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IMPACT COMMUNICATION PLAYBOOK

KOICA mysc



Fulbright
University
Việt Nam



INTRODUCTION

In Vietnam's dynamic and rapidly growing economy, businesses that prioritize not only financial performance but also environmental and social impact are uniquely positioned to unlock significant opportunities. To amplify their efforts and achieve sustained success, effective communication about their impacts is essential.

The **IMPACT COMMUNICATION PLAYBOOK** is designed specifically for impact businesses (IBs) in Vietnam to help them navigate the complexities of communicating their stories, achievements, and vision. Whether they are engaging with investors who seek transparency and measurable results, donors eager to understand the tangible outcomes of their contributions, customers driven by purpose, or internal teams striving for alignment and motivation, this playbook offers actionable guidance tailored to their needs.

THROUGH THIS PLAYBOOK, READERS WILL:

- Assess whether their business qualifies as an “impact business” (IB) and understand the vital role communication plays in impact measurement and management.

- Gain practical guidance on what aspects of their impact to communicate and how to share their stories effectively with diverse stakeholders.
- Explore simplified tools and frameworks designed to help their business start its communication journey while encouraging ongoing practice and collaboration with supporting organizations in Vietnam.

This playbook helps IBs navigate the essentials of impact communication, starting with the right mindset and foundational questions about the business's identity and role. It also provides guidance on what impact to share, how to communicate it effectively, and which tools to use, all through practical examples and actionable insights. By following this journey, IBs will be empowered to build stronger stakeholder connections and amplify their mission.

If your business is determined to pursue impact, let's embark on this journey to amplify your impact stories.

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01 Background

1.1 THE FLOW OF THIS PLAYBOOK

This playbook will begin by discussing impact communication from a **mindset** perspective, addressing key strategic questions such as:

- How can one determine if their business is an “impact business”?
- What is the role of communication in the impact measurement & management process of an impact business?

Once readers confirm that their companies are or might potentially become IBs and understand the necessity of **impact communication**, the playbook will provide more technical guidance on:

- What aspects of impact should be communicated?
- How to effectively communicate this impact?

When delving into the technical aspects, the playbook will introduce various frameworks and tools, in the Main body, the Resources part and the Workbook. Recognizing that these concepts might be challenging for those encountering them for the first time, the book will present them in the simplest way possible, offering an overview. To truly master these tools, IBs will need to continue their research and practice. They can also seek assistance from supporting organizations in Vietnam.

1.2 TARGET AUDIENCE OF THIS PLAYBOOK

This playbook primarily targets **impact businesses** in Vietnam and those with the **potential** to become IBs. There are different definitions of IBs. In this playbook, we use the definition proposed by one of the most well-known organizations in the IBs ecosystem in Vietnam, CSIP⁽¹⁾, as follows:

An impact business is one where financial goals and the goals of creating positive impacts on the environment and society, aimed at sustainable development, are strategically planned, implemented, managed, and measured with the participation of relevant stakeholders.

This definition builds upon UNDP Vietnam's concept of a social impact business (SIB), which describes enterprises that prioritize a triple bottom line, balancing profits with social and environmental responsibilities.

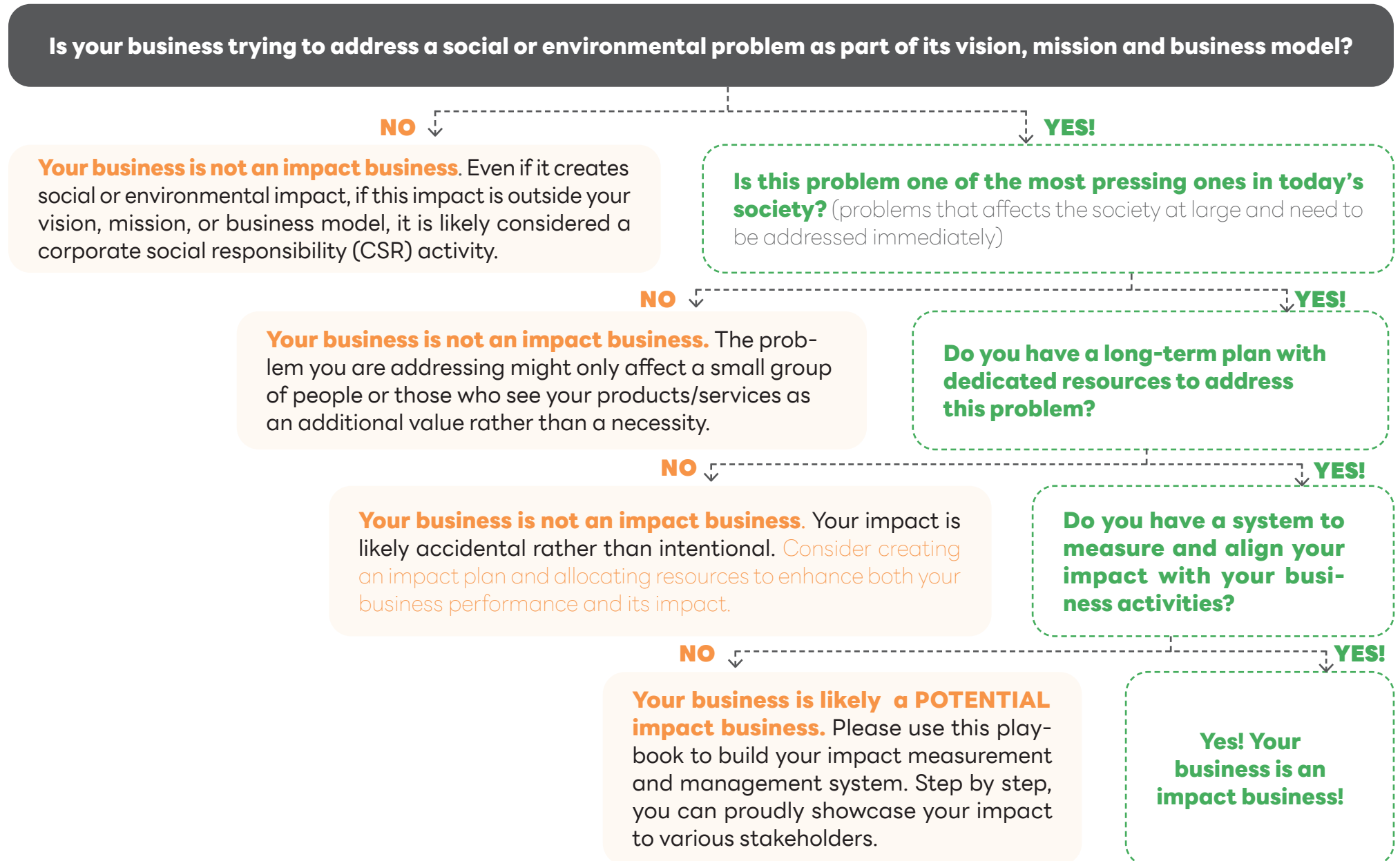
The key distinction in this playbook's preferred definition is that the impact must be intentional rather than accidental. There are three main reasons for this:

- If the impact occurs accidentally, the company may easily abandon the impact aspect when facing challenging business conditions or changing business trends.
- Without strategic planning, organization, and measurement, a company might overstate its impact without truly understanding it.
- When driven by strong conviction, even if the company hasn't fully achieved its impact goals, it can still persuade stakeholders about its commitment to future actions.

Overall, impact is not just an outcome; it's a journey marked by clear direction and the perseverance to overcome challenges, ultimately achieving long-term values.

(1) Impact Measurement and Management Training, UNDP and CSIP, 2023

Please use this decision tree to determine if your business is an impact business (IB) or has the potential to become one, making it the target audience for this playbook.



Below are some examples of IBs, and their stories will be shared throughout this playbook.

The first three companies are part of MYSC's investment portfolio in Vietnam, allowing us the opportunity to conduct in-depth interviews and gain a comprehensive understanding of their cases.

journey of the senses

Founded in 2014, **Journey of the Senses** is a social enterprise that operates 5 profitable business models and sustainable social impact through providing unique, friendly and professional product/service experiences: Noir - Eating in the Dark; Blanc - Eat with Sign Language; Noir Spa – massage in the dark; La Flower – Flower with QR Greeting Sign Language; Green Papaya Vegetarian Restaurant. These experiences create job opportunities for deaf, visually impaired and gender diverse personnel and thereby raise social awareness of their abilities.

Website: <https://journeyofthesenses.vn/>

Facebook: <https://www.facebook.com/journeyofthesenses.vietnam>



TechCoop, founded in 2022, is an agritech startup offering trade, financing, and advisory solutions for smallholder farmers and agri-SMEs, enhancing productivity and sustainability in Vietnam's agricultural sector.

Website: <https://techcoop.vn/>

CONTRAU ECO CAMAU SHRIMP FARM

Contrau Eco, established in 2023, leverages Biofloc Technology for sustainable, antibiotic-free farming, focusing on water quality improvement, productivity, and economic stability in local aquaculture.

Website: <https://contrau.eco/about/>

We have also interviewed other IBs and gathered information from public websites and materials to share their stories in this playbook.

EduBridge



EduBridge India, established in October 2009 by IIM alumni and professors, helps bridge the skills gap for disadvantaged youth in India. It has more than 100 courses and networks in 18 states of India.



Dr. Ruot, founded in 2019, focuses on gut health in Vietnam through innovative resistant starch, aiming to eliminate gut-related illnesses and enhance digestive well-being naturally.



Seesaw Vietnam, founded in 2021, is a game-based mental health care solution provider, known for “Tro Chuyen Trong Tuan,” a card game fostering meaningful conversations and self-discovery.



Passii is a fashion resale company promoting sustainability and environmental consciousness through clothing resale, reducing waste, and enhancing the customer experience.



Prosus provides sustainable animal feed from Black Soldier Fly Larvae, addressing agricultural waste treatment and offering an eco-friendly alternative to fishmeal for feed manufacturers.



bTaskee, founded in 2016, is a platform connecting customers with hourly housekeepers, pioneering technology in Vietnam’s domestic service sector to enhance service quality and provide flexible job opportunities.



Vun Art, founded in 2017, is a social enterprise preserving Vietnamese culture and promoting sustainability by empowering people with disabilities to create unique fabric art using repurposed fabric scraps.



KOTO (Know One Teach One), initiated in 1999, is a social enterprise providing vocational training and life skills to disadvantaged youth, empowering them with stable employment opportunities and independence.



GREENFEED Vietnam, founded in 2003, is a leading “Feed-Farm-Food” (3F Plus) enterprise operating across Vietnam, Laos, Cambodia, and Myanmar. With a focus on sustainability, GREENFEED leverages advanced European technologies to provide high-quality animal feed, efficient farming solutions, and traceable food products.

1.3 THE ROLE OF COMMUNICATION IN IMPACT MEASUREMENT AND MANAGEMENT (IMM)

The previous section defined the target audiences of this Playbook as IBs or potential ones. This section introduces a framework to help these businesses strategically integrate impact into their business models while balancing financial and impact goals.

“The framework, called Impact Measurement and Management (IMM), enables businesses to plan and adaptively manage their contributions to social and environmental goals. Centered around an impact thesis that aligns with the business model, IMM ensures that impact objectives are embedded into core operations and decision-making processes. It focuses on achieving the positive social and environmental changes that define the company’s impact.”

While other frameworks, such as Monitoring and Evaluation (M&E) or Environmental, Social, and Governance (ESG), are often used interchangeably with IMM, this Playbook specifically emphasizes IMM for IBs. It is because M&E focuses on monitoring program implementation and evaluating the outcomes of individual programs, primarily within the philanthropy and development sectors. ESG, on the other hand, is business-oriented but inward-looking. It involves developing an investment thesis centered on risk management and meeting disclosure requirements for businesses.

IMPACT COMMUNICATION IS AN IMPORTANT PART OF THE IMM FIVE-STEP PROCESS:



Source: Adapted from Impact measurement and management (IMM) five-step framework, Impact Europe (formerly EVPA), 2015

The chart illustrates that impact communication typically occurs at the end of the process, after IBs have developed their strategy, allocated resources to achieve their impact goals, measured/monitored their impacts, and verified/ appraised their impacts.

However, this process is not static; it is **iterative and evolves** with the development stages of IBs. Very small and early-stage businesses with limited resources (e.g., human capital, infrastructure) can manage their impact using simple tools like Excel. Those that

are more mature with more resources might use purchased impact management systems or consultancy services for impact measurement and verification. Consequently, **IBs can communicate each part of this process as it develops rather than waiting for all steps to be completed.** Continuous communication helps your business connect with its stakeholders and creates motivation and companionship in its impact journey.

1.4 THE NEED FOR IMPACT COMMUNICATION

Through our research, interviews, and workshops with IBs and other ecosystem stakeholders, there is a consensus that impact communication is crucial for the following key reasons:

TRANSPARENCY AND ACCOUNTABILITY: Communicating a company's impact shows its dedication to transparency. It enables stakeholders to assess its social and environmental performance, which fosters trust and ensures accountability.

STAKEHOLDER ENGAGEMENT: Clear and accurate impact data engages stakeholders, including customers, employees, investors and partners, promoting productive dialogue and collaboration.

BRANDING AND MARKETING ADVANTAGE: Highlighting sustainability and social responsibility efforts can set a brand apart and attract customers who appreciate responsible businesses.

NEW IDEAS AND IMPROVEMENT: Regular impact reporting can drive new ideas for business by identifying areas for improvement and setting benchmarks for future performance.

In short, Impact Communication is not only a sharing tool but also a driving force for sustainable development and stakeholder companionship.

1.5 HOW TO NAVIGATE THIS PLAYBOOK

How to DEFINE your impact strategy by identifying the problem, solution and direction?	>	Impact Strategy section (See Workbook)
How to IMPLEMENT your strategy, allocate resources, and achieve impact?	>	Impact Planning section (See Workbook)
How to TRACK progress, manage outcomes, and align with your impact goals?	>	Impact Measurement section (See Workbook)
How to MEASURE, VERIFY, and VALIDATE the value of your impact?	>	Resources section
How to SHARE and demonstrate your impact to the INTERNAL TEAM ?	>	Impact communication strategy - How to communicate the impact Internal Communication (See Workbook)
How to SHARE and demonstrate your impact to CUSTOMERS ?	>	Impact communication strategy - How to communicate the impact B2B Customers (See Workbook) and Impact communication strategy - How to communicate the impact B2C Customers (See Workbook)
How to SHARE and demonstrate your impact to INVESTORS ?	>	Impact communication strategy - How to communicate the impact Investors
How to SHARE and demonstrate your impact to DONORS ?	>	Impact communication strategy - How to communicate the impact Donors (See Workbook)
How to SHARE and demonstrate your impact to GOVERNMENT AGENCIES ?	>	Impact communication strategy - How to communicate the impact Government Agencies (See Workbook)

02 Impact Components

Impact communication, being the final and crucial part of the IMM process, must highlight all key elements, including the **impact strategy, impact plan, and impact measurement methodologies and results**.

This section will cover each of these elements and offer an overview of methodologies and tools to help readers define and elaborate on each component's content.

How to DEFINE your impact strategy by identifying the problem, solution and direction?		Impact Strategy section
How to IMPLEMENT your strategy, allocate resources, and achieve impact?		Impact Planning section
How to TRACK PROGRESS , manage outcomes, and align with your impact goals?		Impact Measurement section

2.1 IMPACT STRATEGY

Problem definition

See Workbook

The most crucial component of an impact strategy is identifying the problem(s) your business aims to solve. To do so, your business needs to understand the target audience they want to serve, their characteristics, their wants and needs, and the problem(s) they are facing in detail. One of the popular frameworks to help your business define a problem is the **“HOW MIGHT WE”** framework.

Solution(s)

See Workbook

In answering the “How might we” question, your business will formulate (a) solution(s) for the problem that it tries to address. This solution statement needs to be:

- **Clear:** State exactly what the business wants to do.
- **Specific:** Determine the scope and the approach to achieving it.
- **Actionable:** Give practical steps to implementation.

Please refer to the **“Solution Statement”** template in the Workbook to best illustrate your solution(s).

Impact direction

An important part of impact components is defining a business’ impact direction. The **Sustainable Development Goals (SDGs)** is a universal framework that businesses can align with when setting their impact direction and goals.

The SDGs are a set of 17 goals and 169 targets established by the United Nations in 2015 to promote sustainability, equality, human rights, and justice for all by 2030.

The SDGs allow business-led solutions and technologies to be developed and implemented to address the world’s biggest sustainable development challenges.

Businesses like yours can use the SDGs as a guideline to set goals, drive impact, and align their solutions with global challenges, thereby creating sustainable and meaningful value. An IB typically selects 1 to 3 Sustainable Development Goals (SDGs) as their primary impact objectives. These goals are often selected based on their highest contribution to both business activities and society.



SUSTAINABLE DEVELOPMENT GOALS



An addition to these main objectives, the business can also support other SDGs throughout its production and supply chain processes.

Example: Journey of the Senses (JOS)⁽²⁾

Problem definition

People with disabilities seek jobs to avoid burdening their families but often struggle to find employers who understand and accommodate their needs without prejudice towards their disabilities.

How might JOS help people with disabilities find jobs that match their strengths and accommodate their needs while avoiding prejudice against them?

Solution(s)

JOS aims to create an inclusive working environment for people with disabilities, transforming their challenges into strengths. They ensure that all staff and customers treat these individuals equally and fairly. JOS achieves this through a chain of restaurant services and innovative experiences through touch and services

provided by the deaf, blind, and visually impaired, and gender-diverse people, including:

- Noir Restaurant - Dining in the dark
- Blanc Restaurant - Dining in silence
- Noir Spa - Spa in the dark
- La Hoa - Flowers speak
- House of Du Du - Vegetarian restaurant

Impact direction

JOS aligns with two main Sustainable Development Goals: Goal 8 (Decent work and economic growth) and Goal 10 (Reducing inequalities). Furthermore, JOS products, services and activities also support Goal 12 (Sustainable consumption and production).

(2) Interview with Tu Vu, co-founder of Journey of the Senses & JOS' website <https://en.journeyofthesenses.vn/>



- Create job opportunities for disadvantaged groups: Creating jobs and empowering people with hearing impairments/blind people/visually impaired people/gender diversity
- Encourage diversity and inclusion in the workforce: Ensuring a fair and inclusive work environment, regardless of gender, race, or social status. This includes promoting equal promotion opportunities for all employees, ensuring a fair salary and compensation policy, and enabling everyone to express and develop their abilities.
- Share benefits from economic growth: Service fees are divided equally among employees, there is support for language learning for visually impaired / blind ones.



- Protect labor rights and promote a safe and healthy working environment for all workers, including people with hearing impairments, visual impairments, blindness and gender diversity.
- Development of training and career development programs: Cooperating with the Ho Chi Minh wCity Association of Persons with Disabilities and Nhat Hong Center for the Visually Impaired to organize vocational training and development programs for visually impaired/blind people in soft skills courses, management, and restaurant service professions.



- Choose sustainable and local raw materials: Prioritizing the use of raw materials from local suppliers, especially organic and sustainable products, in order to reduce carbon emissions from transportation and support local manufacturing communities.
- Use environmentally friendly products:
 - Applying technology such as e-menus, which saves paper and minimizes environmental impact
 - Using packaging from bagasse biodegradable materials for takeaway food, stainless steel straws, recycled glass cups, etc.
 - Installing water stations in all models of JOS (<https://refillmybottle.com/>)
- Support social enterprises and social justice: Maximizing the use of suppliers in the IB ecosystem and enterprises owned by women and disadvantaged groups.

2.2 IMPACT PLANNING

In the impact planning phase, an IB must address several key questions: What is the process for implementing solutions to your identified problems? What resources are required for this plan? What impact outcome do you expect to see?

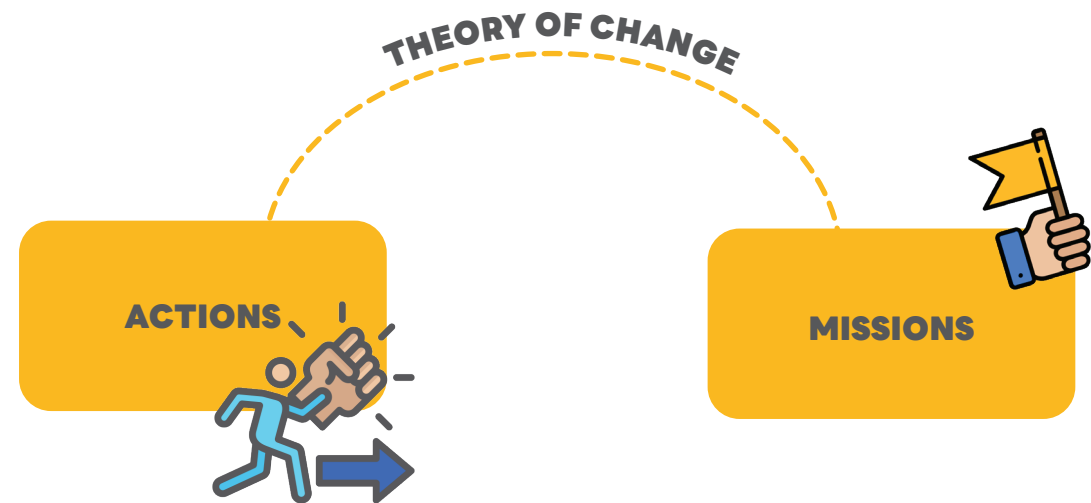
In this session, we introduce three tools commonly used by IBs to effectively communicate their plans to stakeholders such as investors, donors, and internal team members. These tools include **the Theory of Change** and **the Lean Startup Canvas**.

Theory of change

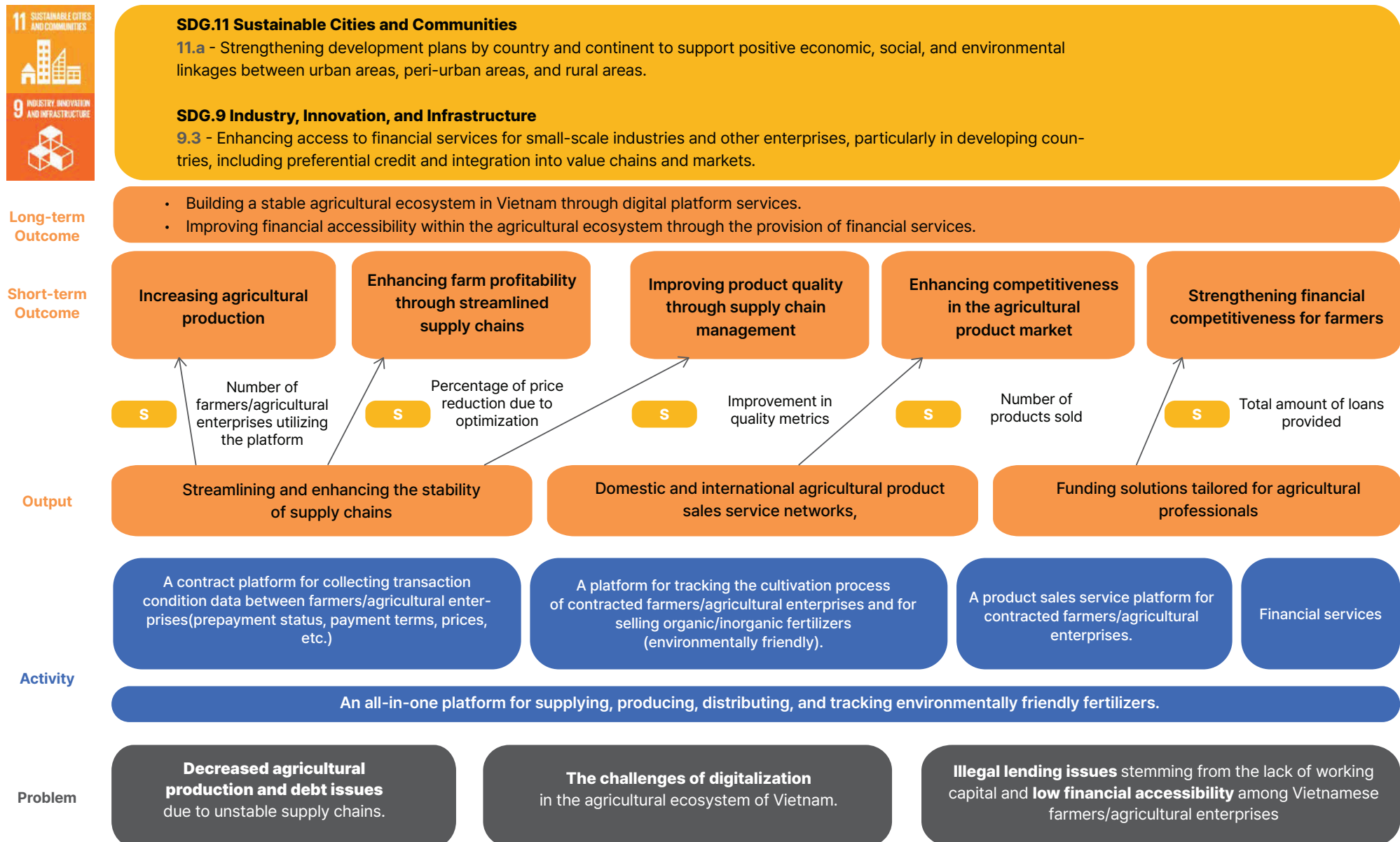
See Workbook

In the IB world, the **Theory of Change (ToC)** is used as a comprehensive framework in which the goal (output, short-term outcome, and desired state/long-term outcome) and its prerequisites (inputs and activities) are connected to each other based on causal relationships.

Through this theory, we can examine the likelihood and rationality of IBs' solutions.



Example: TechCoop⁽³⁾



(3) MYSC provided material - Theory of change - Techcoop

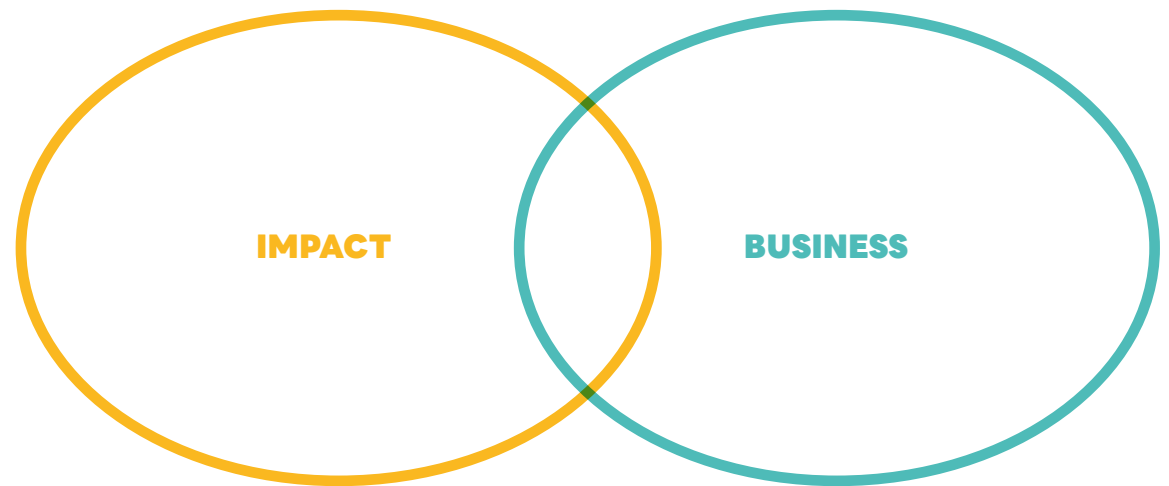
Lean Startup Canvas

[See Workbook](#)

The Lean Startup Canvas is a simplified business model framework tailored for startups. It assists entrepreneurs in breaking down their ideas into fundamental assumptions and identifying potential risks at an early stage. It consists of nine building blocks:

1. **Problem:** Identify the problem that the business wants to solve,
2. **Customer segments:** The target audience of the product or service;
3. **Unique value proposition:** The outstanding value makes the business different from the competition;
4. **Solution:** Specific solutions to solve the problem;
5. **Channels:** Means and ways to reach customers;
6. **Revenue streams:** How the business makes money;
7. **Cost structure:** Expenses necessary to operate a business;
8. **Key metrics:** Factors that measure success;
9. **Unfair advantage:** Elements that are difficult for opponents to copy.

Based on this Canvas, businesses can easily understand how to integrate their impact directly into their business models.



Example: Contrau Eco⁽⁴⁾

Problem • Low farming success rates (40–50%) in traditional shrimp aquaculture. • Environmental issues like water pollution and mangrove ecosystem degradation. • Lack of stable income structures and unpredictable shrimp quality for customers.	Solution • Implementation of Biofloc Technology for sustainable shrimp farming. • High-density aquaculture model with 100 shrimp per m². • Adoption of eco-friendly practices that enhance productivity and quality.	Unique value proposition • High-quality, predictable shrimp supply with minimal environmental impact. • Increased farming success rates (over 90%) and productivity. • Contributing to biodiversity conservation while supporting economic stability for farmers.	Unfair advantage • Expertise in utilizing Biofloc Technology to revolutionize traditional aquaculture practices. • An early adopter of high-density shrimp farming in Vietnam.	Customer segment • Factory buyers seeking consistent, high-quality shrimp. • Local aquaculture farmers interested in adopting sustainable practices. • Environmentally-conscious stakeholders prioritizing sustainable products.
	Key metrics • Farming success rates (target > 90%). • Production volume (target 400+ tons/year). • Profitability based on production volume and market price.		Channels Direct partnership with shrimp factories.	
Cost structure Investments in Biofloc Technology and high-density farming equipment. Training programs for farmers and internal teams. Data collection systems.			Revenue stream Sales of premium-quality shrimp to factories.	

(4) Interview with representative of Contrau Eco

2.3 IMPACT MEASUREMENT

See Workbook

What is impact measurement?

Impact measurement is a systematic process that evaluates the extent to which a business' products and interventions achieve their intended goals and positively impact the target beneficiaries. In the IMM process, the Impact Measurement stage follows Impact Planning and addresses the straightforward question: Is the plan effective?

How to implement impact measurement?

- STEP 1:** Choose suitable impact measurement frameworks
- STEP 2:** Familiarize yourself with the chosen framework
- STEP 3:** Revisit your impact planning framework to set out measuring objectives
- STEP 4:** Select indicators
- STEP 5:** Collect and synthesize data
- STEP 6:** Compile an Impact report

STEP 1: Choose an Impact Measurement Framework that fits your start-up's situation

Numerous impact measurement frameworks exist, each having their own characteristics. The table below highlights three key criteria startups can use to select a framework that aligns with their business needs.

Please note that this list is not comprehensive. It focuses on prominent frameworks widely adopted by the global impact community, with growing popularity in Vietnam.

CRITERIA	STARTUP SITUATION	SUGGESTED TOOLS
Resource availability Resources here refer to the available time, human resources and tools the company has for data collection and monitoring.	Resource-constrained	Lean Data
	Resource-rich	IRIS+, GRI Standards, BIA
Target audience	Customers (B2C)	Lean Data
	Customers (B2B, especially for-foreign companies)	Lean Data, IRIS+, GRI Standards, BIA
	Investors	Lean Data, IRIS+, GRI Standards, BIA Investors usually have their own adapted frameworks that are beyond this list.
	Donors	Lean Data, IRIS+ Donor requirements for impact measurement may extend beyond what is included in this list.
Desirable output	Impact monitoring for future improvements	Lean Data, IRIS+
	Standardized impact reports for communication to important stakeholders	IRIS+, GRI Standards, BIA
	Impact verification	BIA

STEP 2: Familiarize yourself with the chosen framework by carefully reading its guidelines and exploring its key components

This section will briefly introduce the impact measurement frameworks suggested in Step 1. The goal is to give you an overview of what each framework is about. For more details on how to use each framework, please check Impact Measurement Tools in the Resources section.

1. **Lean data**
2. B Impact Assessment (BIA)
3. IRIS+
4. GRI Standards

2.1. LEAN DATA

[See Workbook](#)

WHAT IS LEAN DATA?

Lean Data is a way of using and collecting social impact data, following three principles of lean experimentation:

- **Customer-centric:** What is the most suitable way to collect data from the customers? How to drive as much value as possible to the people who want to get and use the data?
- **Low-cost technology:** What are the simplest and most efficient techniques to collect the data?
- **Decision-making:** How can the data be used to rapidly inform decisions?

EXAMPLE

Edubridge, a vocational training provider in India, used Lean Data principles to improve job placement outcomes for rural-to-urban migrants.

With the key question: “How do “successful” trainees—those who obtain and accept job placements immediately after they undergo Edubridge training—differ from trainees who don’t have that outcome?”, they conducted a phone-call-based survey (**low-cost technology**). This leveraged Edubridge’s existing call center employees, who were fluent in four Indian languages and who already knew how to build rapport with trainees (**customer-centric**).

Call center operators set aside one hour of their time per day for survey calls and were able to meet their usual responsibilities for the remainder of their shift. They completed 650 calls in all, and

each call lasted seven to eight minutes.

They gained insights into their customer base afterwards:

- Trainees with friends who lived in cities where the job was located were 21 percent more likely to take jobs than trainees who didn’t have such friends.
- Those who had accepted jobs were 8 percent poorer than those who had not.

Singhania is now using data from the survey to inform Edubridge’s customer segmentation strategy (**decision-making**) as the company prepares to expand its operations to 100 training centers over the next several years.

Source: Lean Data Approaches to Measure Social Impact course, Acumen Academy
For more information on Lean Data, please check Lean Data Approaches to Measure Social Impact by Acumen Academy.

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3. IRIS+
4. GRI Standards

2.2. B IMPACT ASSESSMENT (BIA)

[See Workbook](#)

WHAT IS BIA?

BIA is a **questionnaire-based**, self-assessment tool that focuses on assessing a company's sustainability management system and sustainability performance. It gives **2 types of scores** (Operations and Impact Business Model scores) to **5 impact areas** (Governance, Workers, Community, Environment, Customers).

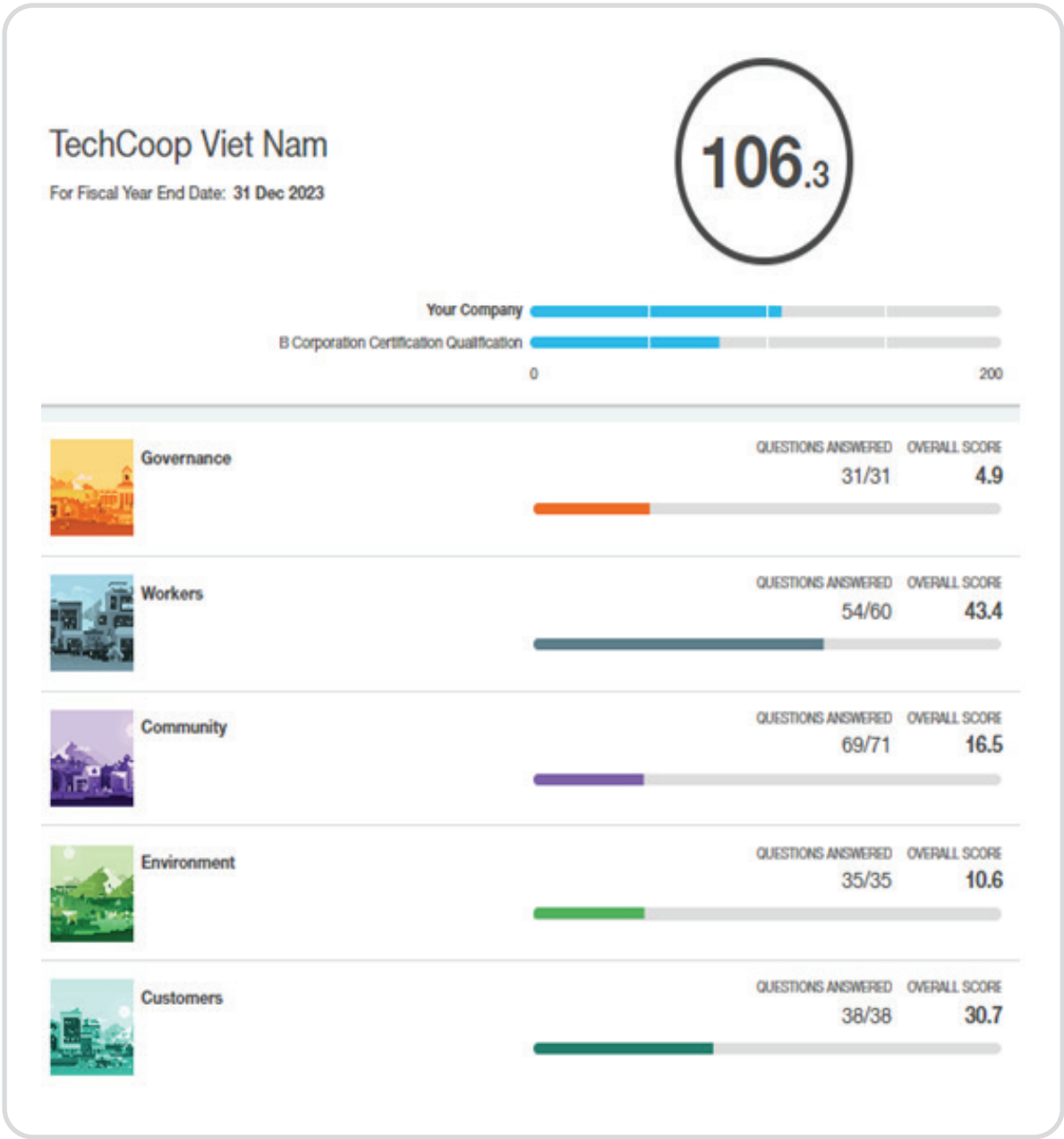
Besides the main assessment of positive impacts, there is **Disclosure Questionnaire** for companies to disclose voluntarily sensitive practices, fines, and sanctions related to their business.

Certification is obtained when the company reaches an **80-point/200-point threshold** in the evaluation process.

EXAMPLE:

The following image is the BIA result from TechCoop Viet Nam (as of 31 Dec 2023). The total score is 106.3/ 200, broken down into five impact areas:

Source: MYSC and TechCoop Viet Nam



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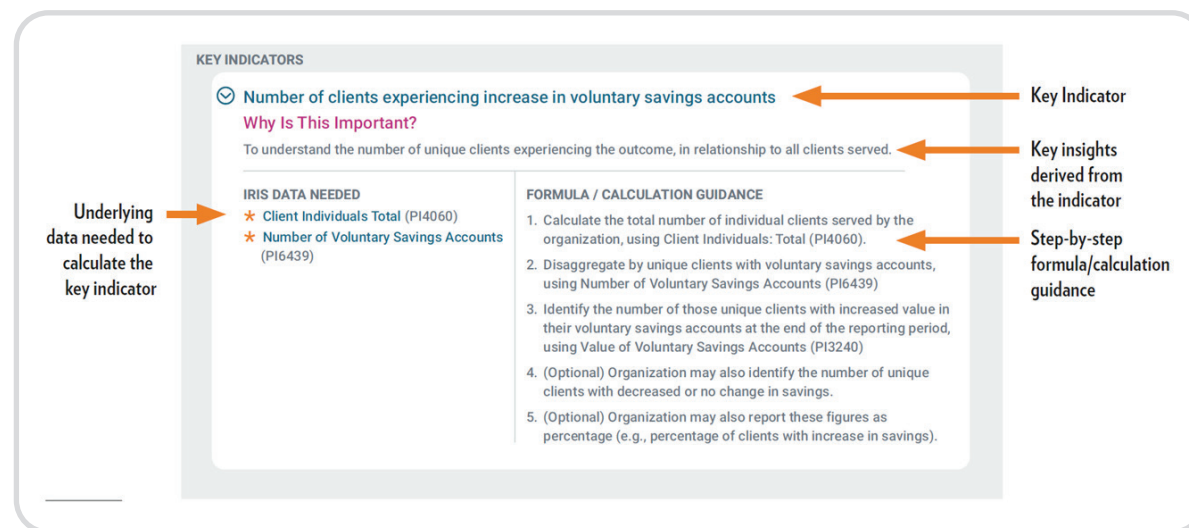
2.3. IRIS+[See Workbook](#)**WHAT IS IRIS+?**

IRIS+ is a globally accepted set of tools and guidance that translates impact intentions into measurable results.

Key features of IRIS+ include:

- **Core Metrics Sets**
- **Thematic taxonomy**
- **Updated IRIS+ Catalog of Metrics**

Source: IRIS+ Core Metrics Set



Source: IRIS+ Taxonomy



Updated IRIS+ Catalog of Metrics, numerical measures offered in both a searchable and downloadable format to enable search and discovery of individual metrics. **Curated resources and practical how-to guidance** to support day-to-day IMM implementation.

Alignment with the UN Sustainable Development Goals (SDGs), including both SDG Goals and targets.

Alignment with other major frameworks and conventions, including the five dimensions of impact and more than 50 metrics frameworks, standards, and platforms.

Interoperability with third-party data platforms and systems that use IRIS metrics

← Filter based on your investment priorities and focus areas.

- Impact Category
- SDGs
- Joint Impact Indicators
- Dimensions of Impact
- Operational Impact
- Product Service Impact
- Focus
- Investment Lens
- Financials

Reset filters

Account Value (PI1653)

Disaggregates a metric representing accounts in terms of the direction of their change in value during the reporting period. Select any that apply: Increased in value during the reporting period Decreased...

Accounts Payable (FP2852)

Value, as of the end of the reporting period, of all outstanding debts that must be paid by the organization within a given period of time in order to avoid default.

Accounts Receivable (FP2213)

Value, as of the end of the reporting period, of the organization's outstanding debts from clients who received goods or services on credit.

Active Borrowers per Loan Officer (PI9250)

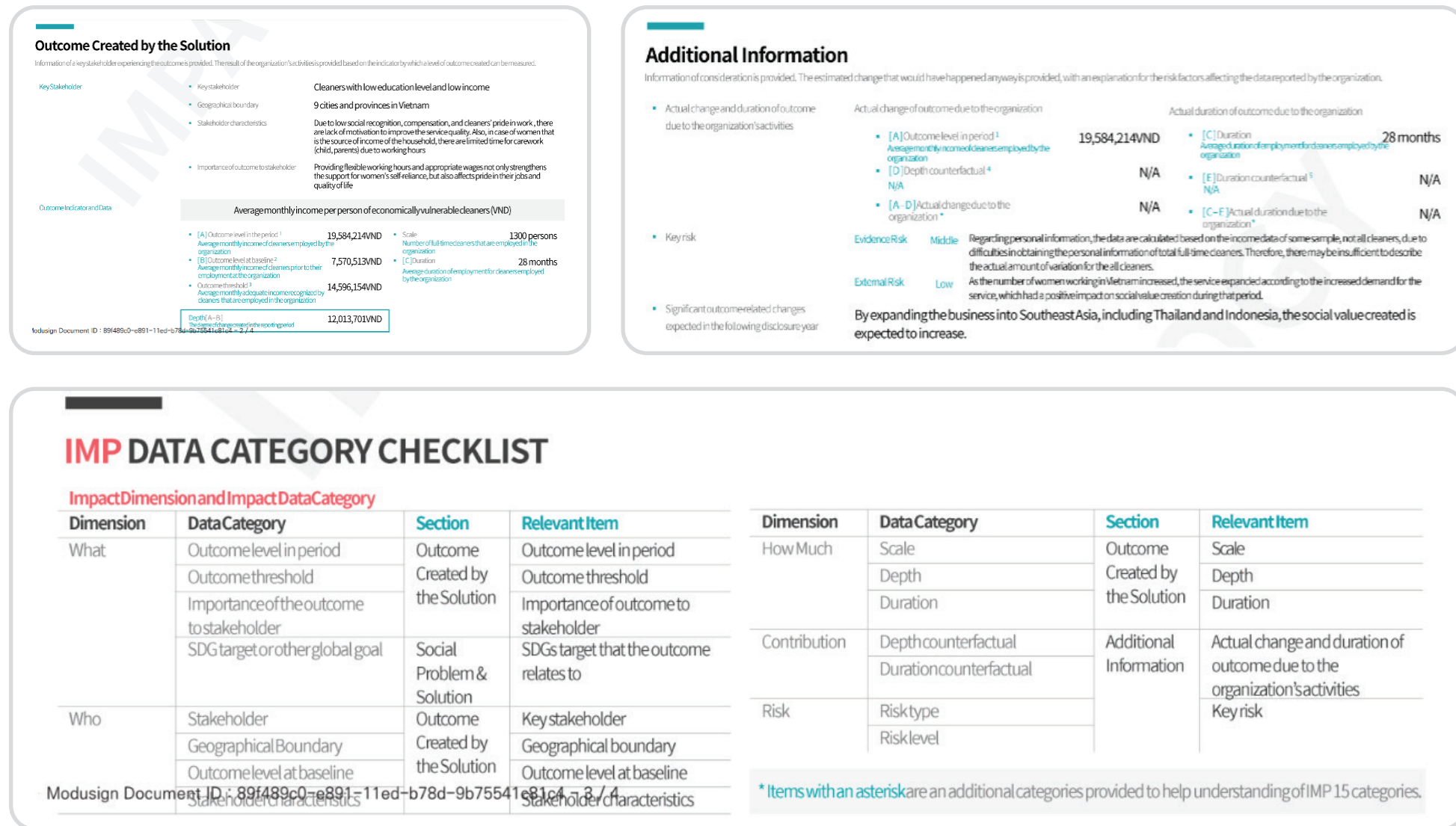
Number of active borrowers (clients) per loan officer at the organization as of the end of the reporting period.

Active Use (PI7985)

Disaggregates another metric in terms of active use. For example, Client Individuals (PI4060) disaggregated by this metric, option "active," would yield Active Users in many contexts. See usage guidance...

Source: IRIS+ Catalog of Metrics

These following images are a cut of an impact report using IRIS+ from bTaskee, an on-demand home cleaning service platform.



Source: bTaskee Impact Report Social Venture, bTaskee (2023)
For more information on IRIS+, please check IRIS+ website.

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3. IRIS+
4. **GRI Standards**

2.4. GRI Standards

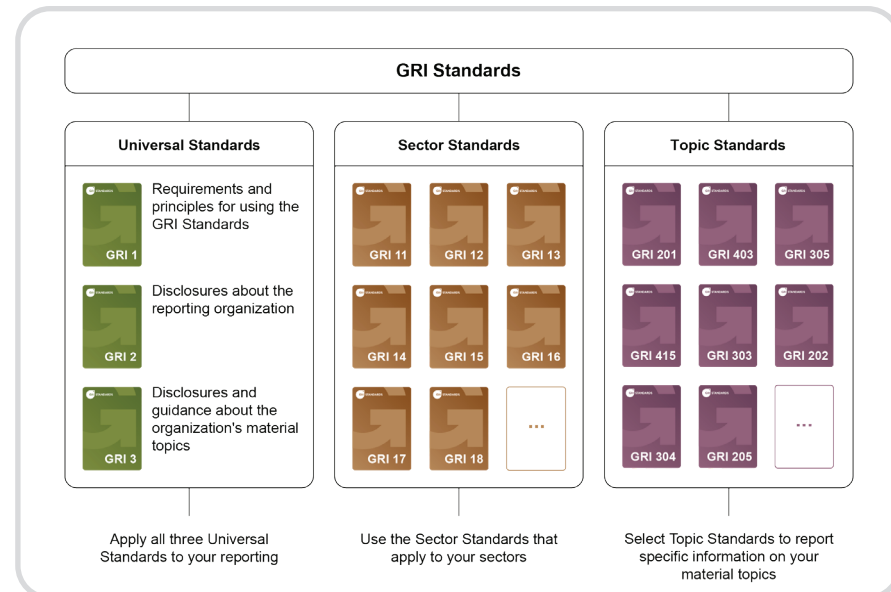
[See Workbook](#)

WHAT ARE GRI STANDARDS?

The GRI Standards are a globally accepted set of guidelines that provide a framework for sustainability reporting. They are structured as a system of interrelated standards that are organized into three series:

- **GRI Universal Standards:** used by all organizations when reporting in accordance with the GRI Standards.
- **GRI Sector Standards:** used according to the sectors in which organizations operate.
- **GRI Topic Standards:** used according to the material topics of the organizations.

Source: Full Set of GRI Standards, GRI



The following image is a cut of a report following GRI Standards by GreenFeed, a fully integrated Feed – Farm – Food chain providing effective products and solutions for the food industries.

Source: [ESG Report 2023, GreenFeed, 2023](#)

For more information on the GRI Standards, please check GRI Resource Center.

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STEP 3: Revisit the impact planning framework to determine what you want to know

Carefully examine the overarching objectives and goals of the framework you selected.

Based on the framework's objectives and your own priorities, formulate specific research questions.

For example:

"What is the extent of our positive impact on [specific target group]?"

"How effectively are we mitigating [specific environmental impact]?"

"What are the most significant barriers to achieving our social impact goals?"

STEP 4: Choose indicators

Please note that the process of choosing indicators is different for each tool.

With **Lean Data**, you will need to **generate questions and brainstorm the relevant indicators yourself**.

With **IRIS+**, you will need to **select indicators** that work for you from their **Core Metrics Set**.

The **BIA** does **not require** you to **manually select indicators**. The system will automatically generate a tailored set of questions based on your company's information. You will be provided with a score upon completion of the self-assessment.

GRI Standards outline specific **requirements** that organizations must **adhere** to when reporting in accordance with these standards. These requirements are clearly identified within the GRI Standards by the use of bold font and the word 'shall'. Consequently, the indicators used within the GRI Standards are predetermined and do **not require manual selection** by the reporting organization.

Step 3 and 4 should be conducted iteratively. The framework used for impact planning can inform you of which indicators to use to monitor progress towards the desirable impact. Meanwhile, skimming through the indicators available in the impact measurement framework is important to get a sense of what questions can be answered, and what cannot be answered.

By moving back and forth between defining your objectives (Step 3) and selecting indicators (Step 4), you can ensure that your chosen indicators are both meaningful and aligned with your startup's unique goals and the capabilities of the framework.

STEP 5: Collect and synthesize data

This involves gathering the necessary data to answer the questions formulated in Step 3 and fill in the indicators chosen in Step 4. Data collection can occur through various methods, both manual and automated.

Manual data collection could involve surveys, interviews, sending out SMSs, etc. Automated data collection could be Website Analytics, Sales and Financial Data, or data collected from sensors and other technological equipment.

STEP 6: Compile an Impact Report

See Workbook

An impact report is a **summary** of the **positive changes** your organization has made through its programs and initiatives.

An impact report typically uses **quantitative data**. This is usually **supplemented by qualitative data**, like case studies, testimonials, and analyses that add color to the hard numbers

What you found through impact measurements would fit in the quantitative data part.

To create a compelling impact report, focus on answering the "So what?" and "Who cares?" questions. This involves clearly articulating how and why your impact matters to your target audience. You can refer to the Workbook - Impact Measurement templates - as an example.

03 Impact Communication Strategy

ELEMENTS OF IMPACT COMMUNICATION STRATEGY

A communication strategy is a blueprint that details how an organization or individual will engage with their target audience⁽⁵⁾. It includes:

- A set of goals and objectives
- Key messages
- Communication channels
- Techniques

This playbook offers guidance on impact communication strategies tailored to various audiences of IBs, including internal employees, customers, investors, donors and governments.

How to SHARE and demonstrate your impact to the INTERNAL TEAM ?		Impact communication strategy - How to communicate the impact Internal Communication
How to SHARE and demonstrate your impact to CUSTOMERS ?		Impact communication strategy - How to communicate the impact B2B Customers and Impact communication strategy - How to communicate the impact B2C Customers
How to SHARE and demonstrate your impact to INVESTORS ?		Impact communication strategy - How to communicate the impact Investors
How to SHARE and demonstrate your impact to DONORS ?		Impact communication strategy - How to communicate the impact Donors
How to SHARE and demonstrate your impact to GOVERNMENT AGENCIES ?		Impact communication strategy - How to communicate the impact Government Agencies

(5) Communication Strategies: Explained with Types & Examples, The Strategy Story, <https://thestrategystory.com/blog/communication-strategies-explained-with-types-examples/>

3.1 HOW TO COMMUNICATE THE IMPACT | INTERNAL COMMUNICATION

See Workbook

Employees in an impact business often have a general awareness that the company creates positive change but lack clarity on how that impact is delivered. Their primary focus remains on completing tasks and fulfilling their responsibilities. While many value impact as a factor in choosing a job or engaging in their daily work, it tends to be a secondary consideration compared to their immediate duties.

Employees in IBs in Vietnam often feel disconnected from their company's larger mission due to a lack of clear communication about the vision and impact story. When they do not understand how their roles contribute to the organization's broader goals, their efforts may seem disconnected or lack meaningful alignment with the company's objectives. The absence of consistent messaging, documented impact stories, and measurable data further leaves

them confused and uncertain about the significance of the impact they are striving to achieve. Without this clarity, employees may find it challenging to trust the process, feel motivated, or fully commit to advancing the company's mission.

Effective impact communication aligns employees with the organization's mission, fosters shared purpose, and enhances engagement. It builds trust by keeping teams informed and empowers them as advocates for the company's goals, driving collaboration and meaningful change.

IBs are advised to use the following messaging, channels and tactics in communicating business impact to their internal teams.

MESSAGE	CHANNELS	TECHNIQUES
• Inspire employees by highlighting the meaningful impact employees are contributing to. • Show how each role directly improves the impact. • Appreciate and reward contributions to the company's impact goals.	• Use different recognition platforms such as notice boards, letters of appreciation, awards, or internal newsletters to communicate and recognize the impact. • Share impact measurement results through reports, data dashboards, or regular team meetings. • Leverage online communication tools, chat groups, and meetings to discuss progress and achievements in impact work.	• Highlight the impact in company culture and practice by sharing a compelling story about the company's impact mission and its broader significance. • Make it relevant by connecting each employee's role to specific impact outcomes to show how their work contributes to the bigger picture. • Simplify the message in a clear, concise, and consistent language to avoid confusion and ensure alignment. • Present measurable impact results to build trust and transparency. • Encourage feedback among employees to share ideas and insights about improving the company's impact efforts. • Celebrate wins by regularly acknowledging and celebrating milestones or success stories to keep the team motivated and engaged. • Involving employees in customer or beneficiary-facing activities helps them directly see the impact, increasing their buy-in and connection to the company's mission.



Example: Passii (Second-hand clothing platform)

Clear outcomes and contributions:

Most of Passii's employees are already interested in sustainability. They shared that they felt motivated when understanding their role in operations and seeing the outcomes of their work through surveys and performance metrics. **(Needs) (Messages)**

In reflection meetings **(Channel)**, emotion check-in for employees are often conducted

(Techniques). They ask what has recently motivated or inspired the employees during their daily work. They also welcome feedback and contributions from employees to reinforce these aspects **(Techniques)**

This helps them recognize that their work contributes to the overall impact.

Example: Journey of Senses (a chain of restaurants and innovative services that employ and empower deaf, visually impaired and gender-diverse people)

Lean communications and transparent data sharing within the organization:

The company prioritizes customer feedback as a core practice in its service industry operations, including restaurants and spas **(Techniques)**. Managers are encouraged to share interesting customer insights or messages directly with employees through a group chat of each branch **(Channel)**. This has created an open and engaging communication flow.

With a flat organizational structure, messages are shared without unnecessary layers, ensuring transparency. This approach helps employees trust the company's impact, as they see real data and evidence of their contributions reflected in customer experiences. **(Message)**



3.2 HOW TO COMMUNICATE THE IMPACT | B2B CUSTOMERS

See Workbook

B2B customers seeking solutions from IBs are often corporates aiming to achieve their CSR targets, enhance ESG performance, and improve their brand image & customer loyalty via impact communication.

Their concerns revolve around difficulties **balancing budgets & operations with sustainability goals**. Also they have concerns of **greenwashing risks** or untrustworthy partners that may result in **controversies**. It is also complex for them to justify investments to stakeholders or leadership.

To achieve these goals, corporates often prioritize transparent, data-driven solutions and measurable results. They seek cost-effective services but are willing to invest in proven impactful solutions. Additionally, they value long-term partnerships with trusted providers and require services tailored to their specific needs. Furthermore, corporates encourage innovation through scalable solutions, such as hosting solution competitions.

IBs that can align their offerings with these objectives are well-positioned to build long-term, value-driven relationships with such customers.

IBs are advised to use the following best practices in communicating business impact to B2B Customers.

MESSAGING	CHANNELS	TECHNIQUES
B2B MESSAGES: Align with customers' CSR, ESG, sustainability branding & business goals • "Partner with us to achieve your CSR goals with measurable impact." • "Our solutions drive ESG performance while aligning with your values."	B2B CHANNELS: • LinkedIn (targeted posts, outreach). • Industry events and expos. • Email campaigns/Cold calls with case studies and impact metrics. • Reference / Networking / Personal branding	B2B TACTICS: • Provide clear ESG/SDG alignment of your business (i.e. having yearly ESG/ impact reports) • Document & showcase stories about your beneficiaries • Demonstrate credibility, transparency, and impact motivations, especially of the founders. • Demonstrate that the quality and price of products/services remain uncompromised by impact stories by highlighting the quality first, and then showcasing the impact.

3.3 HOW TO COMMUNICATE THE IMPACT | B2C CUSTOMERS

See Workbook

B2C customers are often socially and environmentally conscious individuals. They seek to support ethical brands within their budget, reduce their carbon footprint & waste outputs, and participate in ethical engagement such as campaigns, volunteering, or advocacy.

Their concerns revolve around affordability concerns, as sustainable products are perceived as more expensive. They may also worry that quality of product itself may be compromised by the impact story. They also feel that sustainable products are less convenient to buy regularly (lack of nearby stores). Many also experience confusion when overwhelmed by conflicting opinions about impact-driven products: some controversies of vague claims or lack of transparency about sustainable products have caused distrust before.

Therefore, IBs like yours need to build trust by providing transparent information, ensuring high-quality products at competitive prices, and facilitating easier access through the right distribution channels. Additionally, businesses can leverage brand storytelling to inspire and encourage word-of-mouth marketing, spreading sustainable values within the community. In this way, these businesses can attract and retain B2C customers while strengthening their trust and loyalty.

IBs that address these concerns with clear, accessible, and high-quality solutions are well-positioned to build trust and loyalty among these customers, especially via word-of-mouth and viral brand stories.

Your business is advised to use the following best practices in communicating its business impact to B2C Customers.

MESSAGING	CHANNELS	TECHNIQUES
Give customers a sense of contribution to a larger impact • "Every purchase supports [specific impact, e.g., waste reduction, education]." • "Join a community of changemakers / green lifestyle leaders to make a difference." (Identity-based)	• Facebook Groups (sustainability communities). • Instagram and TikTok (engaging visuals, stories). • Blog posts and newsletters (educational content) • Websites • Events, trade shows and other offline venues	• Leverage opportunities to appear for free on TV shows (e.g Sharktank) / newspapers (e.g. Vnexpress, Cafebiz) / social media to highlight real-life impact. • Partner with local eco-events or NGOs for visibility. • Leverage personal branding • Be careful and thoughtful about the boundaries between advocacy and pity / emotion triggering. • Demonstrate that the quality and price of products/services remain uncompromised by impact stories by highlighting the quality first, and then showcasing the impact.



See your
moments

nhà cung cấp giải pháp chăm sóc
sức khỏe tinh thần bằng trò chơi
đầu tiên tại việt nam

Example: SeeSaw (mental-health improvement products (conversation questions cards) and services)

B2B Customers:

Align with customers' business goals (Language market fit)

When SeeSaw initially pitched its product as enhancing employee well-being **(Channel)**, big corporations showed little interest, unable to connect it to business goals like revenue or efficiency. Recognizing this, SeeSaw reframed its proposal to emphasize reducing turnover and boosting productivity, demonstrating clearer business metrics **(Technique)**.

This shift led to greater interest, securing deals with some former prospects.

B2C Customers:

Highlighting the quality first, and then showcasing the impact.

When SeeSaw initially pitched its product as enhancing employee well-being **(Channel)**, big corporations showed little interest, unable to connect it to business goals like revenue or efficiency. Recognizing this, SeeSaw reframed its proposal to emphasize reducing turnover and boosting productivity, demonstrating clearer business metrics **(Technique)**.

Leverage Personal Branding and storytelling via TV shows and media. Then, engage via offline spaces and social media.

SeeSaw managed to appear on Shark Tank Vietnam to pitch their product. The founder shared her inspiring story, the motivation behind the product, and even conducted a live product demo on TV. Several sharks praised the product, offered support, and even awarded a golden ticket and investment deal to SeeSaw. SeeSaw leverages this viral moment to engage new audiences **(Technique)**. The appearance went viral on social media, with numerous news articles, posts, and short videos amplifying the buzz **(Channel)**. Then, SeeSaw further engages these audiences via offline spaces “Tiem bap benh” and social media **(Channel)**, showing different use cases of their products. This helps convert them into customers.

ĐỊNH HƯỚNG XÂY DỰNG SẢN PHẨM

GIẢI PHÁP AN TOÀN “DO NO HARMS”

Những giải pháp trò chơi của chúng tôi đều được xây dựng dựa trên những lý thuyết và quá trình nghiên cứu lâu dài và nghiêm túc. Vì vậy, những giải pháp chúng tôi cung cấp hướng đến tính an toàn tuyệt đối cho trải nghiệm của khách hàng.

CÔNG THỨC SÁNG TẠO ĐỘC QUYỀN

Những công thức sáng tạo của những sản phẩm đều được đội ngũ của chúng tôi nghiên cứu và sáng tạo độc quyền dựa trên những nhu cầu của khách hàng. Vì vậy, giải pháp của chúng tôi là hoàn toàn độc quyền và mang lại trải nghiệm riêng biệt cho khách hàng.

PHƯƠNG CHÂM PHÁT TRIỂN BỀN VỮNG

Những sản phẩm và giải pháp của chúng tôi được xây dựng và sản xuất bởi những nguyên liệu và phương án thân thiện với môi trường. Đảm bảo sự phát triển bền vững của doanh nghiệp và thúc đẩy phong cách sống bền vững của khách hàng.





Những cuộc đời không ngừng đi tới

HÀ THANH

Tuổi Trẻ trên Google News

TTO - Anh Lê Việt Cường (44 tuổi, chủ tịch Hội người khuyết tật quận Hà Đông, sáng lập Hợp tác xã Vun Art) chia sẻ mỗi thành viên được ví như những mảnh vải vụn, từ những miếng li ti sẽ góp phần tạo nên một bức tranh nghệ thuật nếu được đặt đúng chỗ



Các thành viên Hợp tác xã Vun Art yêu thương nhau như một gia đình - Ảnh: Nam Trần

Example: Vun Art (traditional artworks and items made of leftover fabrics, by the disabilities)

B2B Customers: Demonstrate credibility, transparency, and impact motivations, especially of the founders.

As Vun Art's employees mainly include disabled individuals, a vulnerable group, concerns about fairness and credibility often arise.

To address this, Mr. Le Viet Cuong, the founder of Vun Art and a disabled person himself, personally engages with corporations **(Channel)**, sharing his story and mission while demonstrating how they can help beneficiaries **(Technique)**. His deeply touching motivation stems from his desire to "pay it forward," having overcome his own challenges to achieve independence **(Message)**. This has given him tremendous empathy to support others in the same situation **(Message)**. Vun Art maintains transparency by openly communicating production costs, worker policies, and pricing. Its inspirational stories have also been amplified through social media and words of mouth **(Channel)**.

With this communication strategy, Vun Art has sold tens of thousands of products, including tote bags, shirts, and artwork, to individual customers as well as major corporations and organizations, such as **Gucci, Trung Nguyen, Viettel, BaoViet, Panasonic, the U.S. Embassy in Vietnam, and Foreign Trade University**. They create decent work and life quality for many disabled individuals and their families.

PARTNERS



B2C Customers: careful to protect the images of their employees

The company aims to protect the privacy of its disabled workers and does not use their personal images in mass media **(Technique)**. Instead, information about the workers is discreetly included on the back of the products, as it is intentionally kept not a core part of their marketing strategy **(Technique)**. Still, for those interested, customers can easily verify Vun Art's credibility through various channels and certifications **(Channel)**. Additionally, the founder is highly transparent and open about the costs and motivations behind their mission in offline communication **(Technique)**.

Via many articles, podcasts, and talk shows **(Channel)**, Vun Art communicates about how they ensure the welfare of their workers via humane and well-designed training, welfares, and facilities **(Message)**.



3.4 HOW TO COMMUNICATE THE IMPACT | INVESTORS

See Workbook

Most venture capital investors seek similar criteria, including market opportunity, scalability, innovation, and founders' commitment. However, impact investors also consider additional impact criteria, as shown below:

	THEMATIC IMPACT INVESTORS	OTHER IMPACT-RELATED (ESG) INVESTORS
Description	Emphasize impact in their investment thesis; Have their own unique requirement about impact; Often target specific sectors/ issues (e.g. Gender-lens, climate change,...) What they often look for: • Intentionality: Is the company deliberately aiming to create social and environmental impact through its business model, in alignment with the investors' thematic focus? • Additionality: Is it challenging to create values in the relevant area with the current system and solutions? In other words, is this an impact area so challenging that very few, if any, others dare to address it and are able to address it well? • Measurability: Is the company providing evidence for and communicating the meaning of its socio-environmental values in a language that can be comprehended by unrelated parties?	Incorporate ESG (Environmental, Social, Governance) into the investment decision-making process; Involve analysing a company's ESG performance and practices to assess its overall sustainability and risk profile.
Examples	MYSC, Patamar, Beacon Fund, Earth Venture Capital,...	Vina Capital, Touchstone, Do Ventures...

Impact investors often face challenges in finding financially scalable businesses that have effectively measured and communicated their impact. Conversely, businesses that perform well financially are frequently unaware of their impact and have not yet measured

or communicated it to their stakeholders. On the other hand, those that are conscious and strategic of their impact are typically small and not financially scalable.

Therefore, when your business wants to reach and communicate to investors effectively, it needs to:

MESSAGING	CHANNELS	TECHNIQUES
- Emphasize the core value proposition for impact investors (E.g. With our solar panels, we generate both social/environmental impact AND financial returns) - Show alignment with investors' investment thesis and value (E.g. Our solar panels can cut carbon emissions by X %, which aligns with your impact goal of alleviating climate change) - Prove additionality (E.g. Without our solar panels, current carbon emissions level is Z. With our solar panels, the level is cut by X % more) - Present measurability (E.g. We track our impact through indicators A, B and C, measured every X months)	Before receiving investment, find investors and contact them via: - Events/ Competitions/ Conferences/ Demo Days... - Social media (primarily LinkedIn)/ Email - Investment/Impact business community After receiving investment, follow-up on business and impact performance through: - Regular impact reports (integrated into the overall business reports, frequency as required by investors) - Meetings: Board of Directors (BOD) meetings & Informal meetings - Email	First time meeting investors: - Scan their websites & impact reports to understand their investment thesis & how your business can align with such thesis - Prepare Investment Pitch Deck answering key questions: Problem: What specific issue are you addressing? Solution: How does your product or service solve this problem? How's your solution aligning with ESG, SDGs and other sustainability frameworks? Value Proposition: Why is your solution better than competitors? Impact: What will the world look like after your solution is widely adopted? Plan: How will you execute your solution? Resources: What do you need to make it happen? Equity: How will you share ownership with investors? After receiving investment: Follow impact report template and other requirements provided by investors.

CONTRAU ECO CAMAU SHRIMP FARM

Example: Contrau Eco (uses Biofloc Technology for sustainable, antibiotic-free shrimp farming, focusing on water quality, productivity, and economic stability while promoting environmental and social responsibility).

Professional & measurable frameworks:

Before being invested by MYSC, Contrau Eco defined its impact primarily through practical sustainability measures rather than formal frameworks, despite its commitment to eco-friendly farming and stable livelihoods for workers.

Through collaboration with MYSC, Contrau Eco was able to formalize and refine its existing practices into frameworks, gaining a deeper understanding of SDGs, ESG principles, and the Theory of Change **(Message)**. They defined key outputs and indicators like productivity improvement and economic performance **(Message)** for better impact management and communication, which might help attract future investors. The company regularly updates MYSC through reports and meetings, tracking progress and refining strategies **(Channels)**.

After investment, Contrau Eco's approach has shifted from an operational to a strategic mindset, aligning their goals with broader societal and environmental objectives. MYSC introduced storytelling techniques using examples to highlight how their practices improve productivity and reduce financial risks for farmers **(Techniques)**.

3.5 HOW TO COMMUNICATE THE IMPACT | DONORS

See Workbook

Donors for IBs typically include foreign governments, philanthropic foundations, bilateral and multilateral donor agencies, multilateral development banks and corporations. For example, Global Affairs Canada (GAC), Dutch Fund for Climate and Development (DFCD), The Rockefeller Foundation, United Nations Development Programme (UNDP), United Nations International Children's Emergency Fund (UNICEF). These donors look to provide support for businesses that create lasting impacts by developing products, services, or models to address social, environmental, or cultural issues.

Donor funding for IBs is often intermittent and project-based, ending once the project or funding source is exhausted. These grants are typically small and aimed at early-stage businesses. The amount of donor funding for IBs in Vietnam ranges from USD

1,000 to USD 50,000/ business. Businesses can apply overseas for bigger amount which, however, is very challenging to obtain. Other than financial support, donors also offer non-cash support such as market access, networks, and capacity building. As one opportunity might lead to the others, it is advised that IBs apply for support to put their name on donors' map first.

Donors frequently lack the resources to conduct comprehensive due diligence and monitoring and evaluation (M&E) of grantees. During each grant call, they often struggle to identify new impact IBs that align with their impact criteria. Simultaneously, many IBs that meet these criteria fail to discover these grant opportunities or effectively communicate their impact.

IBs are advised to use the following messaging, channels and tactics in communicating business impact to donors

MESSAGING	CHANNELS	TECHNIQUES
- Alignment with donors' mission and impact goals. <i>For example: "Our bio-cleaning products reduce chemical exposure for n households annually, advancing public health (SDG 3) and environmental sustainability (SDG 12)."</i> - Storytelling with quantitative metrics to illustrate success. <i>For example: "Meet A, a distributor who increased her income by n% through our partnership while reaching underserved rural areas with eco-friendly solutions."</i> - Emphasizing transparent impact tracking methods - Demonstrating scalability and sustainability by positioning the business as a high-potential solution, with plans for scale and long-term sustainability beyond grant cycles.	- Grant proposal - Competitions - Sector specific events - Social media	- Following donors' communications channels (i.e. LinkedIn, Facebook fan-page, newsletter). Since donor fundings are project-based, make sure to stay alerted with new projects and fund opportunities. - Attending donors' events - Highlighting impacts in your pitch decks and digital contents (including video)



Example: Prosus (Animal feed from Black soldier flies)

This startup has applied to participate in initiatives and programs **(Channel)** by various donors **(Technique)**. Through formal proposals, Prosus communicates its impact with customized messaging tailored to the specific themes of each initiative or program (e.g., sustainable agriculture, circular economy, technology) **(Message)**. The support it has been receiving includes grants and soft support, such as training, networking with high-value partners, and Intellectual Property Rights protection.

3.6 HOW TO COMMUNICATE THE IMPACT | GOVERNMENT AGENCIES

See Workbook

Government agencies provide a wide range of support for IBs through policies and programs, some requiring businesses to obtain specific titles such as "social enterprise" or "sustainable business" to be able to access benefits. However, IBs can also

benefit from non-impact-specific cross-cutting programs. The table below outlines the types of support available to IBs from government agencies.

	HARD SUPPORT (i.e. tax, land subsidy)	SOFT SUPPORT (i.e. grant funding, capacity building, network, research)	RECOGNITION (i.e. awards, acknowledgement)
Social Enterprise	x	x	x
Sustainable/inclusive businesses		x	x
Businesses hiring people with disabilities	x	x	x
Other IBs		x	

Social enterprise: The Law on Enterprises 2020 and Decree 47/2021/ND-CP detailing a number of articles of the Law on Enterprises stipulate that social enterprises are eligible to receive funding in the form of assets, finances, or technical support to achieve their goals of addressing social and environmental issues. However, the requirements to be recognized as a ‘social enterprise’ under the Law of Enterprise are very strict, especially the rule that 51% of after-tax profits must be reinvested into impact work. Additionally, claiming benefits for social enterprises is difficult, making this status undesirable for IBs.

Sustainable/ inclusive businesses: Without having to officially register themselves as “social enterprise”, IBs can leverage from programs and competitions specifically targeting sustainable/ inclusive businesses. This involves soft support and recognition only. For example, Decision 167/QĐ-TT 2022 on the program supporting private sector enterprises in sustainable business in Vietnam. While there has yet to be any guidelines on how to claim the benefits, initial steps have been made. One of these is the launch of the Sustainable Business Assessment Toolkit by the Ministry of Planning and Investment (MPI) and USAID’s Vietnam ESG Initiative. Each business recognized as sustainable by this assessment are said to receive technical support and network opportunities equivalent to up to VND 2B per year.

Businesses hiring people with disabilities: According to the Law on Persons with Disabilities 2010, businesses with 30% or more of their total employees may receive supports for improvement of their working conditions and environment suitable to persons with disabilities; be exempt from enterprise income tax; borrow loans at preferential interest rates under production and business development projects; receive priority in land, ground and water surface lease and be exempt from rents of land, ground and water surface to serve production and business activities in proportion to the percentage of employees with disabilities, the degree of their disabilities and the size of enterprises.

Other IBs: IBs not qualified/ acknowledged in the above categories can still gain a competitive edge for government support if they align with impact themes (i.e. livelihood for underprivileged groups, circular economy). In the government’s non-impact-focused programs, application forms often include questions about addressing social issues. Such support is typically ad hoc or part of larger programs.

Each government program has distinct criteria and impact areas they expect from businesses. However, many businesses struggle to meet these specific requirements and provide evidence of their impact.

IBs are advised to use the following messaging, channels and tactics in communicating business impact to government agencies.

MESSAGING	CHANNELS	TECHNIQUES
- Alignment with government priorities (sustainable develop goals, Decision 167/QD-TT 2022). <i>For example: “Our company is one of the top 10 finalists of the 2025 Vietnam ESG Initiative by the Ministry of Planning and Investment (MPI) and USAID.”</i> - Storytelling with quantitative metrics to illustrate success. <i>For example: “Meet A, a distributor who increased her income by n% through our partnership while reaching underserved rural areas with eco-friendly solutions.”</i> - Policy-friendly framing: Present your business impact in terms of policy contributions and public good outcomes, such as job creation, health improvements, or environmental sustainability. <i>For example: “Our operations support the government’s goals under Decision 167 by generating green jobs and improving public health outcomes.”</i>	- Government-organized events - Other direct engagement (i.e. official meetings, formal proposals, or public consultation sessions) - Industry associations and networks	- Attend relevant competitions, awards, and events organized by government agencies to gain visibility and credibility (In the Resources section, we provide a list of well-known competitions that your business may consider). Also make sure to prepare tailored pitches that emphasize alignment with government priorities and measurable impact. - Respond to calls for participation in government initiatives and programs. Although the paperwork for these calls can be complicated, once you prepare one application, you can easily adjust it for other government calls. - Leverage industry groups or chambers of commerce in your local area to gain introductions and advocacy opportunities with government stakeholders. - Work through intermediaries, such as impact-driven associations/incubators/accelerators, to help communicate business impact and value to policymakers



Example: Dr. Ruot (Resistant starch)

Dr. Ruot's approach to gaining the government's support is relatively unique. It started by mailing formal letters, proposals, and MVPs directly to government leaders (including leaders of the government and of ministries in charge of health, science and technology) and government agencies **(Technique)**. Once getting recognized by these stakeholders, Dr. Ruot also applies to participate in government agencies' programs, including ministry-level research projects **(Technique)**. Regarding messaging, Dr. Ruot highlights its products' scientific attributes and associated impacts as well as their relevance with government's priorities (i.e. public health, fight Covid-19). Through government support, Dr. Ruot gains visibility and credibility.

04 Resources

4.1 IMPACT MEASUREMENT FRAMEWORKS

How to use Lean Data?

Choose questions:

Form your questions with a goal in mind. Make sure your questions are easily-understood, non-leading and yield actionable insights.

For example, to assess whether their services effectively reach disadvantaged groups (goal), companies can incorporate a question regarding income level. This question can be subtly phrased to avoid direct inquiries about income. For instance, the question 'How much do you spend on meals per day?' can provide valuable insights into an individual's financial situation.

Source: Acumen Academy

Choose technology:

Choose technology that is convenient to your users, fits the kinds of questions you want to ask, and falls within your cost constraints.

One tip is to **incorporate feedback collection into existing touch points** so that it is convenient for the customers to answer, saves resources for the company, and informs decisions quickly.

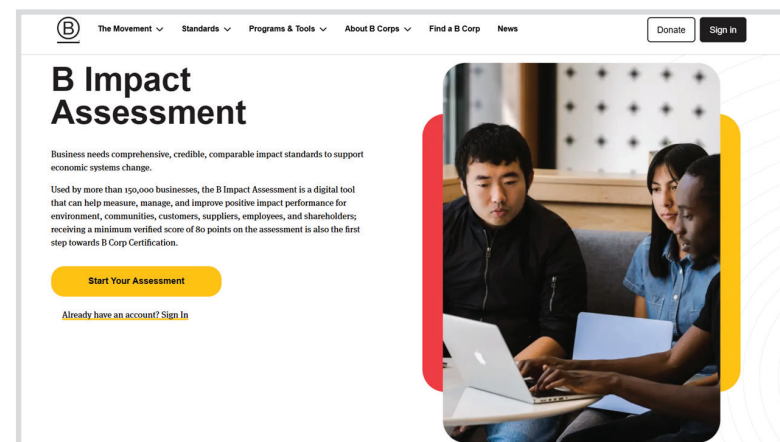
For example, if your company already has customer service calls, you may add a few questions at the end of the call for feedback collection.

How to use BIA?

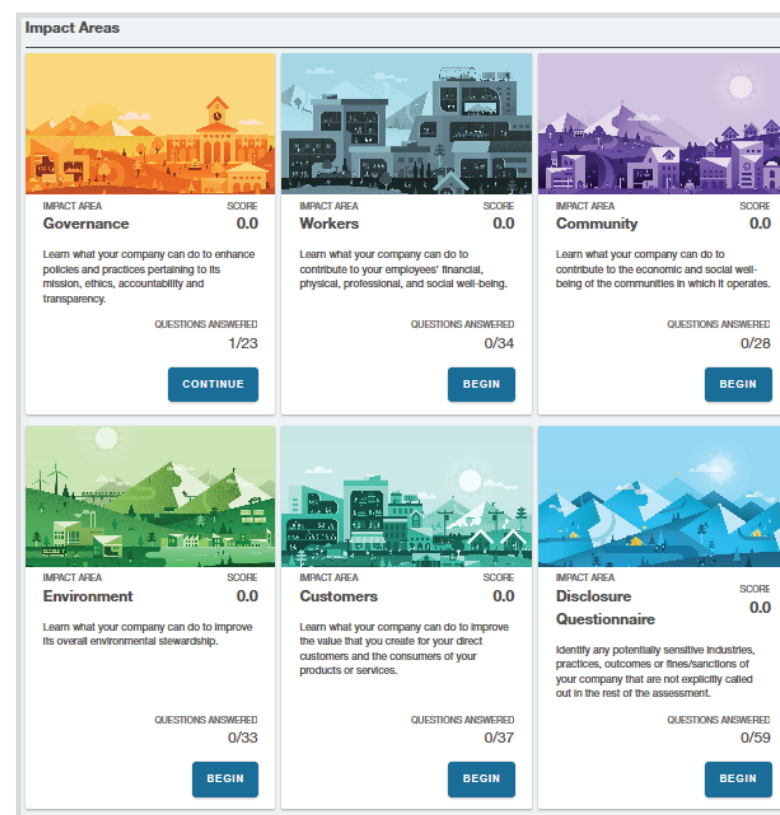
- **Access and start the self-assessment:** Visit the B Impact Assessment website⁽⁶⁾. Click **"Start Your Assessment"** and follow the sign-in or create account instructions.
- **Provide basic company information:** The site will ask you information regarding the country, the business size in terms of headcount, the industry sector, etc. This information will determine the questions you receive later.
- **Run the first round of the assessment from your own knowledge and data at hand:** Answer as many questions as possible from the top of your head and easily accessible data to discover what B Impact Assessment has to offer first. Then, mark the rest as "Revisit later".
- **Identify areas of larger data gaps and liaise with relevant persons to obtain data:** After the initial round, review the unanswered or "Revisit Later" questions. This will help you identify areas where you might need additional data to provide more comprehensive answers. Collaborate with relevant colleagues or departments to gather the necessary information and refine your responses.
- **Run a second round refining your answers and identify areas of strength and weakness:** Once you've collected the missing data, revisit the assessment platform. Review and refine your previous answers for a more accurate representation of your company's impact.

Source: An Introduction to B Impact Assessment Global Value; B Corp Movement: The New Standard for Sustainable Businesses, Merry Year Social Company MYSC

(6) B Impact Assessment, B Lab
<https://www.bcorporation.net/en-us/programs-and-tools/b-impact-assessment/>



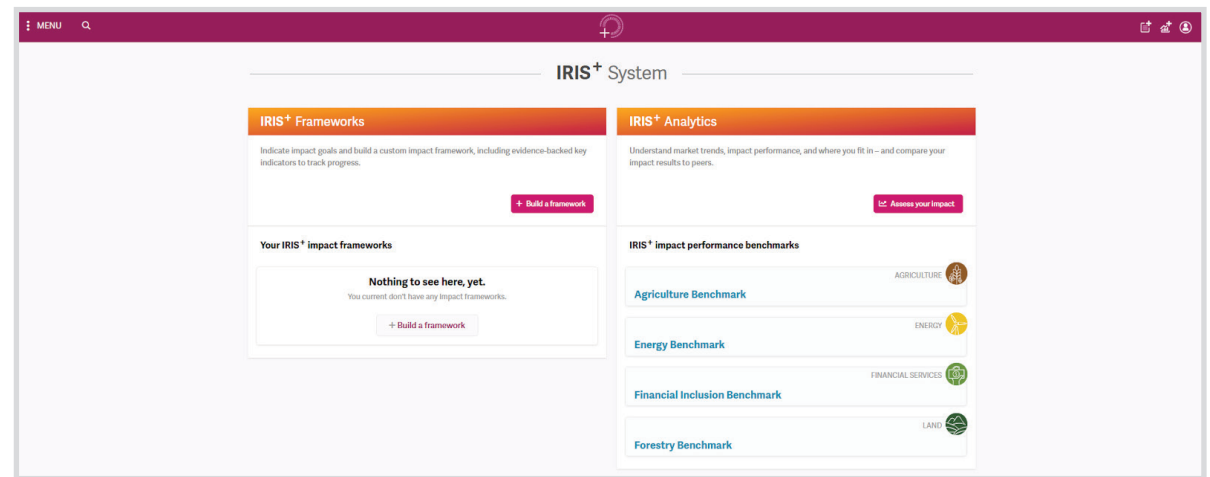
Source: B Impact Assessment, B Lab



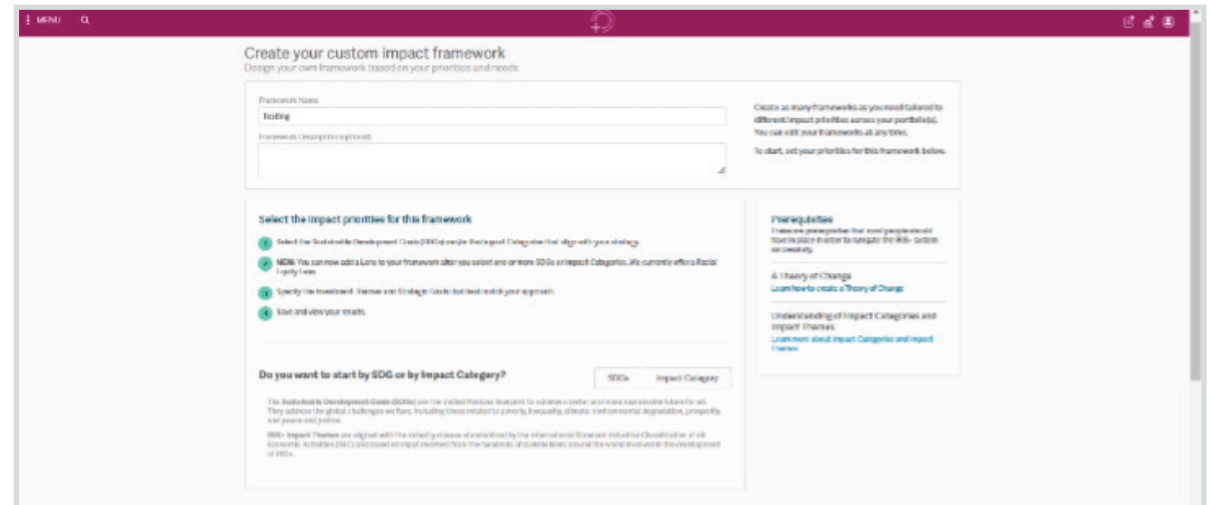
Source: B Impact Assessment, B Lab

How to use IRIS+?

- Sign up for an IRIS+ account by clicking “Get Started” at <https://iris.thegiin.org/>, fill in the required information to set up your account, and you will then be directed to your Dashboard.



- Click onto “Build a framework”, you will be directed to a site that allows you to design a custom impact measurement framework tailored to your priorities and needs.



- Select the impact priorities for this framework

1 Select the Sustainable Development Goals (SDGs) and/or the Impact Categories that align with your strategy.

2 NEW: You can now add a Lens to your framework after you select one or more SDGs or Impact Categories. We currently offer a Radical Equity Lens.

3 Specify the Investment Themes and Strategic Goals that best match your approach.

4 Save and view your results.

Do you want to start by SDG or by Impact Category?

SDGs

Which SDGs align with your impact priorities?

Select the SDGs that align to your impact priorities.

1 NO POVERTY

2 ZERO HUNGER

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

5 GENDER EQUALITY

6 CLEAN WATER AND CLEAN ENERGY

7 AFFORDABLE AND CLEAN ENERGY

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

10 REDUCED INEQUALITIES

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

14 LIFE BELOW WATER

15 LIFE ON LAND

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

17 PARTNERSHIPS FOR THE GOALS

Next

Prerequisites

These are prerequisites that most people should have in place in order to navigate the IRIS+ system successfully.

A Theory of Change

[Learn how to create a Theory of Change](#)

Understanding of Impact Categories and Impact Themes

[Learn more about Impact Categories and Impact Themes](#)

- Food Security

Smallholder Agriculture

Sustainable Agriculture

Which Impact Done

Agriculture

Air

Biodiversity and Ecosystems

Climate

Diversity and Inclusion

Education

Employment

Energy

Financial Services

Health

Infrastructure

Land

Oceans & Coastal Zones

Pollution

Real Estate

Waste

Water

Would you like to apply a Lens?

A Lens will apply to all selected Impact Themes. [Learn about lenses here.](#)

Racial Equity Lens

Next



Agriculture

- Smallholder Agriculture

No lens selected.

Which Strategic Goal(s) best matches your approach?



Smallholder Agriculture

- ☐ Improving Agricultural Water Use Practices
- ☒ Improving Rural Economies through Financial Inclusion
- ☐ Improving the Capacity of Communities to Adapt to Climate Risk
- ☒ Increasing Access to Agricultural Training and Information
- ☒ Increasing Access to and Use of Products and Services for Agricultural Risk Mitigation
- ☐ Increasing Access to and Use of Quality Agricultural Inputs
- ☐ Increasing Access to Better, Stable Pricing of Agricultural Products
- ☐ Increasing Agricultural Resilience through Technology
- ☒ Increasing Farm Profitability
- ☒ Increasing Financial Health of Farmers
- ☐ Increasing Food Security through Smallholder Farms
- ☐ Increasing the Sustainability of Non-Wood Forest Products

Next

- **After setting your impact priorities**, you will be directed to another dashboard, where you can find:
 - A **summary** of your impact priorities

STRATEGIC GOAL

Increasing Agricultural Resilience through Technology

Investments aligned with this Strategic Goal aim to leverage **technology** to build long-term **resilience** into agricultural systems, specifically modeled as value chains, in the face of intensified weather events and changing climate patterns. Such investments can encompass many kinds of technologies and services, including remote satellite data and in-situ sensors, weather and **climate information systems**, digital logistics services, improved infrastructure, and financial services that do not burden or indebted vulnerable communities.

SUSTAINABLE AGRICULTURE

SDGs: Most direct link

SDGs: Also linked to

To see an **OVERVIEW** of this Strategic Goal under the five dimensions of impact, the **CORE METRICS SET** recommended for this Strategic Goal, **EVIDENCE** connecting this Strategic Goal to outcomes, and suggested **RESOURCES**, click on the tabs to the left.

Summary

- An **overview** of your Strategic Goal, with key questions according to the Five Dimensions of Impact

STRATEGIC GOAL

Increasing Agricultural Resilience through Technology

WHAT
Dimensions of Impact: WHAT

Investors interested in deploying capital into investments aligned with this Strategic Goal should consider the scale of the addressable problem, what positive outcomes might be, and how important the change would be to the people or planet experiencing the issue.

Key questions in this dimension

- ① What problem does the investment aim to address? For the target stakeholders experiencing the problem, how important is this change?
- ② What is the scale of the problem?

WHO
Dimensions of Impact: WHO

Investors interested in deploying capital into investments aligned with this Strategic Goal should define whom they want to target, as almost every Strategic Goal has a host of potential target stakeholders. While some investors may target women of color living in a particular rural area, others may set targets more broadly, e.g., women. Investors interested in targeting particular populations should focus on Strategic Goals that have been shown to benefit those populations.

Key questions in this dimension

- ① Who (people, planet, or both) is helped through investments aligned with this Strategic Goal?
- ② What are the geographic attributes of those who are affected?

Overview

- A mapped **evidence** that shows what outcomes this Strategic Goal can have, based on academic and field research.

Evidence

This mapped evidence shows what outcomes this Strategic Goal can have, based on academic and field research.

Select an Outcome to find the supporting research.

Increased Climate Resilience in Value Chain Activities

Toward Resilient Agriculture Value Chains: Challenges and Opportunities STUDY RIGOR ★★★★★

Dong, Lingxiu. "Toward resilient agriculture value chains: challenges and opportunities." *Production and Operations Management* 30, no. 3 (2021): 666-675.

This study intends to raise awareness of the challenges and trends in agriculture value chains and explores research opportunities.

Climate change risks and adaptation options across Australian seafood supply chains – A preliminary assessment STUDY RIGOR ★★★★★

Fleming, Alexander, Alistair J. Hobday, A. Farmery, E. Ingrid van Putten, Gretta T. Pecl, Bridget S. Green, and Lilly Lim-Camacho. "Climate change risks and adaptation options across Australian seafood supply chains - A preliminary assessment." *Climate Risk Management* 1 (2014): 39-50.

The paper examined stakeholder perceptions of points where climate change impacts and adaptations currently occur, or may occur in the future, across the supply chains of several Australian fisheries.

Evidence

- **Core Metrics Set** reflects the recommended common indicators to assess the impacts of an enterprise across the five dimensions of impact.

WHO is affected?

STAKEHOLDER DESCRIPTION	KEY INDICATORS		
	✓ Stakeholder type Why Is This Important? To understand which entities the investment or enterprise aims to affect (for example, clients, distributors, employees, the environment). <table border="1"> <tr> <td> IRIS DATA NEEDED ★ Target Stakeholders (OD7212) </td> <td> FORMULA / CALCULATION GUIDANCE Describe the type of stakeholders who are the target of the intervention or investment (for example, farm owners, agricultural workers, etc.). Note: For further usage guidance on each metric, IRIS+ Users are encouraged to click on associated IRIS metric codes. </td> </tr> </table>	IRIS DATA NEEDED ★ Target Stakeholders (OD7212)	FORMULA / CALCULATION GUIDANCE Describe the type of stakeholders who are the target of the intervention or investment (for example, farm owners, agricultural workers, etc.). Note: For further usage guidance on each metric, IRIS+ Users are encouraged to click on associated IRIS metric codes.
IRIS DATA NEEDED ★ Target Stakeholders (OD7212)	FORMULA / CALCULATION GUIDANCE Describe the type of stakeholders who are the target of the intervention or investment (for example, farm owners, agricultural workers, etc.). Note: For further usage guidance on each metric, IRIS+ Users are encouraged to click on associated IRIS metric codes.		
	ⓘ Stakeholder characteristics		

Core Metrics Set (WHO dimension)

- Other recommended **resources** by experts to support implementation and analysis.

Other Recommended Resources

This curated set of resources is based on recommendations by experts to support implementation and analysis. To explore more resources, visit the [Impact Toolkit](#)

[Adaptation Solutions Taxonomy](#)

The Taxonomy is an attempt by the Lightsmith Group to develop a structured approach for identifying and supporting SMEs offering adaptation services.

[Aqueduct Global Flood Analyzer](#)

The Flood Analyzer is a web-based tool that measures the impacts of river floods based upon urban damage, also providing economic and affected population data at various scales.

[Carbon Brief Climate Modelling](#)

Carbon Brief has published a map on extreme weather-attribution studies published to date worldwide.

[Climate Change Knowledge Portal](#)

The Climate Change Knowledge Portal provides global data on both historic and future climate, vulnerabilities, and impacts.

SPECIAL NOTE:

While IRIS+ metrics are typically used by investors to assess the overall impact of their portfolios, IBs can also adapt these metrics to their own needs. bTaskee's impact report in the 2.3. Impact Measurement section (**refer to page 37**), though not produced through IRIS+ website, provides an example of how a startup can apply IRIS+.

How to do GRI Standards?

Read GRI Universal Standards (GRI 1, 2, 3)

- **GRI 1: Foundation 2021** specifies the requirements that an organization must comply with to report in accordance with the GRI Standards. Your business can begin using the GRI Standards by consulting GRI 1.
- **GRI 2: General Disclosures 2021** contains disclosures that your business can use to provide information about its reporting practices and other organizational details, such as its activities, governance, and policies.
- **GRI 3: Material Topics 2021** provides guidance on how to determine material topics. It also contains disclosures that your business can use to report information about its process of determining material topics, its list of material topics, and how it manages each topic

Read the Sector Standards that apply: The Sector Standards provide information for organizations about their likely material topics. Your business can use the Sector Standards that apply to its sectors when determining its material topics and when determining what to report for each material topic.

For example, an agritech business would read GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022 to find the possible material topics it could choose, such as emissions, climate adaptation and resilience or biodiversity.

Table 2: Linkages between the likely material topics for the agriculture, aquaculture, and fishing sectors and the SDGs.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Topic 13.1 Emissions																	
Topic 13.2 Climate adaptation and resilience																	
Topic 13.3 Biodiversity																	
Topic 13.4 Natural ecosystem conversion																	
Topic 13.5 Soil health																	
Topic 13.6 Pesticides use																	
Topic 13.7 Water and effluents																	
Topic 13.8 Waste																	
Topic 13.9 Food security																	
Topic 13.10 Food safety																	

A cut from Table 2. Linkages between the likely material topics for the agriculture, aquaculture, and fishing sectors and the SDGs.
GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022.

Read the Topic Standards that apply: The Topic Standards contain disclosures that your business can use to report information about its impacts in relation to particular topics. Your business can use the Topic Standards according to the list of material topics it has determined using GRI 3.

For example, the above agritech business could choose material topic 13.7. Water and Effluents and follow the instructions in GRI 303: Water and Effluents 2018 to get the indicators.

Source: Full Set of GRI Standards, GRI

Disclosure 303-3 Water withdrawal

REQUIREMENTS

The reporting organization shall report the following information:

- a. Total water withdrawal from all areas in megaliters, and a breakdown of this total by the following sources, if applicable:
 - i. Surface water;
 - ii. Groundwater;
 - iii. Seawater;
 - iv. Produced water;
 - v. Third-party water.
- b. Total water withdrawal from all areas with water stress in megaliters, and a breakdown of this total by the following sources, if applicable:
 - i. Surface water;
 - ii. Groundwater;
 - iii. Seawater;
 - iv. Produced water;
 - v. Third-party water, and a breakdown of this total by the withdrawal sources listed in i-iv.
- c. A breakdown of total water withdrawal from each of the sources listed in Disclosures 303-3-a and 303-3-b in megaliters by the following categories:
 - i. Freshwater ($\leq 1,000$ mg/L Total Dissolved Solids);
 - ii. Other water ($> 1,000$ mg/L Total Dissolved Solids).
- d. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.

Compilation requirements

- 2.1 When compiling the information specified in Disclosure 303-3, the reporting organization shall use publicly available and credible tools and methodologies for assessing water stress in an area.

A cut from GRI 303: Water and Effluents 2018

4.2 IMPACT REPORTS

IF YOU DO YOUR IMPACT REPORT YOURSELF, CHECK THE TEMPLATE:

[See Workbook](#)

IF YOU CHOOSE TO WORK WITH IMPACT REPORTING AGENCIES, CHECK OUT THESE PARTNERS!



Impact Link Asia

Founded in 2022, Impact Link is a mission-driven training and consulting company dedicated to amplifying the impact-focused investment ecosystem in Asia.

They provide the advisory service of Mission Capacity Assessment (MCA), which assessed mission-driven, impact institutions through 9 organizational topics.



Mekong Economics Ltd. (MKE)

Mekong Economics Ltd. (MKE) is a leading economic and socio-economic development and commercial consulting firm active in the Greater Mekong sub-region and Asia-Pacific region.

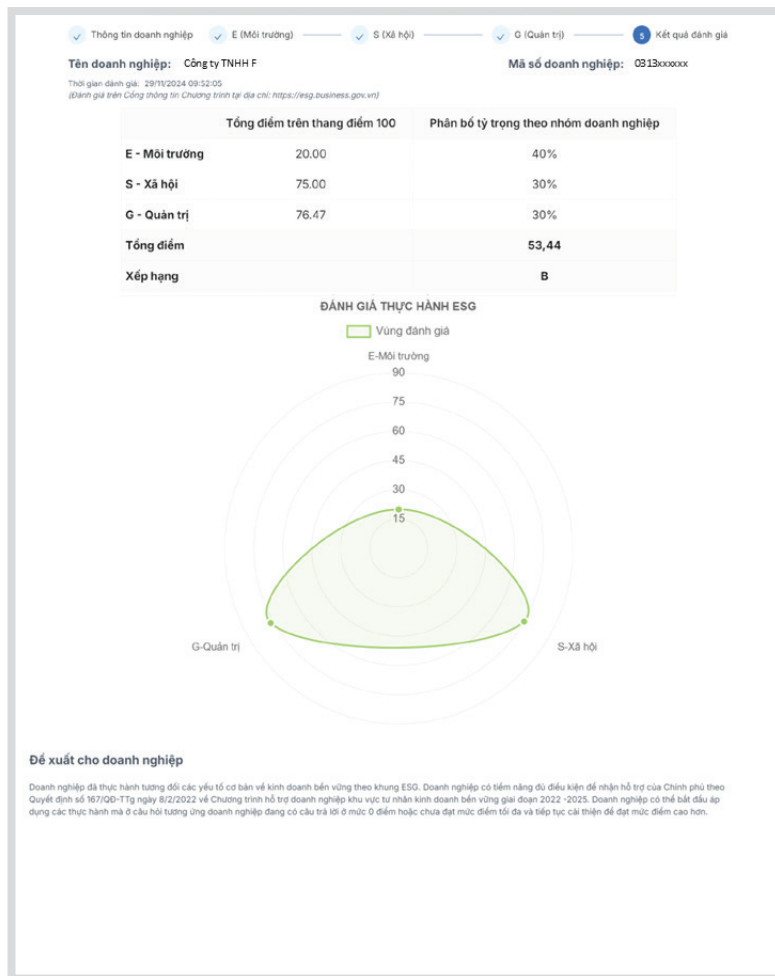
They provide the service of Baselines, Impact Evaluations and Monitoring & Evaluation for ODA projects.



Impactology

Impactology is a specialized impact measurement and management research institute that scientifically analyzes and approaches the connection mechanism between “impact” and “business.”

They provide Self-Disclosure Service, Data Verification Services, and Customized impact report development service.



FOR QUICK SELF REPORT, YOU CAN CHECK OUT THESE SITES!

The **Sustainable Business Assessment Toolkit**⁽⁷⁾, developed under USAID's technical support through the Improving Private Sector Competitiveness (IPSC) project by the Agency for Enterprise Development (AED), Ministry of Planning and Investment (MPI).

This toolkit allows businesses in Vietnam to self-assess and measure the effectiveness of their business models against sustainable criteria, aiming for a balanced goal of economic benefits along with environmental protection, human and social development in a holistic and inclusive manner.

TOOL FOR ASSESSING THE LEVEL OF SUSTAINABLE BUSINESS PRACTICES OF ENTERPRISES UNDER ENVIRONMENT-SOCIAL-GOVERNANCE (ESG) FRAMEWORK

1 Business information 2 E (Environment) 3 S (Social) 4 G (Governance) 5 Evaluation results

• Business name (according to Business Registration Certificate):
Business name (according to Business Registration Certificate)

• Business code:
Business code

• Founded year:
Founded year

• Business registration address:

(7) Sustainable Business Assessment Toolkit, Agency for Enterprise Development (AED), Ministry of Planning and Investment (MPI)
<https://esg.business.gov.vn/evaluate>

IMPACTOLOGY[®]

2/3

Additional Information

Information of consideration is provided. The estimated change that would have happened anyway is provided, with an explanation for the risk factors affecting the data reported by the organization.

- Actual change and duration of outcome due to the organization's activities

- Actual change of outcome due to the organization
 - [A] Outcome level in period 1
Average monthly income of youth care leavers employed by the organization
 - [B] Depth counterfactual 4
Average monthly income of youth care leavers that are not employed by the organization (at the end of 2020)
 - [A-B] Actual change due to the organization 7

- Actual duration of outcome due to the organization
 - [C] Duration
Average duration of employment for youth care leaver employees employed by the organization
 - [E] Duration counterfactual 5
Estimated average duration of employment of youth care leavers (as of May 2020)
 - [C-E] Actual duration due to the organization 7

- Key risk

Evidence Risk

Middle

As for the outcome, the average income was calculated based on the target of monthly income. The average monthly income of youths who have ended protection before employment by our company is an estimate based on some data from existing research and may be somewhat inaccurate. Due to the spread of COVID-19, telecommuting has become common, and the office space landscaping service market has contracted. As a result, sales also decreased by 20% compared to the previous year, but there was no change in wages considering the social mission.
- Significant outcome-related changes expected in the following disclosure year

External Risk

Low

Given that the COVID-19 vaccine can be developed next year, it will be feasible to expand to the non-metropolitan area as previously planned, and correspondingly to hire more youth care leavers living in Jeollado region.

Terms & Conditions, Disclaimer

- This report template is developed by IMPACTOLOGY, the research lab of Impact Square Inc. and a member of practitioner community of IMP (Impact Management Project).
- The overall form for organizing and creating this report is developed in accordance with the IMP Framework, designed for the purpose of allowing social ventures to self-disclose their impact on their own.
- The contents of the disclosure herein is prepared by the organization itself. The data and description have not been reviewed or verified by IMPACTOLOGY. Thus, the responsibility for the accuracy and reliability of the information presented in this disclosure lies with the organization that reported it.
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- If you have any questions about this report or service other than the contents, please contact the website of IMPACTOLOGY (<https://impactology.org>).

☒ I agree to the terms and conditions including the responsibility for using the service and providing information.

Brother's Keeper

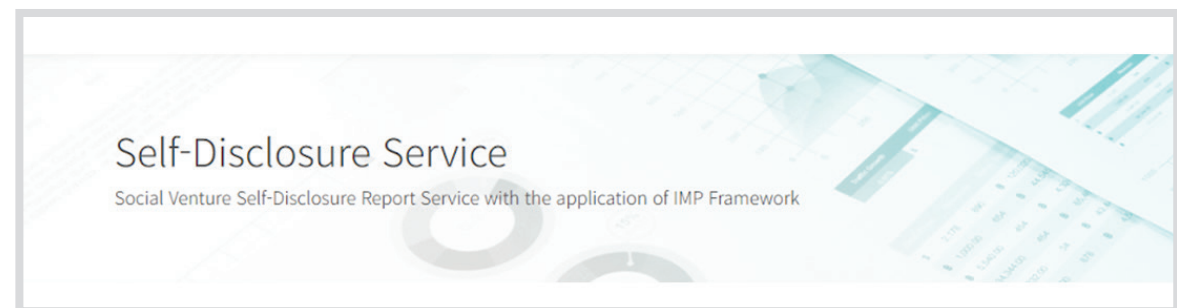
(Sample Report) | info@impactology.org

Sample

FOR QUICK REPORT, YOU CAN CHECK OUT THESE SITES!

The **Social Venture Self-Disclosure Report Service**⁽⁸⁾, provided by Impactology, allows organizations to directly input relevant data into a template and output it as an impact report for self-disclosure.

It applies the framework for impact management norms established through the consensus-building work of IMP (Impact Management Project - Five Dimensions of Impact).



(8) Social Venture Self-Disclosure Report Service, Impactology
<https://impactology.org/global/?ckattempt=2>

4.3 GOVERNMENT AGENCIES THAT SUPPORT IBs

ORGANIZATION NAME	DESCRIPTION
Da Nang Business Incubator (DNES)	Support innovative startups and business development in Da Nang, including impact-making business models.
Department of Science and Technology of Ho Chi Minh City	Vietnam innovation platform, providing information, resources and connections for projects creating social impact.
Ho Chi Minh Communist Youth Union	Support youth initiatives, including social impact projects, through entrepreneurship movements and programs.
Initiative for Startup Ecosystem in Vietnam (ISEV)	Under NATEC, the Ministry of Science and Technology, focusing on supporting startups and innovation, including projects that create social impact.
Ministry of Planning and Investment - Department of Enterprise Development (AED)	Unit under the Ministry of Planning and Investment, supporting business development and business initiatives that create social impact.
National Agency for Technology Entrepreneurship and Commercialization Development (NATEC)	Under the Ministry of Science and Technology, supporting the development of science and technology enterprises and innovative startups, which include impact-creating enterprises.
National Innovation Center (NIC)	The center belongs to the Ministry of Planning and Investment, supporting the development of innovation and startups, which include those that create social impact.
Small and medium enterprise support center (SME TAC)	Provide financial, technical and training support to small and medium-sized businesses, including social impact businesses (SIBs).
Vietnam Chamber of Commerce and Industry (VCCI)	The unit promotes business, especially supporting sustainable business models and creating social impact through training programs and international cooperation.
Vietnam Women's Union	Support women participating in business, especially businesses that create impact to enhance the role and rights of women in society.

4.4 INTERMEDIARIES THAT SUPPORT IBs

ORGANIZATION NAME	TYPE OF ORGANIZATION	BRIEF INTRODUCTION
Acumen Academy	NPO	A global learning platform designed to foster social change by equipping individuals and organizations with the tools, skills, and mindset needed to tackle complex social challenges.
ANGELS 4 US	Private	Network of angel investors, focusing on investing and supporting potential startups.
AVANTA	Private	Provide consultancy services for IBs in Vietnam, encompassing different stages of business development, from establishment to growth stage.
BizCare Business Consulting	Private	A consulting & ecosystem partner providing comprehensive consulting services for businesses, including business health checks, strategy development and guidance in the areas of operations, finance, marketing and human resources.
Business Startup Support Centre (BSSC)	State	A comprehensive support organization for young entrepreneurs in Vietnam, providing financial assistance, training, and networking opportunities to foster innovation and growth in the startup ecosystem. Implement multiple programs funded by the government or development agencies to support IBs.
Center for Creativity & Sustainability (CCS)	NGO	A center focusing on promoting sustainable development and creative solutions in Vietnam through research, consultancy, and training services, aiming to integrate sustainability into business practices and community development.

ORGANIZATION NAME	TYPE OF ORGANIZATION	BRIEF INTRODUCTION
Center for Entrepreneurship & Innovation, Fulbright University Vietnam	University	The center, part of Fulbright University Vietnam, holding a mission to nurture entrepreneurship, an innovation mindset and actions by providing knowledge, tools and opportunities for hands-on practices. 3 main pillars: entrepreneurship, business innovation and social innovation.
Center for Social Initiatives Promotion (CSIP)	NPO	An organization developing ecosystems for social enterprises and contributes to building a strong community of social enterprises in Vietnam and the region through activities that inspire, connect, and empower individuals and organizations addressing social and environmental issues with innovative and sustainable business solutions.
Center for Social Innovation and Entrepreneurship (CSIE) - National Economics University	University	A center in the National Economics University, focusing on research, policy advocacy, incubating and supporting startups and social enterprises.
En Ket noi	NPO	A network connecting social impact businesses (SIBs) in Vietnam, aiming to facilitate easy, proactive, and cost-effective connections between suppliers, distributors, and financial organizations.
GreenU	Private	Focus on promoting green and sustainable solutions in communities and businesses through training and consultancy services.
Innovation and Incubation Space (FIIS), Foreign Trade University	University	Innovation and incubation space at Foreign Trade University, supporting students and start-up businesses. Implement multiple programs funded by the government or development agencies to support IBs.

ORGANIZATION NAME	TYPE OF ORGANIZATION	BRIEF INTRODUCTION
KisStartup	Private	Focus on supporting startups through training, consulting and networking. Implement a specialized program, Kisimpact, to focus on promoting IBs.
Research Institute for Innovation and Development (IID)	NPO	Non-profit research organization fostering sustainable development in Vietnam.
Seed Planters	NGO	Focus on incubating and supporting social enterprises through training and consulting.
SIB Mien Nam	NGO	Network of social enterprises in the Southern region, focusing on support and connection.
Startup Vietnam Foundation (SVF)	NPO	Non-profit organization supports the startup ecosystem in Vietnam through training, consulting and investment connection programs.
The Women's Entrepreneurship and Entrepreneurship Initiative (WISE)	NPO	Support women in Vietnam in starting and growing their businesses through training, consulting and networking for business opportunities.
Vietnam Small and Medium Enterprise Support Center (MEVI)	Private	The organization supports small and medium enterprises, especially in the field of agriculture and rural development.
Vietnam Social Enterprise (VNSE)	Association	Support Vietnamese social enterprises, providing training and consulting programs.

4.5 DONORS THAT SUPPORT IBs

ORGANIZATION NAME	TYPE OF IMAGE	SUPPORT AREAS RELATED TO IBs	FEATURED PROGRAM
ADB (Asian Development Bank)	Regional Development Bank	Economic development, energy, transportation, education, finance, environment	ADB Ventures
Australian Aid	Australian government agency	International development, supporting social enterprises, education, health, environment	"Australia-Vietnam Enhanced Economic Engagement Strategy", supporting social enterprises to develop sustainably
British Council	International organization	Education, culture, arts, social enterprise support, English	"Social enterprise development project in Vietnam"
Investing in Women	Australian Government initiative	Promote gender equality in business	Support women-led businesses in Vietnam through training programs and loan financing.
Investing in Women	Australian Government initiative	Promote gender equality in business	Support women-led businesses in Vietnam through training programs and loan financing.
Global Affairs Canada (GAC)	Canadian government agency	International development, social enterprise support, gender equality, education, health	Donor of the "ISEE-COVID Project" with UNDP, supports social impact businesses (SIBs) to respond to COVID-19

ORGANIZATION NAME	TYPE OF IMAGE	SUPPORT AREAS RELATED TO IBS	FEATURED PROGRAM
Oxfam	Non-governmental organization	Poverty reduction, social enterprise support, gender equality, humanitarian relief, education	"EFD Project" supports businesses for development purposes, "GROW Campaign"
SNV	Development Fund	Funding projects to combat climate change, sustainable development, agriculture, and clean water	Dutch Fund for Climate and Development (DFCD)
Thrive/SK2	Non-profit organization	Support small and medium-sized enterprises, provide loans and business training	Small loan financing program and skills training for businesses in Vietnam
United Nations Development Programme (UNDP)	United Nations Organization	Sustainable development, supporting social enterprises, poverty reduction, public administration, environment	"ISEE-COVID Program", "Youth Co:Lab" support young business innovation, Viet Nam Circular Economy

4.6 INVESTORS THAT INVEST IN IBs

NAME OF FUND/UNIT	TYPE OF IMAGE	PRIORITY	OPERATIONS IN VIETNAM
Ascend Vietnam Ventures	Venture capital fund	Early stage technology startup	Invest in Vietnamese startups in the fields of financial technology, education, and digital health.
Beacon Fund	Loan investment fund	Businesses led by women, businesses creating social impact	Providing flexible loans for moderate growth businesses, focusing on women leaders in Vietnam.
Climate Fund Managers	Development investment fund	Project to combat climate change	Financial support and development of renewable energy projects, water management, and climate change resilient infrastructure.
Earth Venture Capital	Venture capital fund	Green, sustainable technology	Invest in green technology startups developing renewable energy and carbon reduction technology in Vietnam.
Patamar Capital	Venture capital fund	Small and medium enterprises, businesses creating social impact	Co-founded Beacon Fund and invests in social enterprises with a focus on women in leadership and education.
Seedstars	Startup investment and acceleration fund	Technology startups in emerging markets	The Seedstars World program supports and accelerates technology startups in Vietnam, including funding and consulting.

NAME OF FUND/UNIT	TYPE OF IMAGE	PRIORITY	OPERATIONS IN VIETNAM
Spiral Ventures	Venture capital fund	Technology startups in Southeast Asia	Invest in startups in Vietnam in the fields of e-commerce, digital health, and logistics.
Sweef Capital	Private investment fund	Businesses led by women, businesses creating social impact	Invest in and support women-led businesses in the consumer and healthcare sectors.
ThinkZone Ventures	Venture capital fund	Early stage technology startup	The ThinkZone Accelerator program provides capital support and training for early-stage technology startups.
Touchstone Partners	Venture capital fund	Technology startups, businesses creating social impact	Invest in Vietnamese startups in the fields of education, healthcare, fintech, and social enterprises.
VinaCapital (ESG)	Investment fund	Enterprises apply ESG standards (Environment, Society, Governance)	VinaCapital Ventures Fund supports businesses that comply with ESG standards, focusing on technology and education.

4.7 COMPETITIONS WITH IMPACT FOCUS (NATIONAL)

PROGRAM NAME	FOCUS	SUPPORT
Blue Venture Award (Unilever & CSIP)	Social enterprises and start-ups contributing to community and environment.	Funding up to \$10,000, strategic advisory on scaling impact, mentorship with industry leaders, media exposure, and investor connections.
Youth Co:Lab Vietnam (UNDP & Citi)	Youth-led social innovations addressing SDGs and social challenges.	Business incubation, tailored mentorship, access to seed funding, and networking opportunities with policy influencers and investors.
Net Zero Challenge	Climate-tech innovations addressing climate change in Vietnam.	Funding: Grants totaling VND 15 billion (approximately \$630,000 USD) awarded to winners. Mentorship: Guidance from climate experts. Networking: Access to industry leaders and potential partners. Exposure: Platform to showcase solutions globally.
IMPACT CHALLENGE AT SEA (Impact Square, Nextrans, MerryYear International, World Vision)	Early-stage impact start-ups in Vietnam addressing environmental issues or promoting digital economy transitions.	Funding: Prizes ranging from \$1,000 to \$40,000; potential investment up to \$500,000. Mentorship: Tailored guidance from industry experts. Capacity Building: Online courses and workshops on business operations and social value creation. Networking: Connections with investors, corporations, and NGOs. Impact Measurement: Workshops and tools for assessing social impact.
Vietnam Social Innovation Challenge (VSIC)	Student entrepreneurs pursuing SDGs	Prize, MVP completion, mentor connections, ecosystem access, post-contest investment.

4.8 COMPETITIONS WITH IMPACT FOCUS (REGIONAL)

PROGRAM NAME	FOCUS	SUPPORT
ASEAN Social Enterprise Development Programme (SEDP) (ASEAN Secretariat)	ASEAN-based social enterprises tackling socio-environmental issues.	Hands-on training, mentorship, regional investor/partner networks, and enhanced regional visibility through ASEAN platforms.
Mekong Innovative Startups in Tourism (MIST) (Mekong Tourism Coordinating Office & ADB)	Sustainable tourism startups in the Mekong Subregion.	Industry-focused workshops, tailored mentorship, connections with tourism investors, and international market exposure.
SingularityU ASEAN Global Impact Challenge	Tech-driven solutions for large-scale regional impact.	One-on-one mentorship, access to Singularity University's global network, and participation in international summits for innovation leaders.

4.9 COMPETITIONS WITH IMPACT FOCUS (GLOBAL)

PROGRAM NAME	FOCUS	SUPPORT
Hult Prize	Student-led social enterprises addressing global challenges.	Intensive training, global-scale mentorship, networking with investors, and a grand prize of \$1M in startup capital for winners.
Global Social Venture Competition (GSVC)	Early-stage ventures solving social/environmental challenges.	Capacity-building programs, one-on-one mentorship, investor networks, and access to global pitching opportunities.
Ashoka Changemakers Competitions	Global challenges: education, healthcare, agriculture, women's empowerment, etc.	Global visibility, expert mentorship, opportunities for potential funding, and access to Ashoka's global changemaker network.
MIT Solve	Innovators solving global challenges in education, healthcare, and sustainability.	Tailored mentorship, funding opportunities through global partners, and collaborations with leading organizations to scale solutions.
Social Business Creation (HEC Montreal & Professor Muhammad Yunus)	Social businesses addressing societal challenges.	Training: Comprehensive educational program. Mentorship: Support from experienced entrepreneurs. Funding: Prizes up to CAD 152,000. Networking: Connection with a global community.
Human Act Prize	Individuals or organizations promoting global solidarity and justice.	Award: Recognition and a bronze sculpture by Danish artist Asmund Havsteen-Mikkelsen. Funding: Monetary prize (e.g., \$100,000 in previous years). Visibility: Global recognition for efforts towards the UN's SDGs.

4.10 SAMPLE REPORT TEMPLATES

ORGANIZATION NAME	LINK
Vui App	https://drive.google.com/file/d/1ZfTCsNG8Mp41cDh3ACYro1itH0gHK5in/view?usp=sharing
bTaskee	https://drive.google.com/file/d/1NXzqvVlfumYXBbKwnlU35zcOEaWarm81/view?usp=sharing
Beacon Fund	https://drive.google.com/file/d/1OXghcVhY7LVzqYestqpgzyj5123vjBjf/view?usp=sharing
IIX	https://drive.google.com/file/d/1xJgCoxrfpcNOIRN2mn-Ww4FhsSjZATPU/view?usp=sharing
KOTO	https://drive.google.com/file/d/1Hwaelr1zIGrtk9Nn939Zzh23caXsZYbp/view?usp=sharing
PISE	https://drive.google.com/file/d/1QxGR8zSuQE0WD2u0PlqKXITur-QhLETRO/view?usp=sharing

4.11 OTHER RESOURCES

NAME	PUBLISHED/BUILT BY	CLASSIFICATION	LANGUAGE	LINK
Report: Evaluation of the implementation of sustainable development goals in 2022	Ministry of Planning and Investment	Publication	Vietnamese	https://fileportalcms.mpi.gov.vn/TinBai/VanBan/2023-09/Bao-cao-SDG-2022.pdf
SDG Compass. The guide for business action on the SDGs	UN Global Compact	Publication	English	https://www.undp.org/ukraine/publications/sdg-compass-guide-business-action-sdgs#
GIIN 2023 Impact Investing: Allocation, Activities and Performance	The Global Impact Investing Network (GIIN)	Publication	English	https://s3.amazonaws.com/giin-web-assets/giin/assets/publication/research/2023-giin-sight-%E2%80%93-impact-investing-allocations-activity-and-performance.pdf
National Voluntary Review on the Implementation of the Sustainable Development Goals (SDGs) 2023 of Vietnam	The Vietnamese government (with the support of GIZ and UN)	Publication	Vietnamese	https://fileportalcms.mpi.gov.vn/TinBai/VanBan/2023-08/VNR_Full_Final(TV).pdf
Guidelines for Integrating Gender	ISEE COVID Project, UNDP Vietnam	Publication	Vietnamese	https://drive.google.com/file/d/19Y2zcyWBerA92Y-AeIPjTOFa_JFRza_7U/view?usp=drive_link

NAME	PUBLISHED/BUILT BY	CLASSIFICATION	LANGUAGE	LINK
Sustainable Development Report 2024: Vietnam	SDG Transformation Center (under Sustainable Development Solution Network by UN)	Data website	Anh	https://datahub.sdgtransformationcenter.org/profiles/vietnam/sustainable-development-report
Data on SDGs	UNSTATS	Data website	English	unstats.un.org/sdgs
Sustainable Development and the SDG Impact Standards	SDG Impact (by UNDP)	Data website	English	https://sdgimpact.undp.org/about-the-sdg-impact-standards.html#:~:text=The%20SDG%20Impact%20Standards%20are,systems%20and%20decision%20making%20practices.
Decision No. 841/QĐ-TTg of the Prime Minister: Issuing the Roadmap for the implementation of Vietnam's sustainable development goals by 2030	Prime Minister	Legal Document	Vietnamese	https://chinhphu.vn/?page-id=27160&docid=208253
Impact Measurement & Management for SDGs	Duke University, offered on Coursera	Course	English	https://www.coursera.org/learn/impact-for-sdgs
Course: Driving Business towards the Sustainable Development Goals	Learning Platform: UN:SDG Learn	Course	English	https://www.unsdglearn.org/courses/driving-business-towards-the-sustainable-development-goals/

NAME	PUBLISHED/BUILT BY	CLASSIFICATION	LANGUAGE	LINK
Partner Scorecard for Economic Empowerment of Women (WEE) in the Agricultural Value Chain - used for enterprises: Scorecard - For SMEs	Oxfam Thailand, GRAISEA. CSIP is the national partner of DA in Vietnam.		English	https://drive.google.com/file/d/1hOfz5eDJdevIf9Sw6HBxxoFPLnz3n_/view?usp=drive_link
Guidelines for using the scorecard for SMEs			Vietnamese	https://drive.google.com/file/d/1hOfz5eDJdevIf9Sw6HBxxoFPLnz3n_/view?usp=drive_link
Scorecard - For corporates			English	https://drive.google.com/file/d/1pKWYD--7np5ki1QW-ZwvVqJXmmWF2KrQQ/view?usp=drive_link
Guidelines for using the scorecard for corporates			Vietnamese	https://drive.google.com/file/d/1gUZuZDGGkKzN-WNx8iMdu6yuXFDlctdvd/view?usp=sharing

ACKNOWLEDGMENTS

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This playbook is built upon insights gathered from both extensive secondary research and in-depth engagements with over 80 ecosystem stakeholders, including impact enterprises, investors, donors, intermediaries, and facilitators. We extend our heartfelt thanks to individuals and organizations who generously shared their experiences, case studies, and insights, which have significantly enriched this resource, making it a practical guide for IBs. We are particularly grateful to the stakeholders who participated in

meetings held in Hanoi and Ho Chi Minh City as part of this study. We also deeply appreciate the valuable feedback and support provided by our expert partners throughout the development process. Additionally, this playbook incorporates insights and best practices from publicly available resources and open-source materials with our acknowledgements of their critical contributions to advancing the field of impact communication.

We would like to thank the writing, research, and design teams design for their dedication and creativity in bringing this playbook to fruition. Our sincere gratitude goes to MYSC for their financial and logistical support, which made this project possible. Finally, we extend our gratitude to the IBs and practitioners who inspire us daily with their commitment to driving change.



IMPACT COMMUNICATION PLAYBOOK

WRITING AND RESEARCH TEAM:

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FUV Social Impact Catalyst: Le Hoang Khanh Tram, Hoang Anh Duong, Nguyen Chi Thang, Pham Luong Thien Nhuan, Le Thanh Nghi

WORKBOOK



Impact Strategy



“How might we”⁽¹⁾

To create a precise problem definition for your business, please fill in the “point of view” template to describe your target audience, their characteristics, and their pains/challenges, and then use the “how might we” template to formulate the right question for your business to solve based on the identified problem.

POINT OF VIEW

.....[who].....

want/need

because

but they [have difficulties in]

.....

.....

HOW MIGHT WE

How might we [help] [whom]

[to do] [in a situation where]

.....

(1) Adapted from Problem Definition: Perceiving the Essence of Problem, Merry Year Social Company (MYSC)

Solution statement⁽²⁾

Please fill in the solution statement format to show how your business addresses the identified problem.

[Your company's name] **aims to support** [your beneficiaries]
with
[your intended impact] **by**
..... [your solution(s)]
.....

Impact direction

Among the 17 Sustainable Development Goals, please list up to 3 main goals that your business most aligns with and explain how it aligns with such goals:

SDG# **because** [explanation]

SDG# **because** [explanation]

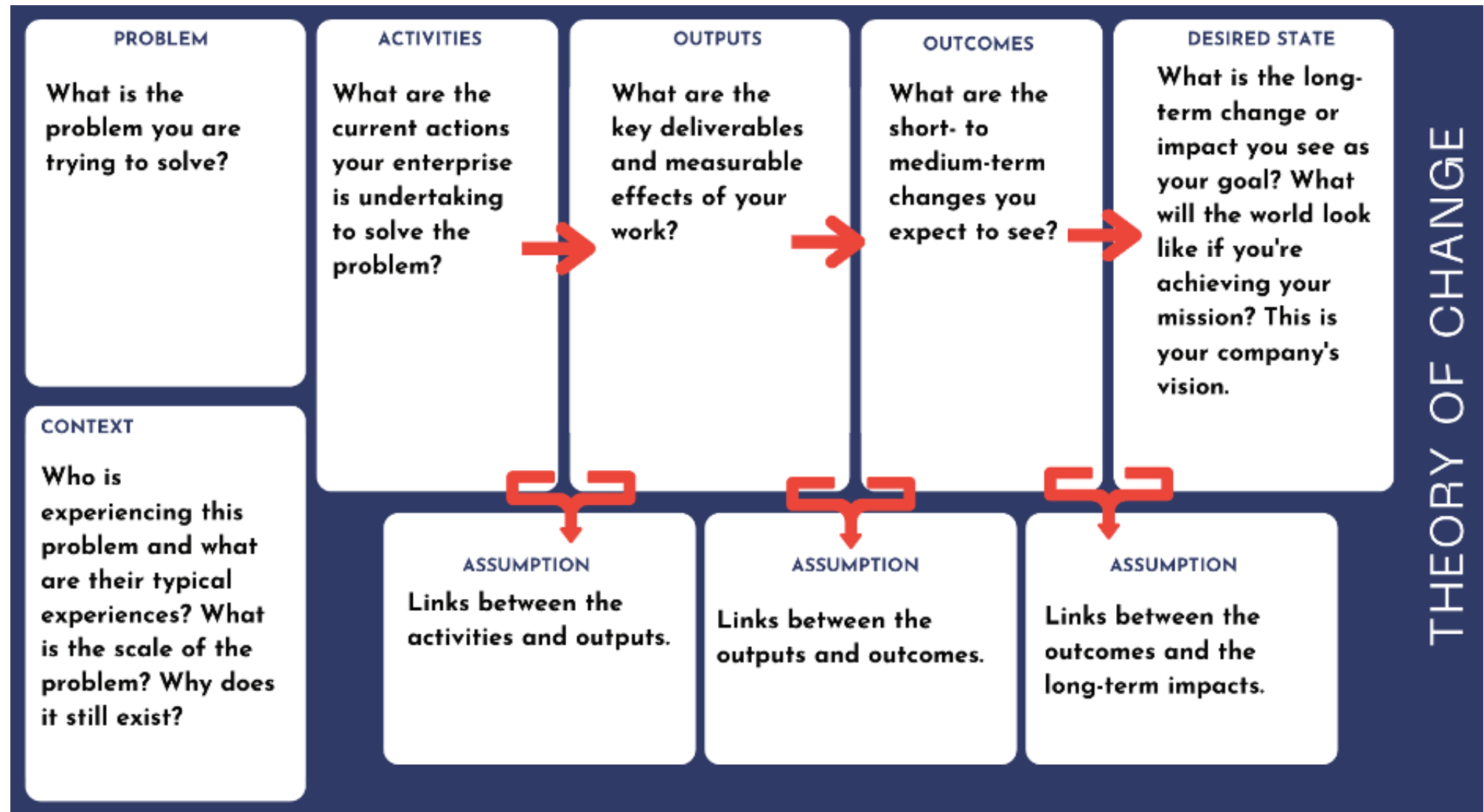
SDG# **because** [explanation]

(2) <https://www.leadership-and-development.com/what-is-a-solution-statement/>

Impact Planning

Theory of change

Please complete the TOC template in the order indicated by the arrows, moving from left to right and top to bottom.



Lean Startup Canvas⁽³⁾

Please complete the Lean Startup Canvas below, starting with the Customer Segment and Problem and then moving on to the other parts.

Problem Identifies the primary pain point or challenge faced by the target audience	Solution The proposed method to address the problem.	Unique value proposition Describes the unique selling point of the solution.	Unfair advantage Highlights the unique strength or advantage that competitors cannot easily replicate.	Customer segment Specifies the target users for the solution, divided into groups
	Key metrics The primary measure of success for the solution.		Channels Outlines the methods for reaching and engaging with the target customers.	
Cost structure Lists the main expenses required to run the business			Revenue stream Defines how the business generates income.	

(3) Impact measurement, Assessment and Management, Social Sector Startup Planner Package, Merry Year Social Company (MYSC)



Impact Measurement

Criteria table for selecting Impact Measurement Framework

CRITERIA	YOUR SITUATION	SUGGESTED TOOLS
Resource availability Resource here means the available time, human resources and tools the company has for data collection and monitoring.	Resource-constrained	Lean Data
	Resource-rich	IRIS+, GRI Standards, BIA
Target audience	Customers (B2C)	Lean Data
	Customers (B2B, especially foreign companies)	Lean Data, IRIS+, GRI Standards, BIA
	Investors	Lean Data, IRIS+, GRI Standards, BIA Investor requirements for impact measurement may extend beyond what is included in this list.
	Donors	Lean Data, IRIS+ (SDG) Donor requirements for impact measurement may extend beyond what is included in this list.
Desirable output	Quick, actionable insights for impact improvement	Lean Data
	Standardized impact reports for communication to important stakeholders	IRIS+, GRI Standards, BIA
	Impact certification	BIA

What is your final selection of measurement tool?

Worksheets for specific Impact Measurement Frameworks

Please note that no separate worksheets for the B Impact Assessment (BIA) or GRI Standards are provided. The reasons are as follows:

BIA: This is an online, self-assessment tool. The platform dynamically generates a questionnaire based on your company information. You do not need to manually select indicators; the system guides you through the assessment. Your primary focus should be on collecting the necessary data to accurately answer the generated questions.

GRI STANDARDS: GRI provides its own comprehensive set of templates and reporting requirements. Adhering to these guidelines is crucial for accurate and consistent reporting. It is strongly recommended that you carefully review all instructions and utilize the provided templates to ensure your report complies with GRI Standards.

Also, these worksheets are intended for practice and learning purposes. They are not designed to generate complete and comprehensive impact reports.

LEAN DATA

WHAT IS YOUR IMPACT PLANNING FRAMEWORK?

Please write your Impact Planning framework using the Theory of change or Lean Startup Canvas template above

From your Impact Planning framework, list the three main questions you want to answer through Impact Measurement.

Example: TechCoop Vietnam - based on the short-term outcomes listed in the Theory of Change example in the main body text (page 25), some key questions can be posed:

1. How has the profitability of farms participating in the streamlined supply chain changed?
2. What is the impact of supply chain management on the quality of agricultural products?
3. How competitive are agricultural products from participating farmers in the market?

List out your three key questions here:

1.
2.
3.

What indicators can help you answer the above questions?

Example: TechCoop Vietnam - based on the three questions listed above, these indicators were chosen:

1. Percentage of price reduction due to price optimization
2. Improvement in quality metrics
3. Number of products sold

List out your indicators here:

1.
2.
3.

IRIS+**What is your impact priority?**

Impact Category (e.g. Agriculture):

Impact Theme (e.g. Smallholder Agriculture) :

Impact Lens (e.g. Gender lens):

Strategic Goal (e.g. Increasing Farm Profitability):

What is your Impact Planning framework?

Please write your Impact Planning framework using the Theory of change or Lean Startup Canvas template above



From your Impact Planning framework, list the three main questions you want to answer through Impact Measurement.

Example: TechCoop Vietnam - based on the short-term outcomes listed in the Theory of Change above, some key questions can be posed:

1. How has the profitability of farms participating in the streamlined supply chain changed?
2. What is the impact of supply chain management on the quality of agricultural products?
3. How has the financial health of farmers changed ever since working with TechCoop Vietnam?

List out your three key questions here:

1.
2.
3.

Given the Core Metrics Set provided after you fill in impact priorities on the website, which indicators do you choose to answer those questions?

Example: TechCoop Vietnam - based on the Core Metrics Set and the three questions above:

1. Average Client Agriculture Yield: Small Holder

IRIS DATA NEEDED

★ **Average Client Agriculture Yield: Smallholder**
(PI9421)

FORMULA / CALCULATION GUIDANCE

1. Identify the threshold (define an outcome objective level) for Average Client Agricultural Yield: Smallholder (PI9421).
2. Calculate Average Client Agricultural Yield: Smallholder (PI9421) for the target stakeholder group at baseline and during the reporting period, for n Clients: (Smallholder Agricultural Yield Client 1 (PI5935) + Smallholder Agricultural Yield Client 2 + ... + Smallholder Agricultural Yield Client n) / n.

Note:

- Level of outcome (for both baseline and reporting period) for the target stakeholder group and threshold (outcome objective level) must both be noted.

2. Diversity of crops produced

📌 Diversity of crops produced

Why Is This Important?

To understand the diversity of crops raised by the organization, which is useful in understanding one component of climate resilience in agricultural projects. For agricultural projects that grow crops, diversifying the types raised can increase resilience and create more balanced demands of the ecosystem.

IRIS DATA NEEDED

★ **Crop Type**
(PD1620)

FORMULA / CALCULATION GUIDANCE

Using the reference list in the metric records, indicate the crop type(s) produced by the organization during the reporting period.

Notes:

- Organizations can report on this metric at an organization level (selecting all relevant answer options) or at the specific product/service level (selecting only one crop type for the product/service the organization is reporting against).

For further usage guidance on each metric, IRIS+ Users are encouraged to click on associated IRIS metric codes.

3. Number and percent of smallholder farmers reporting increased income

Number and percent of smallholder farmers reporting increased income

Why Is This Important?

To understand the number of unique smallholder farmers experiencing the outcome in relationship to all smallholder farmers served.

IRIS DATA NEEDED

★ Supplier Individuals: Smallholder (PI9991)

★ Client Income (PI9409)

FORMULA / CALCULATION GUIDANCE

1. Calculate the total number of unique Supplier Individuals: Smallholder (PI9991).

2. Identify the total number of unique stakeholders reporting increased income (PI9409).

3. Identify the total number of unique stakeholders reporting decreased income.

4. Identify the total number of unique stakeholders reporting no change in income.

5. (Optional) Express calculations as percentages of all Supplier Individuals: Smallholder (PI9991) for comparison across portfolio(s). For example: (Supplier Individuals: Smallholder reporting increased income / Supplier Individuals: Smallholder) x 100.

Note:

• Organizations should use the IRIS metric that best represents target stakeholders' positioning within the value chain: Client Individuals: Smallholder (PI6372) or Supplier Individuals: Smallholder (PI9991).

List out your indicators here.

1.

2.

3.

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Impact Report Template

This outline is a suggestion based on our analysis of impact startup reports in Vietnam and the Impact Measurement and Management training material by CSIP and UNDP, 2024. Feel free to tailor it to your specific needs and resources.

OPEN LETTER/ MESSAGE FROM THE CEO

A personal message from the CEO expressing their passion for the company's mission and vision.

Highlight the company's commitment to social and environmental impact.

Share a personal anecdote or experience that inspired the company's impact initiatives.

.....

EXECUTIVE SUMMARY

Briefly outline your organization's mission, vision, and core values.

Highlight key impact metrics and achievements.

Present a concise overview of the report's findings

.....

PART 1 : COMPANY INTRODUCTION & IMPACT OBJECTIVES

Company Background

Sector of Operation: Insert your company's sector, e.g., renewable energy, agritech, education

.....

Vision and Mission:

Vision: Insert your company's aspirational vision, e.g., "A world powered by clean, renewable energy"

Mission: Insert your company's purpose-driven mission, e.g., "To accelerate the transition to a sustainable future by providing innovative renewable energy solutions"

.....

Business Model/Value Chain:

Business Model: Explain your company's unique business model, including how you create, deliver, and capture value. Highlight how your model integrates social and environmental impact into its core operations.

Value Chain: Describe your company's value chain, emphasizing sustainable practices such as responsible sourcing, fair labor, and ethical production. Explain how you minimize negative externalities and maximize positive impact at each stage of the value chain.

.....

Impact Objectives

Clearly Defined Impact Goals: Outline specific, measurable, achievable, relevant, and time-bound (SMART) impact goals aligned with the UN SDGs.

Target Beneficiaries: Identify the specific groups of people or communities that your company aims to benefit, such as low-income households, smallholder farmers, or ethnic minorities.

Impact Delivery Model: Clearly articulate how your company creates changes, outlining the causal chain from your interventions to desired outcomes. Visualize this using a logic model or a similar framework.

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PART 2: IMPACT MEASUREMENT METHODS

Impact Measurement Framework: Identify key metrics that align with your impact objectives and impact delivery model

.....

Impact Assessment Method: Set up criteria to determine whether an outcome is impactful or not

Baseline: Establish initial conditions before intervention
(e.g., current agricultural yields, existing energy sources, enrollment rates).

Benchmark: Set standards or targets based on industry norms or best practices
(e.g., average yield improvements, typical energy savings, standard educational attainment levels).

Counterfactual: Assess what would have occurred without the intervention, using control groups or historical data to isolate the program's impact.

.....

Implementation Methods

Specify the team that measures and manages the impact of the business
(e.g., sustainability officer, a cross-functional committee)

Guiding documents and processes for impact measurement and management
(e.g., Lean Data, IRIS+, SROI)

Specify the frequency (e.g., quarterly, annually) and method (e.g., surveys, interviews)
of data collection

Specify the independent audit/assessment unit to verify the report (if any)

.....

Limitations

Lay out limitations or risks that may affect the quality of measurement and
impact results.

.....

PART 3: IMPACT RESULTS IN [YEAR]

Present the measured results in the reporting period according to each output set
out in the business impact framework. In each output, it is necessary to indicate:

Specific results achieved (**quantitative data, time period, unit of measurement**)
and qualitative outcomes (**stories**)

Comparison with goals, baselines, standards, or counterfactuals

Contribution to impact objectives

.....

PART 4: LESSONS LEARNED

Limitations and Challenges

Identify Undesirable Results: Clearly articulate the specific outcomes that did not meet expectations.

Analyze Underlying Causes: Delve into the root causes of the limitations
(e.g., Inadequate resource allocation, Ineffective communication strategies, Unforeseen external factors)

.....

Achievements and Success Factors

Highlight Successful Outcomes: Celebrate the positive results and their impact.

Identify Key Success Factors: Analyze the factors that contributed to the successful outcomes (e.g., Strong partnerships with local communities, Effective training and capacity building programs, Adequate financial resources and technical support)

.....

Future Improvements

Prioritize Improvement Areas: Identify the most critical areas for improvement based on the lessons learned.

.....

Risk Mitigation and Contingency Planning

Identify Potential Risks: Assess the potential risks that may hinder future impact (e.g., Adverse weather conditions, Market fluctuations)

Develop Mitigation Strategies: Implement proactive measures to minimize the impact of potential risks.

.....

PART 5: FUTURE PLANS

Create a detailed implementation plan that aligns with the SMART principles (Specific, Measurable, Attainable, Relevant and Time – Bound) to address the identified limitations and capitalize on opportunities.

ACTIVITY	RESPONSIBLE PARTY	TIMELINE	PRIORITY LEVEL	EXPECTED IMPACT
Do what?	Who?	When?	How important?	Improve the index of which output?

A financial plan can be attached to implement the plan if the impact report is sent to a potential sponsor of the business.

Impact Communication



How to communicate the impact | Internal Communication

First, define the persona and value propositions of your target audience. Then, determine a strategy that can serve your purposes.

Describe types/groups of target employees (Demographic, Core values, Information sources, Behaviors,...):.....

Their needs & challenges:.....

What values you can offer them:

Goals of your impact communication to them:.....

AUDIENCE	MESSAGE	CHANNELS	TECHNIQUES	TIMELINE
Type/Group 1	Messages that inspire employees to recognize their impact and appreciate their contributions?	E.g. Notice boards, newsletters, chat groups,.....	E.g. Share stories, align roles, use clear language, present results, encourage feedback, celebrate milestones,...	
Type/Group 2				

How to communicate the impact | B2B Customers

First, define the persona and value propositions of your target audience. Then, determine a strategy that can serve your purposes.

Describe your target B2B customers (industry, size, core products, core values,...):

Their needs:

What values you can offer them:

Goals of your impact communication with them:

AUDIENCES	MESSAGE	CHANNELS	TECHNIQUES	TIMELINE
Customer 1	What to communicate that can align with customers' CSR, ESG, sustainability branding & business goals?	E.g. LinkedIn posts, outreach, industry events, email campaigns, networking....	E.g. Align with ESG/SDG through reports, share beneficiary stories, build trust with transparency, or prioritize quality before showcasing impact,...	
Customer 2				

How to communicate the impact | B2C Customers

First, define the persona and value propositions of your target audience. Then, determine a strategy that can serve your purposes.

Describe your target groups of B2C Customers (Demographics, Core values, Information sources, Behaviors,...):

Their needs:

What values you can offer them:

Goals of your impact communication with them:

AUDIENCE	MESSAGE	CHANNELS	TECHNIQUES	TIMELINE
Persona A	Messages that build trust and loyalty among these customers? Build a sense of contribution to a more significant impact?	E.g. Facebook Groups, Instagram and TikTok, Blog posts, newsletters, Websites,.....	E.g. Leverage free TV or newspaper opportunities, maintain consistent social media presence, partner with eco-events or NGOs, focus on personal branding, address controversies thoughtfully,.....	
Persona B				

How to communicate the impact | Investors

First, define the persona and value propositions of your target audience. Then, determine a strategy that can serve your purposes.

Describe your target impact investors (Thematic impact or other impact-related (ESG) investors, ticket size,.....):.....

Their needs:

What values you can offer them:

Goals of your impact communication with them:.....

AUDIENCE	MESSAGE	CHANNELS	TECHNIQUES	TIMELINE
Investor A	Messages that emphasize value proposition combining impact and returns?	E.g. events, social media, business communities,.... before investment impact reports, meetings, emails after receiving investment,....	E.g. Research investors' thesis, prepare a comprehensive pitch deck, and adhere to impact reporting requirements post-investment,...	
Investor B				

How to communicate the impact | Donors

First, define the persona and value propositions of your target audience. Then, determine a strategy that can serve your purposes.

List and describe your target donors (countries of origin, public vs. private, amount,...):.....

Their needs:

What values you can offer them:

Goals of your impact communication with them:

AUDIENCE	MESSAGES	CHANNELS	TECHNIQUES	TIMELINE
Donor A	Alignment with donor goals using measurable achievements, impactful storytelling, long-term commitment beyond funding cycles,...?	E.g. Grant proposal, Competitions, Sector-specific events, Social media, ...	E.g. actively monitoring their communication channels (LinkedIn, Facebook, newsletters) for funding opportunities, attending events,....	
Donor B				

How to communicate the impact | Government agencies

First, define the persona and value propositions of your target audience. Then, determine a strategy that can serve your purposes.

List and describe your target government agencies (national vs provincial, areas of focus, specific support programs...):

Their needs:.....

What values you can offer them:

Goals of your impact communication with them:

AUDIENCE	MESSAGE	CHANNELS	TECHNIQUES	TIMELINE
Agency A	Messages that can demonstrate alignment with government priorities?	E.g. Grant proposal, Competitions, Sector-specific events, Social media, ...	E.g. Participate in government-organized competitions and programs, leverage industry groups,...	
Agency B				



FOR MORE INFORMATION

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