CONCEPT

Community Investment Programme Management and Social Impact Measurement

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Technical depth: Practitioner · **Practical mode:** Case study

Introduction

Organisations invest heavily in community programmes, from education and health partnerships to employee volunteering and local enterprise support, yet many cannot show what changed as a result. Initiatives are often chosen on goodwill rather than evidence of need, run without a results framework and reported as money spent or people reached. This Core Concept course equips managers to select, design, deliver and evaluate community initiatives with recognised impact methods, from needs assessment to outcome measurement and social value. Participants work through multi-sector cases and leave with a Community Initiative Impact Plan for a programme in their own organisation.

Course Objectives

- Assess community needs and the existing initiative portfolio against ISO 26000 community involvement guidance and organisational priorities
- Design initiatives with a Theory of Change and a logical framework that link activities to measurable outcomes
- Plan and manage delivery with community partners, including partner due diligence, budgets and engagement plans
- Measure outputs, outcomes and impact using the B4SI Framework, OECD DAC criteria and mixed data collection methods
- Value and report social impact using SROI principles while avoiding over-claiming and attribution errors
- Produce a Community Initiative Impact Plan ready for leadership approval

Target Audience

- Managers responsible for community investment and corporate social responsibility programmes
- Sustainability and ESG managers accountable for social performance and disclosure
- Foundation and partnership managers overseeing funding for community organisations
- Programme managers delivering community services in public and non-profit bodies
- Monitoring and evaluation leads measuring the results of social initiatives
- Stakeholder relations managers engaging communities around operating sites

Course Outline

Day 1: Community Investment Context and Needs Assessment

- ISO 26000 Community Involvement and Development Issues
- Community Investment Spectrum: Charitable Giving, Community Investment and Commercial Initiatives
- Community Needs Assessment Using Secondary Data and Asset Mapping
- Community Stakeholder Mapping and Salience Analysis
- Current Portfolio Review Against Strategic and SDG Priorities

Day 2: Impact Frameworks and Standards

- Theory of Change Construction and Assumption Testing
- Logical Framework Matrix: Objectives, Indicators, Means of Verification and Assumptions
- B4SI Framework: Inputs, Outputs and Impacts
- Impact Management Project Five Dimensions of Impact
- OECD DAC Evaluation Criteria: Relevance, Coherence, Effectiveness, Efficiency, Impact and Sustainability

Day 3: Designing and Managing Community Initiatives

- Initiative Selection Scoring Matrix and Business Case
- Partner Due Diligence Checklist and Partnership Agreement Design
- Community Engagement Plan Aligned to AA1000SES
- Initiative Budget, Work Plan and Gantt Schedule
- Indicator Reference Sheets and Baseline Data Collection Plan

Day 4: Measuring, Valuing and Reporting Impact

- Survey, Interview and Focus Group Design for Outcome Data
- Most Significant Change Technique and Contribution Analysis
- SROI Calculation: Deadweight, Attribution, Displacement and Drop-Off
- Impact Risk Register: Over-Claiming, Unintended Effects and Partner Failure
- Impact Reporting Against GRI 413 and B4SI Metrics

Day 5: Case Work and the Community Initiative Impact Plan

- Education Partnership Case Study: Rebuilding a Theory of Change
- Health Outreach Case Study: Reviewing an SROI Claim
- Community Initiative Impact Plan Drafting
- Impact Dashboard Design for Leadership Reporting
- Peer Review Panel and Plan Defence

Skills You Will Gain

- Community Needs Analysis
- Programme Logic Modelling
- Partner Due Diligence
- Mixed-Methods Data Collection
- Social Value Accounting
- Attribution Analysis
- Social Performance Disclosure
- Community Stakeholder Engagement

Why Attend This Course

- Return to work with a Community Initiative Impact Plan for a real programme, already tested through peer review
- Replace activity counts in management reports with outcome evidence that leadership and partners can rely on
- Recognise weak impact claims in partner and consultant reports before they reach a published disclosure
- Compare community investment practice with managers from companies, public bodies and non-profits in other countries

Conclusion

Community initiatives earn continued support when they address real needs and can show what changed for the people they serve. This course moves from needs assessment and the principal impact frameworks, through initiative design and partner management, to measuring, valuing and reporting results without over-claiming. The final day brings these methods together in a Community Initiative Impact Plan that participants take back to their organisation, giving them a defensible basis for deciding which initiatives to scale, redesign or close.