



Fingal

Learning Exchange

Measuring Social Impact

&

Social Enterprise

Institute of Technology Blanchardstown

Learning & Innovation Centre



Contents

1.0 Learning Exchange in brief	p.3
2.0 Learning action points	p.5
3.0 Measuring Social Impact	p.6
4.0 Irish Social Enterprise Network	p.11
5.0 Learning discussions	p.12
Appendix 1	Impact Measurement resources

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1.0 Learning Exchange in brief

1.1 **Fingal Learning Exchange** is a response to existing and emergent economic and social challenges and opportunities.

1.2 **Learning Exchange** activity in 2013 focused on unlocking the development potential for sustainable local jobs. The first gathering took place in May 2013 titled Social Enterprise and Entrepreneurship. Further sessions included Social Impact & Social Enterprise (the topic of this report), September 2013 and Black & Minority Civic Engagement & Social Enterprise in November 2013

1.3 **Fingal Learning Exchange** has developed expertise and networks in civic engagement, social enterprise and social impact.

1.4 **Fingal Learning Exchange** gatherings actively encourage diversity in experience, background and opinion.

- Learning Exchange - I -



1.5 **Fingal Learning Exchange** activities have brought approximately 120 participants together from a wide range of interest groups including: academics, students, business and



religious leaders, social entrepreneurs, public servants, community development workers and community activist leaders.

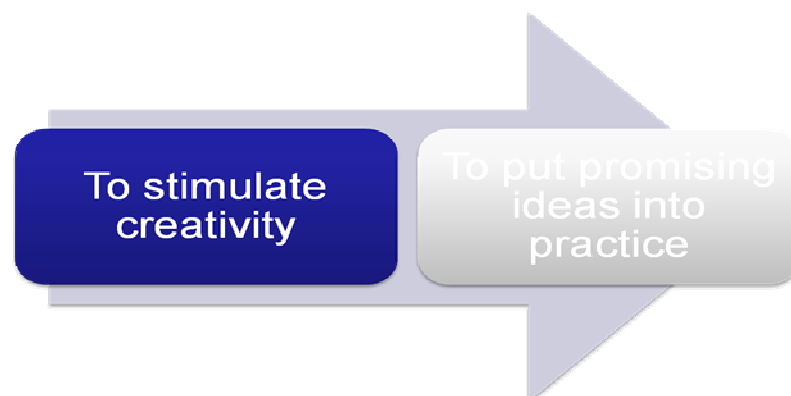
1.6 **Fingal Learning Exchange** brings people together to share knowledge, ideas and learning.

1.7 **Fingal Learning Exchange** activities are designed to stimulate creativity, promote collaboration, knowledge co-generation and put promising ideas into practice.

1.8 **Fingal Learning Exchange** is driven by Fingal Economic Development Services, part of Fingals Economic Development Strategy 2014 – 2017.

1.9 **Fingal Learning Exchange** founding partner is the Institute Technology Blanchardstown (ITB).

Innovation requires mechanisms



Successful Innovation Requires both these Elements



2.0 Learning action points

Summary of discussion points. These will be used to inform and drive the activity of the **Fingal Learning Exchange** in 2014.

2.1 Grow **Learning Exchange**: specifically activities that can assist in unlocking potential of Social Enterprise in Fingal.

2.2 Build awareness and capacity of managers and directors of community assets/facilities around social enterprise and income generation models.

2.3 Match data and data analytics with the needs of Social Enterprises.

2.4 Map level of social enterprise activity in Fingal.

2.5 Explore mentorship / buddying system for social entrepreneurs.

2.6 Include social enterprise in Fingal economic and social development plans.

2.7 Identify funding opportunities, particularly European and disseminate through **Learning Exchange** activities.

2.8 Use digital media to disseminate learning e.g. videos, slideshows etc.

2.9 Develop partnership with the Irish Social Enterprise Network & ITB.



3.0 Measuring Social Impact

3.1 Emergence of Impact practice

Impact is not just about measuring, ask yourself these key questions:

1. **UNDERSTANDING** – Why are you measuring impact?
2. **WHO** – Which key stakeholders need to know?
3. **MEASURE** – Twice, Cut Once
4. **PROPORTIONALITY** – Keep perspective to scale of work – don't measure whole
5. **COMMUNICATE** – For impact and learning...
6. **TOOLS** – Last thing you should choose!





3.2 Inputs, outputs and outcomes

Take an organisation that runs training courses for unemployed people:

The **INPUTS** are the funding, premises, equipment, volunteers, etc, that the organisation uses to do its work.

These enable the organisation to undertake **ACTIVITIES**, such as planning, publicising, coordinating and delivering the training courses.

The **OUTPUTS** generated by these activities are the number of people who attended the courses, the number of certificates they achieved, and so on.

These will hopefully lead to the desired **OUTCOME**, which is people who are more ready for work than they were before undertaking the training course.

In time, and almost certainly backed up by a range of additional interventions, the **IMPACT** will be reduced unemployment.

3.3 Models for Understanding Change - What is Theory of Change?

Theory of Change defines all building blocks required to bring about a given long-term goal. This set of connected building blocks—interchangeably referred to as outcomes, results, accomplishments, or preconditions are depicted in a pathway of change map/framework.

A Theory of Change describes the types of interventions (a single program or a comprehensive community initiative) that bring about the outcomes. Each outcome in the pathway of change is tied to an intervention, revealing the often complex web of activity that is required to bring about change.

A Theory of Change would not be complete without an articulation of the assumptions that stakeholders use to explain the change process represented by the change framework. Assumptions explain both the connections between early, intermediate and long term outcomes and the expectations about how and why proposed interventions will bring them about. Often, assumptions are supported by research, strengthening the case to be made about the plausibility of theory and the likelihood that stated goals will be accomplished.



Fig.1 Simple pathway to change model.

A Theory of Change is a specific and measurable description of a social change initiative that forms the basis for strategic planning, on-going decision-making and evaluation. It requires participants to be clear on long-term goals, identify measurable indicators of success, and formulate actions to achieve goals. It differs from other methods of describing initiatives in a few ways:

- * It shows a causal pathway from here to there by specifying what is needed for goals to be achieved (e.g. you might argue that children attending school a minimum number of days is necessary if they are going to learn).
- * It requires you to articulate underlying assumptions which can be tested and measured.
- * It changes the way of thinking about initiatives from what you are doing to what you want to achieve and starts there.

A Theory of Change provides a roadmap to get you from here to there, if it is good and complete, it will help stakeholders, staff, partner's organisations and funders understand more fully your purpose. More importantly, if it is good and complete, you have the best chance of making the change in the world you set out to make and of demonstrating your successes and your lessons along the way.

3.4 Measuring Social Impact

An Outcome is the result of something you are trying to achieve, whereas impact is the broader effect of the outcome.



In the example below of a behavioural change project, the outcome is to do with the target change being achieved, i.e. has someone stopped smoking or not? The impact is the consequence of this outcome, for example, if someone has stopped smoking the impact will be the benefits to their family, future children, disposable income, HSE usage.

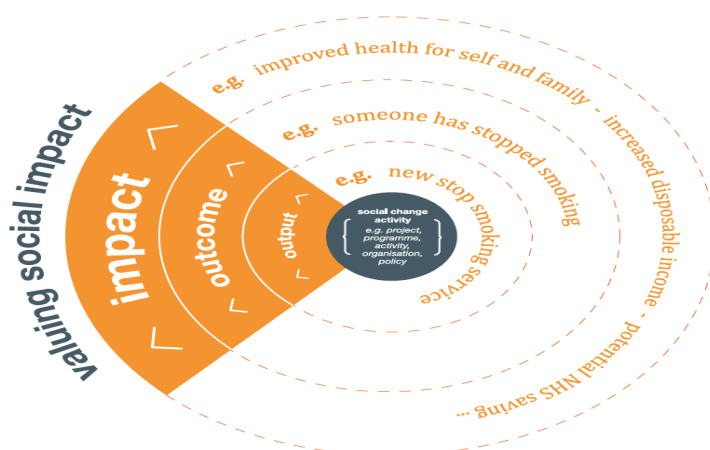


Fig 2. Valuing social Impact

3.5 Value - *Beauty is in the eye of the beholder – value is in the eye of the stakeholder!*

The very essence of value is that it is subjective, what is deemed to be of value to someone will depend on who they are and in what situation they find themselves. In order to communicate value, whether that be social value or any other kind of value, we need somehow to be able to quantify it. Do not fall into a trap of equating cost or price with value, these are all different things. Whilst the for-profit sector 'gets' this (examples of Nike and Apple), the not-for-profit sector is often 'stuck' at the cost of things, and rarely ventures on to price. When choosing how to measure impact understand how different tools and methods relate and for what purpose, a pick and mix approach may be preferable.

Quality Assurance: ISO/PQASSO/Balance Scorecard

Impact Tools: Evaluation (Quant/Qual); CBA; Prove & Improve;

Framework: SROI / Logic Model / Systems Change / Theory of Change



3.6 Defining your difference - Questions you need to ask:

- What are the outcomes, both positive and negative of the activity on stakeholders?
- How were stakeholders involved in determining outcomes, in deciding which impacts to manage and in measuring those?
- How were the outcomes that are going to be managed and reported on prioritised from the probably number of outcomes that result from activity
- Were the outcomes of value to stakeholders and if so of how much value
- How sure are you that the outcomes result from your activity or from the activity of your organisation and other partners

3.7 Lessons learned – Top 10 tips:

- Ask fundamental organisational questions, firstly.
- Data collection/Gathering evidence crucial task at hand.
- Ask the right questions to get best answers to outcomes.
- Keep measurement in proportion to available resources.
- The framework/tool/system is the last thing to choose.
- Remember to stop programs/activities having no impact.
- Share experience to help others learn from you.
- Impact drives funding - balance your need with funders.
- Be 'for impact' first, 'for profit', second.
- Communicate (& celebrate) your impact ('cos yer worth it!)

Facilitator: Seamus Carlin, Cruinn Associates



4.0 Irish Social Enterprise Network

4.1 Aims

The Irish Social Enterprise Network (ISEN) supports the aims of social enterprises that want to have a positive social impact and shares the value of having an open and collaborative approach to business.

4.2 Defining a Social Enterprise

There are lots of definitions, they change over time and differ from country to country and usually provoke a lot of debate. The ISEN shared one criterion:

- 1 – Social Enterprises have social and/or environmental objectives.

A social enterprise must be able to demonstrate its social mission.

- 2 - Social Enterprises are trading businesses aspiring to financial independence.

This second defining characteristic is demonstrated by an enterprise earning 50% or more of its income from trading.

- 3 – Social Enterprises have an ‘asset lock’ on trading surplus and residual assets.

Whether or not it’s a charity, a social enterprise re-invests all its distributable profit for the purpose of its social mission.

- 4 – A Social Enterprise cannot be the subsidiary of a public sector body.

Whilst a social enterprise can be the trading subsidiary of a charity, it must be constitutionally independent from the governance of any public body.

- 5 – Social Enterprises are driven by values –in mission and business practices.

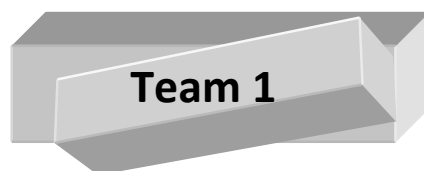
Social enterprises operate in competitive - often fierce – markets but there is an expectation that their dealings will be ethical.

Facilitators: Chris Gordon, Chair ISEN & Stuart Fraser, Co-founder ISEN.



5.0 Learning discussions

A summary of the main points arising from feedback at the May 2013, Learning Exchange were circulated. Groups were asked to reflect on content and identify challenges, opportunities and issues they would like progressed:



5.1 Value of Networks

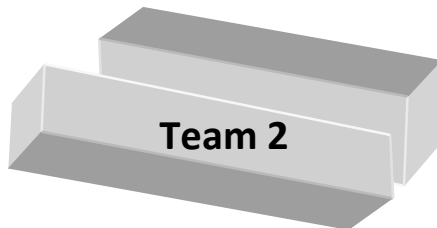
Networking and learning for those interested in Social Enterprise / Business with a social purpose is valuable and should continue.

5.2 Community Centres & Income generation models

An opportunity exists to build capacity and awareness amongst managers and directors of community facilities and community projects regards Income generation models that are reinvested into supporting social objectives.

5.3 Progress

To update participants on progress since first Learning Exchange.



5.4 Social Impact learning excellent

Make slides and information available.

5.5 Social Enterprise Criteria

Not everyone agreed on the criteria put forward by Irish Social Enterprise Network on what constituted a social enterprise, felt it merited more discussion.

5.6 Mapping Social Enterprise

Identify Social Enterprises and public/community owned facilities/ assets that generate or have the potential to generate revenues.

5.7 Buddy or mentoring system

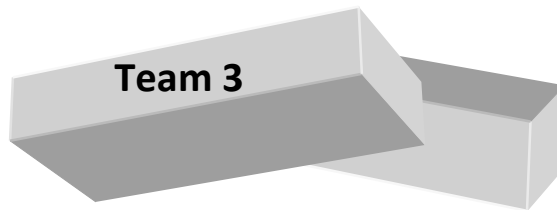
Those involved in social enterprises don't always come from business background the skills of suitably trained individuals could provide expert advice on matters such as HR, Finance, Planning, and Business etc.

5.8 Exchange encourages collaboration and learning

Grow Learning Exchange activities in Fingal. Appetite exists for shared learning and collaborative activities.

5.9 Phoenix 92.5FM:

Enables organisations to communicate directly to local people about what really defines us; Confidence building, empowerment, awareness raising and improved cohesion are some of (Phoenix 92.5FM) outcomes.



5.9.1 Raise awareness of jobs potential in Social Enterprise

National and local government when formulating policy and plans take account of the economic and social benefits social enterprise can contribute.

5.9.2 Social Enterprise & Data

Fingal County Council - Data analytics project – has the potential to assist social enterprises identify supply chains, partners, customers and locations. Data can help enterprises understand their market place; its value needs to be promoted to networks.

5.9.3 Mentorship programmes

Developing a mentorship programme that would assist social entrepreneurs "bridge" gaps in skills, specifically drive the development of Social Enterprise using data analytics.

5.9.4 Scaling enterprises

Some initiatives (e.g. Healthy Food Network etc) need to hit a scale before they can be regarded as Social Enterprises. Wider supports including data can assist achieving scale.

Facilitator: Breffni O'Rourke, Fingal County Council



Appendix 1

- Knowing & Showing Your Outcomes & Impacts (The Wheel, IE)

<http://www.wheel.ie/content/knowning-and-showing-your-outcomes-and-impacts>

- Demonstrating Impact: Current Practice Amongst Social Purpose Organisations (IE)

https://www.wheel.ie/sites/default/files/Demonstrating_Impact_Report_Final-1.pdf

- Centre for Effective Services (IE) <http://www.effectiveservices.org>

- Irish Evaluation Network (DCU)

http://www4.dcu.ie/education_studies/ien/index.shtml

- Getting Started in Social Impact Measurement (The Guild, UK)

http://www.the-guild.co.uk/feature_detail.php?recordID=41&featID=1

- SROI Network (International) <http://www.thesroinetwork.org>

- Social Impact Analysts Association (EU) <http://www.siaassociation.org/>

- Inspiring Impact (UK) <http://www.inspiringimpact.org>

- Charities Evaluation Services (UK) <http://www.ces-vol.org.uk/>
<http://www.proveandimprove.org/>

- NCVO (UK) <http://www.ncvo-vol.org.uk/strategy-impact/impact>

- New Economics Foundation(UK)

<http://www.neweconomics.org/programmes/valuing-what-matters>

- New Philanthropy Capital (UK) <http://www.philanthropycapital.org>

- Theory of Change (US) <http://www.theoryofchange.org>