

# **Introduction to Social Impact Assessment (module 4)**

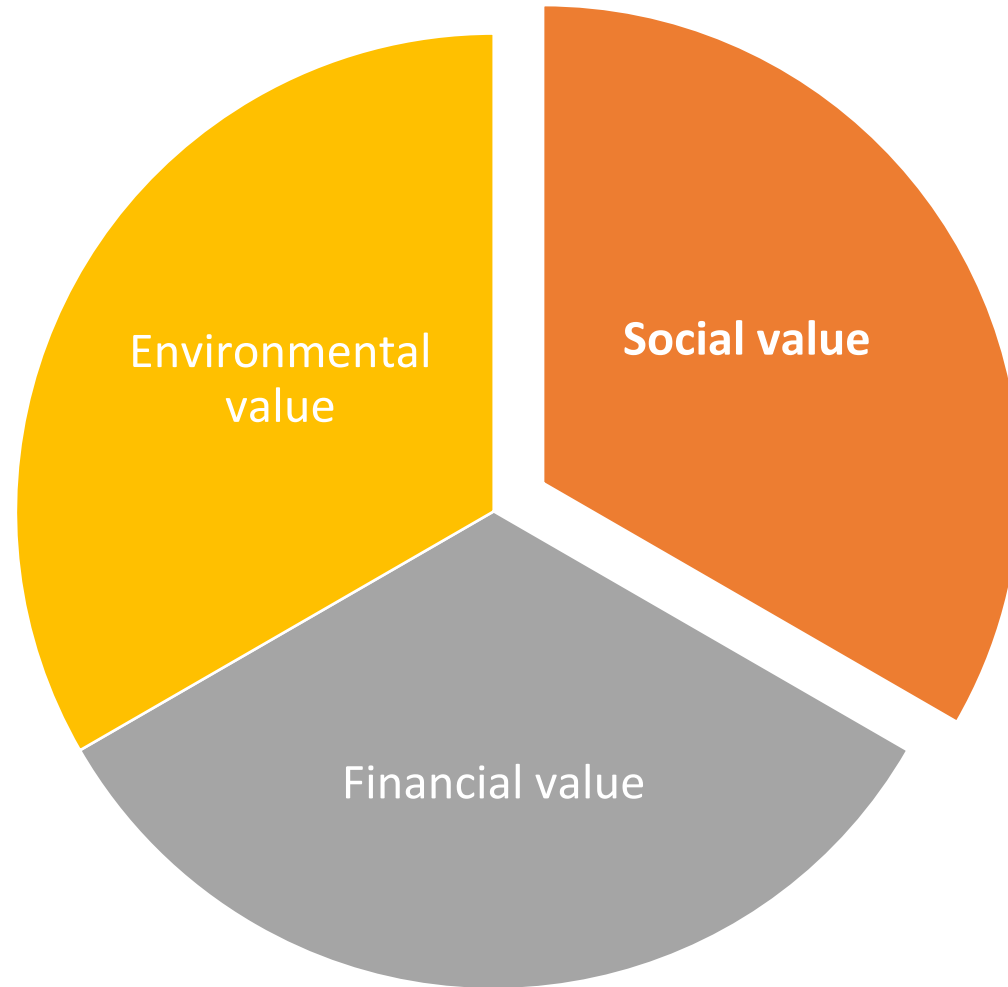
## **Learning Unit N. 13**

### **University of Rome "Tor Vergata"**

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- 02 The Impact Value Chain**
- 03 The Social Impact Life Cycle**

# Beyond the financial value



Growing interest in social impact  
and social impact assessment  
models

# What is Social Impact? (1)

*"Social impact is the ability of an organization to contribute to a change in a given field of action by changing the status quo of a person or community that is the target of social activity». (Perrini & Vurro, 2013)*

*"Social impact is the attribution of an organization's activities to overall longer-term social results". (EVPA, 2015)*

*"The concept of social impact is defined as the non-economic change created by the activities of organizations and investments". (Emerson et al. 2000; Epstein & Yuthas 2014)*

# What is Social Impact? (2)

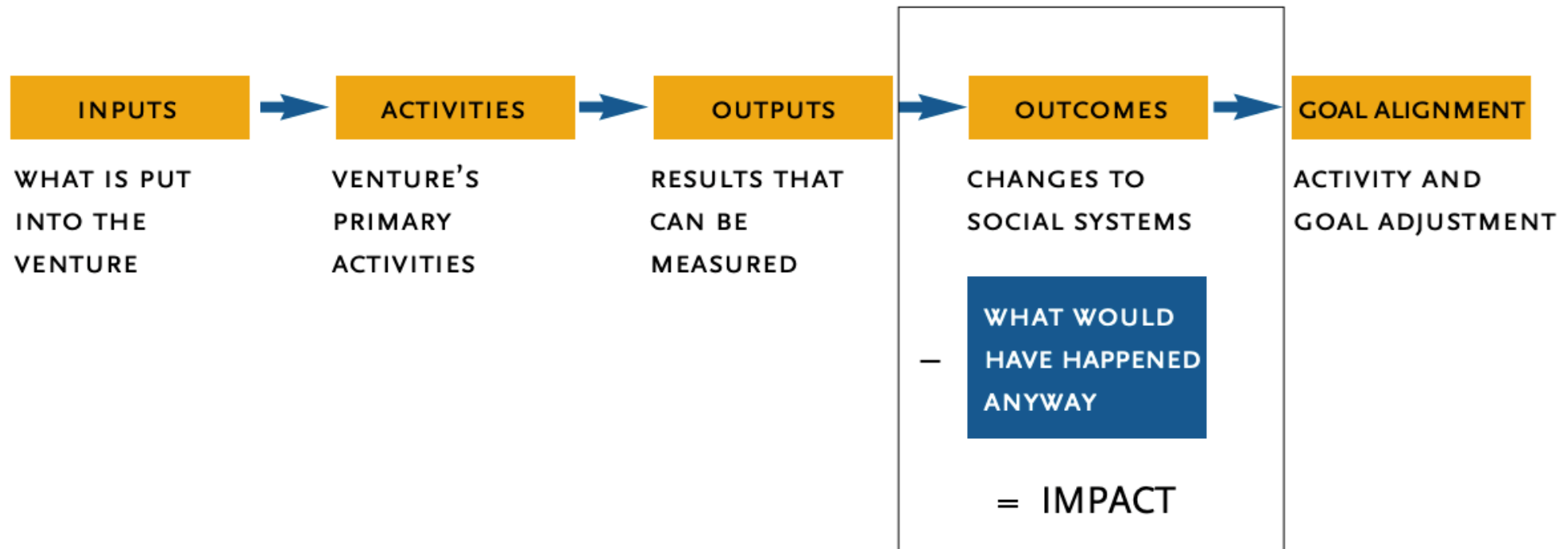
*"The social impact is the portion of the total outcome that occurred as a direct result of the intervention, net of that part that would have also taken place without the intervention". (Clark et al., 2004)*

*"Social impact is defined as long-term sustainable change (positive or negative; primary or secondary) in the conditions of people or in the environment that the intervention has partially contributed to achieving". (Zamagni, 2015)*

*"The positive and negative effect, primary and secondary, developed by an intervention directly or indirectly, voluntarily or not voluntarily". (OECD, 2015)*

# The Impact Value Chain

## IMPACT VALUE CHAIN



Source: Clark et al. (2004)

# The Impact value chain (1)

## INPUTS

WHAT IS PUT  
INTO THE  
VENTURE

The resources (money, staff time, capital assets, etc.) required to operate the venture or organisation.

## ACTIVITIES

VENTURE'S  
PRIMARY  
ACTIVITIES

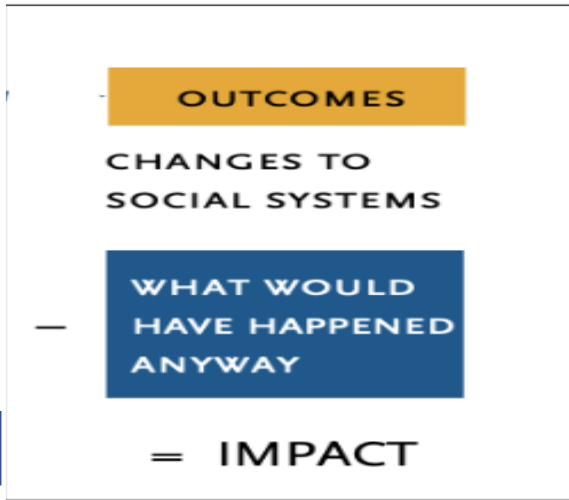
What is the social activity being done with those resources by the enterprise (the intervention)

## OUTPUTS

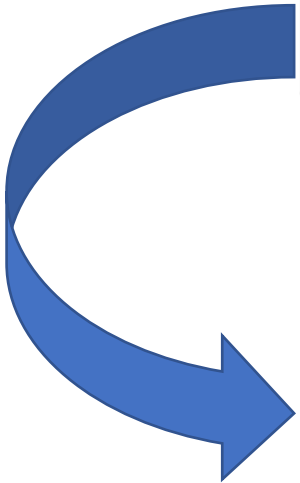
RESULTS THAT  
CAN BE  
MEASURED

Specific changes in attitudes, behaviours, knowledge, skills, status, or level of functioning that result from enterprise activities, such as finding a job, avoiding getting sick, or reducing emissions by a certain amount.

## The Impact Value Chain (2)



Specific changes in attitudes, behaviors, knowledge, skills, status, or level of functioning that result from enterprise activities, such as finding a job, avoiding getting sick, or reducing emissions by a certain amount.



# IMPACT

The difference between the outcome for a sample exposed to an enterprise's activities and the outcome that would have occurred without the venture or organisation.

**Goal alignment** = the management process of evaluating whether outcomes or impacts met desired goals and determining what can be done to improve operations.





# Social Impact Life Cycle



*Source: EVPA (2015)*

# Social Impact Life Cycle (1)

## SETTING OBJECTIVES

Of the various parties in seeking measurement, and of the service being measured

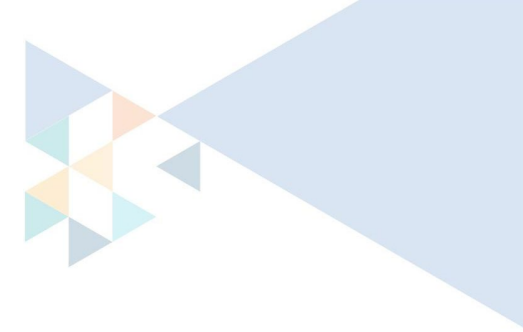
## ANALYSING STAKEHOLDERS

Who gains and who gives what and how?

## MEASURING RESULTS

The (social) enterprise plans its intervention, and how the activity achieves the outcomes and impacts most needed by its beneficiaries and stakeholders.

## Social Impact Life Cycle (2)

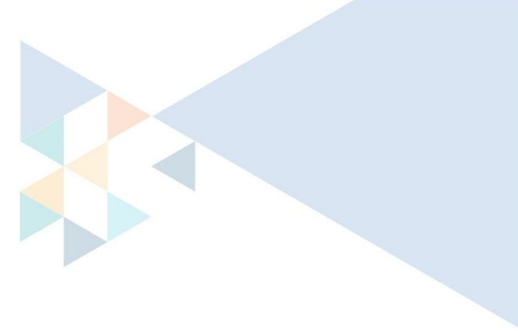


### **VARIFYNG AND EVALUING IMPACT**

Assessing whether the targeted outcomes are actually achieved in practice, whether they are apparent to the stakeholder intended to benefit, and whether they are valuable to that stakeholder

### **MONITORING AND REPORTING**

Who gains and who gives what and how?



*Thank you for your attention!*