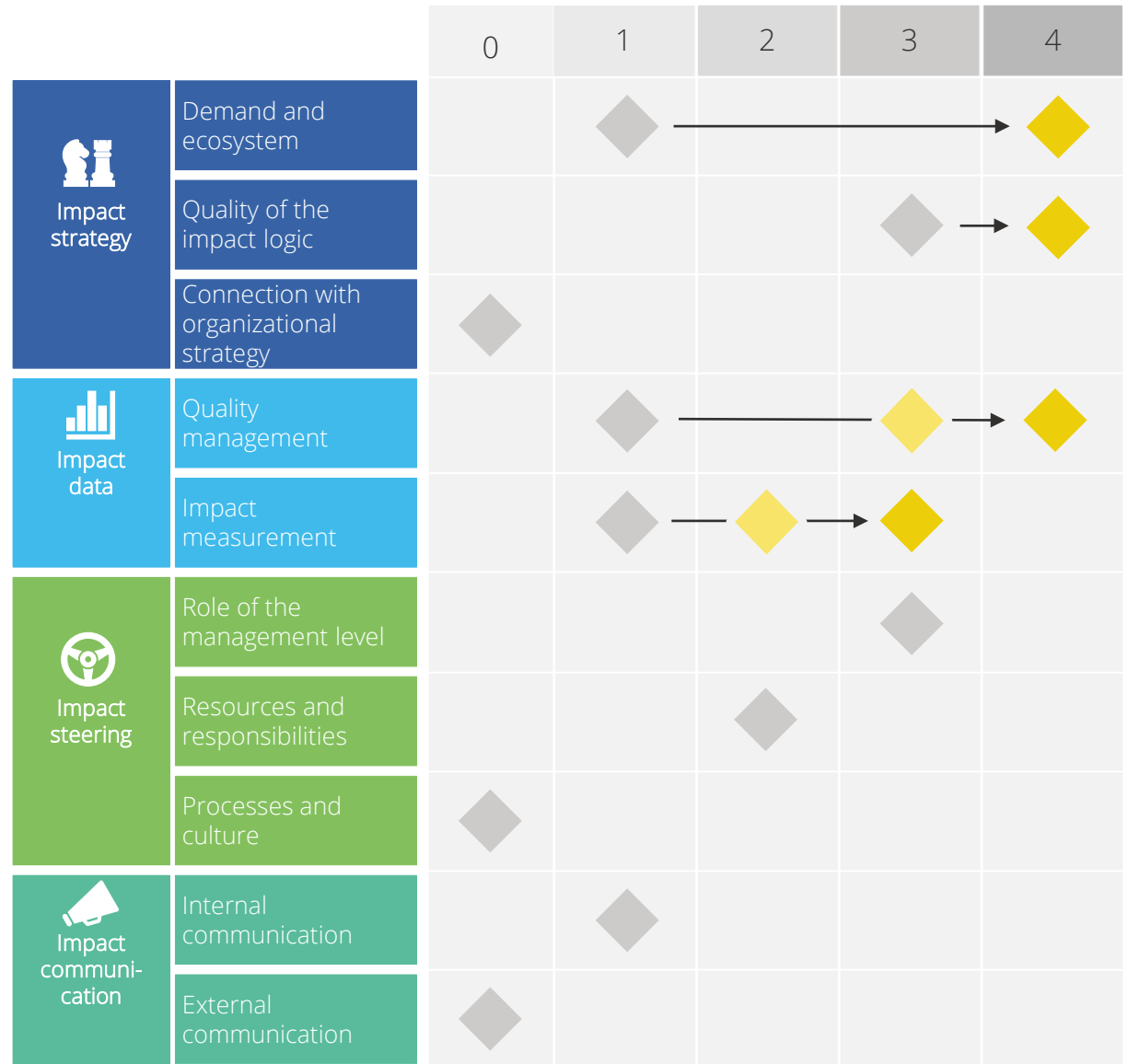
- Lack of clarity about current capabilities ("how well are we doing?") and objectives ("where should we be?")
- Difficulties in operational implementation, partly due to unclear priorities and development paths
- Lack of financial and human resources

Funders

- Difficulties in assessing the current skills and development potential of organisations
- Challenges in coordinating funding objectives and priorities, including tracking development
- Lack of clarity regarding own impact management

The impact matrix allows you to develop a clear focused path for development

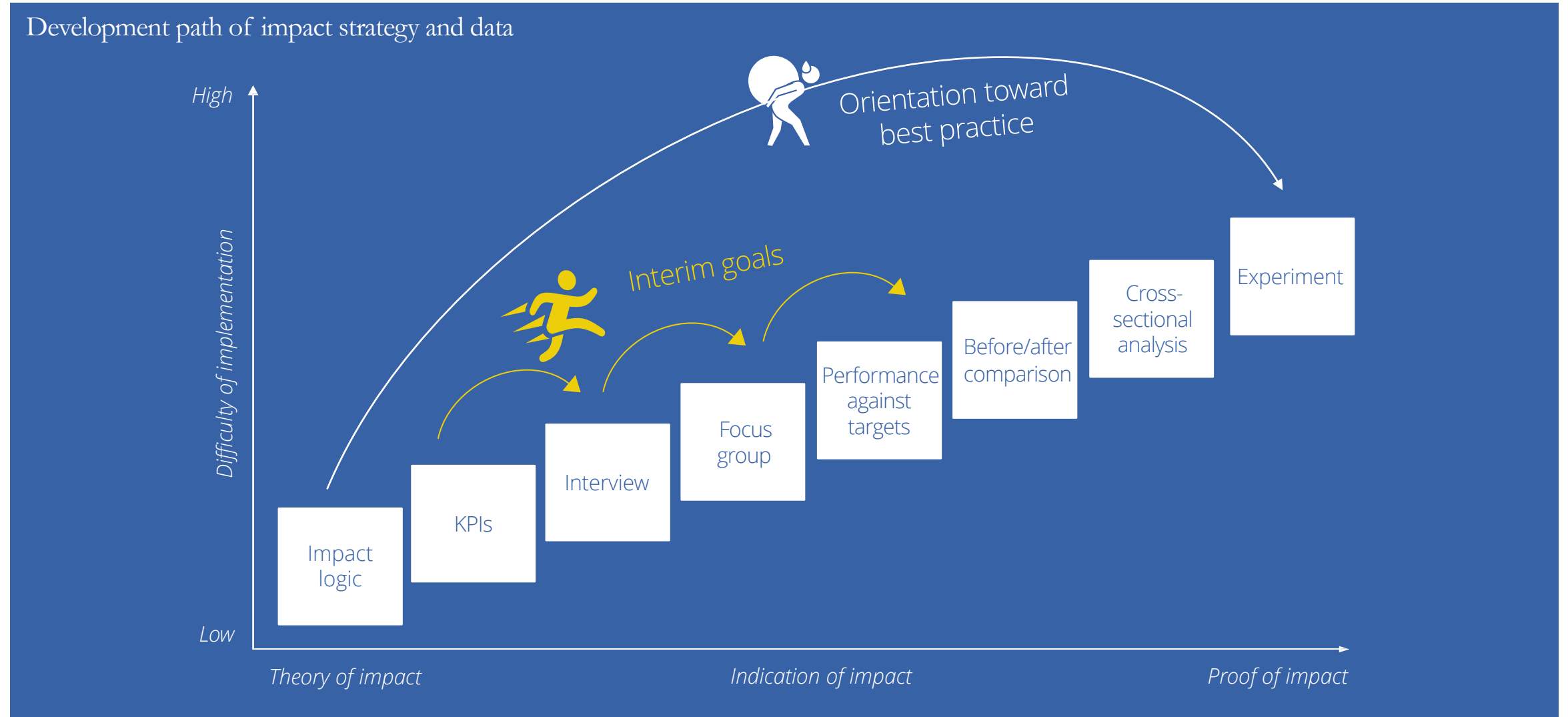
- ◆ Current situation
- ◆ Intermediary objective
- ◆ Final objective
- Development path



Example: →

Focus on strengthening the impact logic through a better understanding of the target group; then gradually develop impact data

Aiming for best practices can easily overwhelm organisations; interim goals are easier to handle and allow a step-wise path forward



You can use the VfG Impact Matrix to set your interim goals and get clarity on your development path



Better communication when it comes to impact management

Organisations

- Set goals for your organisational development, align with your team and allocate resources
- Set concrete objectives with corresponding cost estimates for funding applications
- Present your strengths and development goals to the outside world

Funders

- Focus funding agreements on specific development steps
- Focus your own funding strategy (e.g., which topics you would like to develop)
- Select funding partners based on a view of the partner's current situation and/or development potential

And now?

- Use the VfG Impact Matrix
- Give us feedback on what works for you and where the matrix can still be adapted

Contact us for support in assessing your impact management or for advice on the topic



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value
for **good**.®

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