



INSTITUTE FOR
POLICY ALTERNATIVES



Managing Negative and Unintended Outcomes

Impact Investing: Building the Field, Measuring Success

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An Executive Workshop, April 13-14, 2016

Alisa Hotel, Accra

Scenario

In East Africa, a social enterprise producing organic tea, and with a strong orientation to women's empowerment, receives several high-profile investments from non-profit and DFI investors. The business does well for five years, but inattention to management issues and aggressive new market entrants reduce its business viability, to the point where it has to be shut down, at least temporarily. The investors and owners are reassessing the business; it may be restructured and re-launched—or it may be closed altogether.

- How should the investors, on whose websites the enterprise figures prominently, communicate about this investment to their investors and to the public?
- What should be done with the enterprise itself?
- How should this situation be treated by the M&E team?