Local Economic and Employment Development (LEED)

Policy Guide on Social Impact Measurement for the Social and Solidarity Economy

OECD

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Preface

The social and solidarity economy has gained significant visibility in recent years, spurred in large part by its critical role in responding to COVID-19 and other crises in ways that build resilience. The values of the social and solidarity economy, notably the primacy of people over capital, along with its declared mission to pursue social objectives, put social impact at the core. It has pioneered many new business models such as fair trade, organic trade, and the circular economy. It also addresses social challenges, from assisting refugees to tackling housing and food security issues. It provides jobs as well as essential goods and services, particularly for disadvantaged individuals.

Through its proven ability to inspire innovation, the social and solidarity economy can make a powerful contribution to a more just digital and green transition as well as inclusive economic policies. Cooperatives and community-based enterprises mobilise communities around common goals such as reducing carbon emissions or promoting renewable energy. Through education and training programmes, it assists job seekers, the under-skilled, young people, and other disadvantaged groups in developing their capabilities to find employment in an increasingly digital world. And it offers new ways of using digitalisation for people-centred approaches, such as through platform cooperatives.

Building on decades of work at both the OECD and the EU, we joined forces in 2020 to deliver a Global Action "Promoting Social and Solidarity Economy Ecosystems" to unleash its potential. In December 2021, the European Union released the EU Social Economy Action Plan, and in November 2022, a transition pathway for the "proximity and social economy" industrial ecosystem. In June 2022, the OECD adopted the OECD Recommendation on the Social and Solidarity Economy and Social Innovation. Indeed, we are not alone among international organisations in driving this important agenda. The ILO Resolution on Social Economy and Decent Work, for example, was also adopted in June 2022.

Many countries, regions and cities nevertheless still struggle to build the right conditions for the social and solidarity economy to thrive. Two of the most critical challenges are legal frameworks and social impact measurement. The twin guides, *Policy guide on legal frameworks for the social and solidarity economy* and *Policy guide on social impact measurement for the social and solidarity economy,* provide concrete support to help policy makers at all levels take action. These guides can be adapted to different national approaches and offer a checklist for policy actions as well as success factors and pitfalls to avoid in these areas, building on international practice.

The priority now is to put these guides to good use to reap the benefits. We will continue to work with national and local institutions and other international organisations to further develop the social and solidarity economy, and we are certain these policy guides will be of great help.

Lamia Kamal-Chaoui,

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Service for Foreign Policy Instruments

European Commission

Foreword

The OECD has been working for over two decades on policies for the social and solidarity economy (SSE), including in collaboration with the European Union. In 2020, the OECD launched the Global Action "Promoting Social and Solidarity Economy Ecosystems", funded by the European Union's Foreign Partnership Instrument, to support its development and internationalisation. The Action has focused on two critical policy levers that can help unlock the potential of the social and solidarity economy, namely legal frameworks and social impact measurement, in addition to other drivers of a strong policy ecosystem. The Action has brought together international peer learning partnerships to share good practices, produce international statistics, and take a deep dive on particular themes (e.g. internationalisation and social procurement) as well as particular groups (such as youth leading social enterprises, women and refugees). Countries targeted by the Action include all EU member states and six non-EU countries (Brazil, Canada, India, Korea, Mexico, and the United States).

To foster its growth and scale its impact, more and better data is needed on the activities and impact of the social and solidarity economy. The SSE addresses diverse societal needs such as community well-being, advancing on social inclusion, supporting work integration of disadvantaged individuals, and can contribute to a just green and digital transition. The very intricate nature of such objectives requires tailored ways to assess and present progress concisely and clearly. Building such an evidence-base serves to help individual social and solidarity economy entities in their daily work, as well as to design better policies and benchmark progress. Impact measurement approaches that are co-designed and co-implemented with representatives of the SSE are more likely to be used and achieve new results.

This guide provides policy makers with a full range of initiatives to support social impact measurement for the SSE in the form of practical guidance, success factors and pitfalls to avoid, supported by good practice examples from around the world.

This policy guide was developed by the Centre for Entrepreneurship, SMEs, Regions and Cities (CFE), as part of the Programme of Work and Budget of the OECD Local Employment and Economic Development (LEED) Programme. It was approved by the LEED Directing Committee on 23 February 2023 via written procedure.

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The content of this guide was drafted by Irene Basile, Natalie Laechelt and Melis Aslan, Policy Analysts, with guidance from Antonella Noya, Head of the Social Economy and Innovation Unit. Additional research, background analysis and internal quality control was performed by colleagues Daniel Bayram, Amal Chevreau, Emma Lossouarn, Martina Podestà and Julie Rijpens. Nadim Ahmad, Deputy Director of CFE and Karen Maguire, Head of the Local Employment, Skills and Social Innovation Division (CFE) provided further guidance, comments and suggestions.

This guide is based on extensive data collection, analysis and findings from different reports, studies, and grey literature as well as stakeholder consultations, surveys, and the global social economy community. The authors thank the numerous participants around the world that have contributed to:

- Learnings and outcome papers of the Peer-learning Partnerships supported as part of the Global Action.[1]
- Two international expert meetings, the first one on 25 January 2021[2] and the second on 16 September 2021 as part of the high-level virtual conference "The Social and Solidarity Economy: From the Margins to the Mainstream".[3]
- Stakeholder consultation workshops, gathering national and local policy makers, SSE representatives, academic and research experts in Canada (11 May 2021), United States (18 May 2021), Korea (27 May 2021), India (3 June 2021), Brazil (9 June 2021) and Mexico (16 June 2021).
- A survey disseminated among the Expert Group on Social Economy and Social Enterprises (GECES) by the European Commission, in particular its members with an expertise on the countries targeted by the Action.
- Interviews and written exchanges with individual contributors (Federico Mento, Ashoka Italy; Graham Brown, Kristy Muir, and Stephen Bennett, Centre for Social Impact UNSW, Australia ; Alicia Richins, Kate Ruff, and Valerie Adriaanse, Common Approach, Canada; Catherine Bolly, ConcertES, Belgium; Namhee Yee and Timothy Dho, Impact Square, Korea; Berenice Alcalde Castro and Mariana Heredia Martínez, INAES, Mexico; Simona Uvarovaitė, Inovacijų Agentūra, Lithuania; Annie Sorbie, Justice Data Lab, Ministry of Justice UK; António Miguel, Margarida Anselmo, MAZE Impact, Portugal; Shaun Motiani and Vanessa Schummer, Ministry of Labour, Employment and the Social and Solidarity Economy Luxembourg; Aikaterini Agyrou, Nyenrode Business University, Netherlands *(who provided comments on Greece)*; Florian Hinze, Linda Gugelfuss, Susanne Bregy, Phineo, Germany; Filipe Almeida and Vera Egreja Barracho,

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Notes

[1] The Peer-learning Partnerships (PLPs) were developed to encourage knowledge sharing on the importance of building and reinforcing conducive ecosystems for SSE development across the work areas relevant to the Global Action. Composed of six consortia co-ordinating over 130 partners, the PLPs provide a peer-learning platform for SSE stakeholders and organisations to exchange lessons, experiences and methodologies with peers from other countries, in view of developing activities of mutual interest. For more information, see: https://www.oecd.org/cfe/leed/social-economy/oecd-global-action/

[2] https://www.oecd.org/cfe/leed/social-economy/social-impact-measurement-for-the-sse.htm.

[3] https://www.oecd-events.org/social-and-solidarity-economy

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Executive summary

There is growing awareness of the need to understand how organisations, public, private or civil society, contribute to social and environmental goals. Driven by a social mission and upholding values of primacy of people over capital and participatory governance, the social and solidarity economy (SSE) is also increasingly requested to demonstrate its positive contribution to society. Such evidence is used, and sometimes required, to diversify sources of financing, access public and private markets, and scale activities and impact. Social impact measurement enables SSE entities to understand their progress and value-added in the achievement of desired social and environmental objectives.

Social impact measurement refers to the process of assessing the social value produced by the activities of any type of organisation. It particularly empowers SSE entities to understand the positive contribution of their activities in the pursuit of their social mission through a dedicated approach. Identifying and evaluating their performance, however, may not always be easy, especially for impacts on individual well-being, social inclusion, community trust and a sense of belonging. For this reason, SSE entities may need additional guidance and support to engage in social impact measurement. As impact measurement practices become more frequent and proficient, the evidence base will grow. Fostering an impact measurement culture is therefore important to solidify their individual and collective contribution to society.

Social impact measurement remains a challenging task for many, particularly for SSE entities. Current practices are often less adapted to the needs and context of SSE entities since the conversation has largely been shaped by private institutional investors and commercial businesses. Methodological hurdles, compounded by the lack of capacity and motivation emerge as significant barriers to the uptake of impact measurement practices among SSE actors. Rigorous data collection and analysis are needed to establish credible causal links between what organisations do and the impact that is created. This is particularly challenging vis-à-vis social goals, which are harder to track. In a context of limited resources, social impact measurement triggers a constant tension between satisfying internal learning needs as opposed to external accountability demands. To accommodate the needs of SSE entities and be credible to external parties such as funders, donors, governments and the public, the process needs to foster internal buy-in while also taking into account the people and places that are impacted.

Why this guide?

This guide places a specific focus on social impact measurement that can be practiced by SSE entities. In doing so, it acknowledges the specific challenges and needs of SSE actors when they set out to conduct social impact measurement. Recognising the different phases of SSE development, this guide offers actionable guidance that could be applicable to a wide range of local contexts. This guide also aims to bring the perspective of the social and solidarity economy into global discussions to shape impact measurement practices in different sectors and around the world.

This guide equips policy makers with a full range of initiatives to support social impact measurement for the SSE while not hindering its ability to act. It describes how public actions can better equip SSE actors when engaging in social impact measurement. It showcases good practice

examples from around the world to demonstrate the diverse ways through which policy could promote social impact measurement.

How can policy makers use this guide?

The main target audience of this guide is policy makers at all levels of government, including public administrations and parliament. This guide is also useful for stakeholders in the broader SSE ecosystem, particularly SSE entities, to communicate their specific needs and demands along the policy actions highlighted.

This guide recognises the important role policy plays to facilitate the uptake of social impact measurement among SSE actors. Direct public support is needed to allow SSE entities to undertake social impact measurement, which in turn could help build an evidence base on social and environmental progress to inform policy making. This does not merely concern the use of public resources, but also the establishment of enabling conditions and the mobilisation of technical expertise.

This guide is structured around four pillars along which policy could help facilitate the development of social impact measurement practices among SSE entities. First, policy makers can ***improve the policy framework*** by addressing the barriers that SSE entities face in impact measurement, while also providing incentives for its practice. Second, they can ***provide guidance*** on social impact measurement methods to facilitate implementation and dissemination in the SSE ecosystem. Third, public efforts can also ***build impact evidence*** by providing incentives for SSE entities and others to generate, compile and communicate impact information. Fourth, policies can ***support capacity building*** for SSE actors to access and benefit from existing resources, methods and networks to equip themselves with the necessary know-how on social impact measurement. These four pillars are not proposed in a chronological order; they are rather complementing elements that could be used at the same time or at different stages, depending on the particular context.

This guide provides a list of success factors and pitfalls to avoid along with guiding questions which policy makers could use to assess what to put in place. When designing policy on social impact measurement, it is important that public authorities understand the pros and cons of different approaches they may take. While a public push to do so is directly needed to advance social impact measurement, it might trigger unintended consequences by increasing the reporting burden, discouraging innovative practices, or creating a disadvantage for emerging or small organisations. For instance, while the promotion of simple, harmonised indicators could facilitate more widespread adoption, it may fail to capture more complex phenomena. Therefore, co-creating guidance for social impact measurement in coordination with SSE stakeholders is important to align goals and needs. In a world that is increasingly shaped by impact concerns, policy makers bear the responsibility to promote a level playing field within the social and solidarity economy and beyond.

Infographic 1. About this guide

What is social impact measurement?

Social impact measurement aims to assess the social value produced by the activities of any for-profit or non-profit organisation.

It is the process of understanding:

- How people's well-being is improved or changed
- how the natural environment has evolved
- AND how much of these changes can be attributed to an organisation's activities

For social and solidarity economy entities, social impact measurement focuses on understanding the additional, net value generated by their activities, in the pursuit of their mission and beyond, through a more or less tailored approach.

Why does social impact matter?

Social impact measurement is a strategic tool that can help the social and solidarity economy demonstrate their positive contribution to society by:

- Allocating resources to social value creation
- Improvising, experimenting and innovating in the pursuit of their mission
- Increasing stakeholder participation and persuading potential supporters

What are the pitfalls in developing social impact measurement?

- External pressure to standardise
- Methodological hurdles in defining suitable quantitative indicators (especially when measuring well-being)
- Risk of unintended consequences

Infographic 2. How to use this guide?

How can policy makers use this guide?

This guide provides policy makers with a full range of initiatives in the form of:

- Practical guidance,
- Pitfalls to avoid,
- Success factors and
- Supported by good practice examples

Policy makers can:

Improve the Policy Framework

1 Prioritise impact measurement in strategies for the social and solidarity economy
2 Enforce the implementation of social impact measurement
3 Ring-fence public resources

Support Capacity

1 Capacity building
2 Networking

Provide Guidance

1 Provide open access methodological guidance
2 Support the design of social impact measurement tools
3 Promote harmonisation efforts

Build Evidence

1 Produce impact evidence
2 Publicly disseminate impact information
3 Create repositories of knowledge

What is the social and solidarity economy?

The social and solidarity economy is made up of a set of organisations such as associations, non-profit organisations, cooperatives, mutual organisations, foundations, and, more recently, social enterprises. In some cases, community-based, grassroots and spontaneous initiatives are part of the social economy. The activity of these entities is typically driven by societal objectives, values of solidarity, the primacy of people over capital and, in most cases, by democratic and participative governance. See more: OECD Recommendation on the Social and Solidarity Economy and Social Innovation

Introduction

What do we mean by social and solidarity economy?

The social and solidarity economy (SSE) is an important source of employment and economic development in many OECD countries and around the world. In the European Union, social economy organisations employ over 13.6 million people, which is 6.3% of the total workforce (CIRIEC, 2017[1]). In Colombia and Mexico, the SSE accounts for 4% and 3.2% of overall employment respectively, while social enterprises, one component of the SSE, employ nearly 5.8 million people in Japan and generate USD 104 billion in profits each year (OECD, forthcoming[2]). The SSE plays an important role in making economies and societies more sustainable and focussed on the needs of people and the planet.

The social and solidarity economy encompasses a diverse array of enterprises and organisations. Historically consisting of associations, cooperatives, mutual societies and non-profit organisations, the SSE has expanded to include foundations, social enterprises as well as more spontaneous community-based initiatives emerging at the grassroots level. Other notions such as the social economy, the solidarity economy and the third sector are used alongside the SSE, with the latter being the most encompassing term increasingly used by practitioners and academics, as well as at the international level. The resulting plurality of organisations, practices, business models and legal forms that have emerged across OECD member states and beyond can represent a challenge for policy makers in identifying and adequately supporting them (OECD, forthcoming[2]).

> *According to the OECD Recommendation on the Social and Solidarity Economy and Social Innovation, the SSE is "made up of a set of organisations such as associations, cooperatives, mutual organisations, foundations, and, more recently, social enterprises. In some cases, community-based, grassroots and spontaneous initiatives are part of the social economy in addition to non-profit organisations (…). The activity of these entities is typically driven by societal objectives, values of solidarity, the primacy of people over capital and, in most cases, by democratic and participative governance".*[1]

Social and solidarity economy entities[2] are under increasing pressure to demonstrate their added value to society. This is also increasingly true for the private sector, including financial and corporate players. All are seeking to plan, implement, and assess their impact. Public policies that place greater emphasis on competition for contracts, user choice and value for money call further attention to social impact measurement. External donors and investors request evidence on how resources are used and what results are achieved (Clark et al., 2004[3]). Most importantly, social and solidarity economy organisations can proactively and voluntarily embrace social impact measurement for both learning and promotional purposes (OECD, 2021[4]).

What do we mean by social impact measurement?

The term "social impact measurement" has only recently emerged and stands at the juncture of other pre-existing approaches such as performance management, evaluation and accounting (Clifford, 2014[5]; Gibbon and Dey, 2011[6]; Alix, 2015[7]; Gentile, 2002[8]). As of today, there is no official international agreement on a common standard or definition, despite increasing attention by policy makers

around the world.[3] The term is generally perceived to put emphasis on impact quantification, although there is growing consensus among the scientific community that mixed-method approaches, combining both qualitative and quantitative data, are preferable.

> *Social impact measurement aims to assess the social value produced by the activities of any for-profit or non-profit organisation. It is commonly thought of as the process of understanding how much change in people's well-being or the condition of the natural environment has occurred and can be attributed to an organisation's activities.*[4]

Hence, social impact measurement practices encompass all the activities put in place by an organisation (or group thereof) to understand the (individual or collective) contribution to changes observed in society and the environment. Concretely, these approaches greatly differ, owing to the strategic and methodological choices that shape them (OECD, 2021[4]), and most notably:

- **The scope of the analysis:** *micro* (i.e. on a project, product or activity); *meso* (i.e. on the organisation itself); and *macro* (i.e. comprising groups of organisations or projects, on a given territory or thematic area).
- **The timing of the assessment:** estimating impact before implementation, concurrent to implementation as part of continuous performance management or retrospectively evaluating impact.
- **The level in the causal chain:** although the term "impact" indicates "the ultimate significance and transformative (potential, assumed, and/or achieved) effects of an intervention" (OECD, 2019[9]), it is often used to encompass changes observed across the whole results chain, including immediate outputs, intermediary outcomes and long-term impacts.

For social and solidarity economy organisations, social impact measurement focuses on understanding the additional, net value generated by their activities, in the pursuit of their mission and beyond, through a more or less tailored approach. An opinion by the European Economic and Social Committee further clarifies that, as far as social enterprises are concerned, "social impact measurement aims to measure the social outcomes and impact created by specified activities of a social enterprise and not the enterprises itself" (EESC, 2014[10]; OECD/EU, 2015[11]). SSE entities are driven by social and environmental objectives, which are not always easy to track, such as well-being, soft skills, community trust and sense of belonging. Other, more easily captured, indicators may include labour market outcomes, poverty and livelihoods, access to services, attainment of education, environmental degradation, carbon footprint, land use, etc.

The impacts identified through the measurement process, at the organisational or aggregate level, can also be referred to as impact evidence. Collecting such evidence is an important step for both policy makers and SSE entities towards understanding the effects generated by SSE activities (and public initiatives around them).

> *Impact evidence can be defined as the available body of facts or information that can be used to judge to what extent (or not) impact has occurred. Both quantitative and qualitative in nature, the evidence can be generated by individual SSE entities, groups thereof, other stakeholders in the SSE ecosystem (e.g. impact investors) and public authorities. It can then be triangulated to evaluate the impact of an organisation or initiative, and thereby inform decision-making (OECD, 2021[4]).*[5]

To build "robust" evidence, the available information needs to show certain qualities. It needs to be transparent, complete and accurate (see frameworks such as the Social Value Principles, Standards of Evidence, the Nesta Toolkit on Evidence of Impact[6]). When it relates to the SSE, the following attributes are particularly important:

- **Relevant:** impact measurement efforts are proportionate to the needs and timing is synchronised with the decision-making process,
- **Transparent:** the assumptions used to produce impact estimates are made explicit and any negative findings are included,
- **Representative:** all relevant stakeholders have been consulted.

Impact measurement practices help corroborate impact by an organisation, which may initially appear as limited or anecdotal. As impact measurement practices become more frequent and proficient, the available evidence on the impact of a given organisation or initiative accumulates. The emergence of a credible and publicly available body of knowledge around the impact of the SSE, and hence a more widespread recognition of it, can thus be beneficial to both its member organisations and the policy makers supporting them.

Why does the social and solidarity economy need social impact measurement?

Social and solidarity economy entities are increasingly acknowledged for their significant contribution to addressing social and environmental challenges. Their social mission and operating models, based on values of solidarity, the primacy of people over capital, and democratic and participative governance, position them as pivotal actors in the pursuit of more inclusive economies and more equal societies. As such, there is growing interest in monitoring and evaluating the impact that can be attributed to them. In fact, a more widespread uptake of impact measurement practices among SSE entities could also facilitate the emergence of an impact measurement culture among their partners, including public and commercial entities.

Social impact measurement is an on-going process and an important strategic planning tool for social and solidarity economy organisations (EESC, 2014[10]; OECD/EU, 2015[11]). Impact information is needed to feed the different stages of the decision-making process, serving both for internal learning purposes (i.e. deriving insight and strategic orientation to improve decisions) and external accountability (proving credible results that can withstand the test of independent verification). Because SSE entities primarily pursue social goals and aim to maximise their social impact, they need impact information to (OECD, 2021[4]):

- **Effectively allocate resources to social value creation**: identify the interventions which are helpful for the given social mission, and those which are not, to prove and improve progress on the societal problem at hand.
- **Improvise, experiment and innovate**: creatively adapt standards (e.g. engaging difficult-to-reach target groups, changing public perception of a product/service, promoting inclusive governance practices), particularly relevant when engaging in "social bricolage".[7]
- **Increase stakeholder participation and collaboration**: work with diverse stakeholders across sectors to foster novel solutions (e.g., addressing HIV infections with a combination of hygiene and education stakeholders).
- **Persuade**: convince potential supporters (e.g. volunteers, donors, financiers) and attempt to influence stakeholders through political and public advocacy (e.g. presenting to parliament).

Infographic 3. Uses of social impact measurement at different stages of the decision-making cycle and for specific objectives of the SSE

Source: (OECD, 2021[12])

Fostering a strong impact measurement culture in SSE ecosystems could significantly unlock new opportunities for growth. These opportunities could be on the fronts of diversified sources of financing, increased capacity to explore new strategies for scaling activities and impact or improved ability to access public and private markets among others. As they attempt to access new sources of financing and income, SSE entities face multiple and diverse reporting expectations from external donors, investors and partners. Impact investing is rapidly growing as a financing modality to allocate both public, private and blended resources on projects with positive material contributions to society and the environment. Providing a quantifiable track record of the impact generated by the SSE could help attract additional investors and open new markets. Not surprisingly, both social enterprises and non-profits tend to prioritise funder requirements when defining their impact measurement approach. At the same time, some SSE entities (like foundations, charities, cooperative banks and micro-finance institutions) can act as both standard setters and recipients of impact measurement requirements (OECD, 2021[4]).

Understanding the positive contributions of the SSE through a streamlined and regular approach can also inform public policy on where societal needs lie. By pursuing their social and environmental mission, SSE entities may serve as active facilitators in the attainment of sustainable development objectives by policy makers. Existence of an evidence base on progress towards particular social and environmental objectives can signal to public policy where there is heightened need for further public investment and where market and non-market solutions can accommodate such needs.

Why social impact measurement may be particularly challenging for the social and solidarity economy?

Social impact measurement for SSE may require higher efforts to solidify and pin down specific performance indicators, given the complexity of societal issues addressed by SSE entities. It focuses on measurement of both social and environmental objectives. Some “types” of impact may be easier to quantify or capture, as seen in indicators on environmental degradation, while others such as community well-being or social inclusion may be harder to pin down. Thus, in turn, may tilt the social impact measurement practice to favour the use of particular metrics. Typically, the social outcomes and participatory models pursued by SSE entities may raise both technical and conceptual difficulties when attempting to track them in a quantitative manner. Hence, they risk being overlooked or only partially reflected in less tailored social impact measurement approaches.

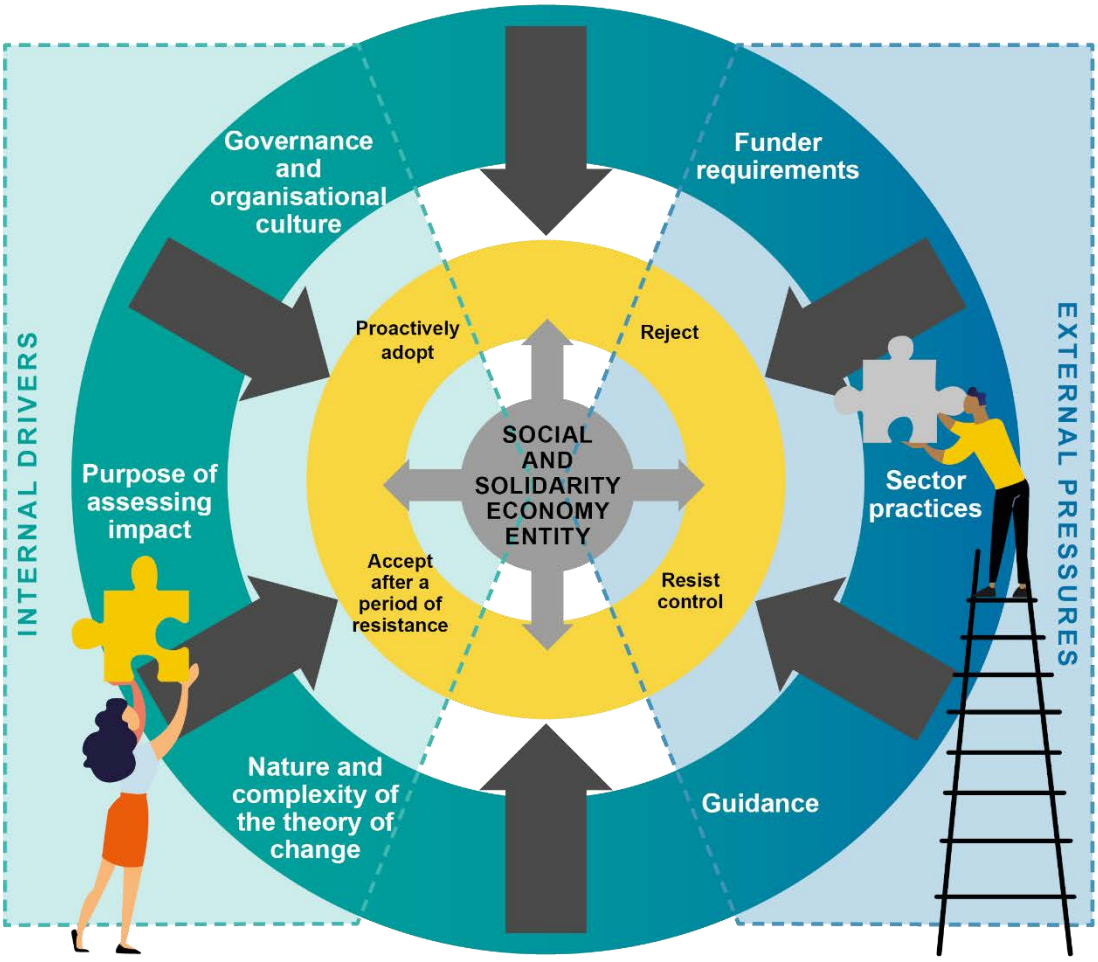
Social impact measurement methodologies can appear confusing and fragmented for social economy entities. A striking feature is simply the large number of options available. Social impact measurement practices may range from identifying potential impacts, counting outputs and beneficiaries, collecting stakeholder feedback, all the way to conducting impact evaluations, which may include attempts at measuring wellbeing and monetisation. As the impact measurement approach becomes more ambitious, it will require increasing levels of knowledge, resources and skills to master the more elaborate techniques.

There has been a strong push for standardisation at the international level over the last decade, from the public and private sector alike. Despite significant progress, there is not one universally agreed methodology. Prevailing solutions are often perceived as poorly adapted to social and solidarity economy organisations since, to a large degree, the conversation has so far been shaped by private institutional investors and commercial businesses. This runs the risk of disenfranchising those working on the frontlines, by forcing upon them ill-suited frameworks and measures. In response, there is an emerging consensus that a one-sized fits all approach would be inappropriate and SSE representatives are increasingly requesting more bottom-up and flexible approaches.

Possible responses to institutional pressures for social impact measurement range from complete resistance to external demands, to proactive and voluntary use for learning and promotional purposes. Still, the lack of capacity or motivation to engage with social impact measurement on the

frontlines can be a hindrance to the common agenda of both implementing entities and their financiers. In practice, many factors will influence how SSE entities decide which specific indicators, tools, methods or frameworks to adopt. External drivers include funder requirements, prevailing sector practices and the availability of methodological guidance. Internal determinants can be found in the governance and organisational culture, the purpose of assessing impact, and the nature and complexity of the theory of change being pursued. The lack of dedicated resources for social impact measurement, within each social and solidarity economy organisation and in the sector as a whole, is a pervasive problem.

Infographic 4. Factors influencing how social and solidarity economy entities define their social impact measurement practices and potential responses to institutional pressures



Source: (OECD, 2021[12]).

SSE entities also confront methodological hurdles. Rigorous data collection and analysis are needed to establish credible causal links between what organisations do and the impact that is created. Measurement can be particularly arduous for intangible and subjective impacts, such as social capital, well-being, soft skills, and other psycho-cultural aspects. In a context of limited resources, social impact measurement triggers a constant tension between satisfying internal learning needs as opposed to external accountability demands. To be at once useful for the SSE entities and credible to external

recipients, the process needs to foster employee buy-in and motivation, while also including diverse stakeholders in a fair and accessible manner (OECD, 2021[4]).

Why policy makers may want to promote social impact measurement for the social and solidarity economy?

In the transition towards more inclusive, green and digital economies, policy makers need more sustainable modes of production and consumption, which the SSE can spearhead. The SSE has the potential to transform the economy and our societies, including by setting a virtuous example for the for-profit sector. However, this needs to be supported by proven data on the impact of their activities. By gathering better evidence on the results achieved by the SSE, policy makers can: 1) learn how to improve existing policies in support of the SSE, 2) report to citizens on progress achieved through the SSE, 3) mobilise other actors to collaborate with the SSE (e.g. as financiers or operational partners).

> *The Recommendation of the OECD Council on the Social and Solidarity Economy and Social Innovation[8] encourages all adhering countries to develop and adopt a social economy framework that is supported at all levels of government with a view to scale the impact of their social economy for the benefit of all. One of the building blocks is to encourage impact measurement and monitoring by:*

- Promoting the development of indicators and criteria for social impact measurement in public policies and programmes.
- Encouraging social economy organisations to use part of the resources they receive from public authorities in the form of subsidies or contracts for social impact measurement.
- Supporting the design and dissemination of guidance on social impact measurement methods tailored to the social economy.
- Promoting the measurement of the non-market value, in addition to market value, of social economy organisations to better analyse their performance and assess their social impact, including on well-being.
- Supporting capacity to conduct social impact measurement by offering dedicated funding or training from specialised intermediaries and by mobilising other resources, including networks of expertise.

Public authorities need to understand the pros and cons of different approaches they may take. While public support is direly needed to advance social impact measurement, it might trigger unintended consequences by increasing reporting burden, discouraging innovative practices, disadvantaging emerging or small organisations, etc. Whilst the promotion of simple, harmonised indicators could facilitate more widespread adoption, it may fail to capture more complex phenomena. At the same time, raising the bar for social impact measurement, especially without the appropriate capacity building efforts, is likely to discriminate against smaller entities that do not have the resources to develop adequate protocols. Attention is also needed when considering the scope of the measures, since social impact is not immediate but emerges over a period of time. Metrics that focus on short-term, quantitative results are therefore likely to bias funding towards more immediate solutions, rather than in support of long-term social progress (OECD, 2021[4]).

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Notes

[1] https://legalinstruments.oecd.org/en/instruments/OECD-LEGAL-0472

[2] Hereafter, components of the social and solidarity economy are interchangeably described as organisations, actors or entities, without prejudice to their legal form or status.

[3] In fact, several synonyms are frequently used interchangeably, such as (social) impact assessment, social value measurement, social performance measurement or reporting. For a more detailed discussion on the different interpretations of this term, please refer to (OECD, 2021[4]).

[4] https://impactmanagementplatform.org/

[5] https://impactmanagementproject.com/wp-content/uploads/How-do-we-know-if-impact-has-occured.pdf.

[6] https://www.nesta.org.uk/toolkit/evidence-of-impact/

[7] "Social bricolage" can be defined as the purposeful and creative recombination of ideas and resources in the day-to-day pursuit of a social mission (OECD, 2021[4]).

[8] https://legalinstruments.oecd.org/en/instruments/OECD-LEGAL-0472. As of 2022, 44 countries have committed to encourage impact measurement and monitoring by adhering to the OECD Recommendation on the Social and Solidarity Economy and Social Innovation.

1 Improve the policy framework

Public policies targeted to develop the social and solidarity economy (SSE) can encourage SSE entities to increasingly use social impact measurement, in a way that meets both their learning and accountability needs. In the journey towards a widespread and shared social impact measurement culture, all public initiatives that gravitate around the SSE ecosystem can recognise its importance and promote its uptake. This chapter presents how social impact measurement can be embedded in different policy measures, for instance by explicitly prioritising it in strategies for the development of the social and solidarity economy, by enforcing its implementation as part of public procurement procedures or as a condition tied to the recognition of a certain legal form or status and, finally, by ring-fencing public resources to support its adoption.

Why is this important?

Public policies targeted at fostering the development of social and solidarity economy (SSE) ecosystems could promote uptake of social impact measurement by SSE entities. A comprehensive approach to drive the growth of the SSE benefits from concerted efforts to facilitate implementation of social impact measurement among SSE entities. To date, many countries have adopted policies to promote the SSE, while not always acknowledging the importance of impact measurement. By explicitly incorporating impact measurement into policies for SSE, policy makers can signal its importance and prompt its consideration across all entities and at all levels of the public administration, as well as stakeholders in the broader SSE ecosystem.

Impact measurement can be particularly important to better understand the social and environmental outcomes of publicly-funded projects and activities. Social impact measurement can help create a useful evidence base for reporting on socio-economic progress, which can in turn support policy makers in setting objectives and designing public interventions around SSE and beyond. In the long haul, this would also improve the cost efficiency and/or impact performance of projects, by facilitating the allocation of financial resources towards efforts that can effectively achieve desired policy outcomes (OECD/EC, 2019[1]).

Fostering an impact measurement culture can also help policy makers identify where gaps and opportunities lie in addressing pressing societal issues. By creating a common body of knowledge around the reach and extent of SSE activities, social impact measurement helps inform policy on the state of progress and objectives to address on-going socio-economic and environmental challenges. Additionally, it equips SSE entities focusing on similar issues or similar geographies with more information on their collective impact, fostering a collaborative culture (Buckland and Hehenberger, 2021[2]).

A conducive policy environment, which addresses the barriers that SSE entities face in impact measurement while incentivising its practice, can help fine-tune public sector activities related to the SSE. Recognising the role of social impact measurement is an important lever for SSE policies to facilitate its application while achieving social and environmental progress. As such, various opportunities to design policy to facilitate uptake of impact measurement for SSE can be explored at supra-national, national and subnational levels, depending on the maturity of the SSE ecosystem.

How can policy makers help?

Policy makers can play an important role in creating enabling conditions and setting incentives for SSE entities to conduct social impact measurement. Public initiatives could be tailored to the local context and history of the SSE, to prevent or reduce any counter-productive effects. Responding to this variation in the level of development of the SSE space in different contexts, policy support could range from recognition of the importance of social impact measurement in SSE-related strategies, to ring-fencing public finances to promote impact measurement practices and to enforcing specific requirements for impact reporting.

Policy makers can support SSE entities by improving the policy framework in three ways: (i) by prioritising impact measurement in strategies for the social and solidarity economy to signal its significance and demonstrate public commitment; (ii) by enforcing the implementation of social impact measurement through introduction of specific criteria in public processes; (iii) by ring-fencing public resources such as earmarked budgets for impact measurement or dedicated public procurement quotas.

Infographic 1.1. Improve the policy framework: Success factors and pitfalls to avoid

SUCCESS FACTORS **Improve the policy framework**	PITFALLS TO AVOID **Improve the policy framework**
✓ Explicitly mention and prioritise social impact measurement and management in policies pertaining to the SSE, with a view to strengthening the use of impact information in decision making processes;	✗ Fail to coordinate across levels of government, for instance between national and regional policy initiatives, or across policy sectors when establishing requirements or standards for social impact measurement;
✓ Promote social impact measurement as a tool to enhance both internal learning and external accountability;	✗ Transpose international standards without tailoring them to the local and SSE context;
✓ Acknowledge that, for social impact measurement to be useful, some degree of adaptation will be needed, on a case-by-case basis;	✗ Impose a one-size-fits-all approach to social impact measurement upon SSE entities, especially if it puts them at a disadvantage relative to conventional businesses with higher capacity and resources;
✓ Encourage the engagement of SSE stakeholders when designing policies, so that their particular challenges and needs are taken into account;	✗ Present impact measurement as a top-down accountability requirement, rather than as an opportunity for learning and improving for all SSE entities;
✓ Stimulate the uptake of social impact measurement among SSE actors through mechanisms such as public procurement and earmarked budgets, which introduce specific requirements in terms of impact reporting and disclosure;	✗ Impose impact measurement as mandatory, without setting the right incentives for its adoption and ownership by the SSE entities;
✓ Implement visibility campaigns based on tailored messaging strategies to fit the specific context of SSE to raise awareness on the importance of impact measurement among public actors and beyond.	✗ Link the disbursement of public resources to the achievement of measurable, short term results without careful contractual design, which can favour the prioritisation of "low-hanging fruits" at the cost of sustainability over time;
	✗ Fail to acknowledge that impact measurement and management practices are in flux, as better approaches will emerge through experimentation and thus continued capacity building and infrastructure support remain important over time.

Possible actions

Prioritise impact measurement in strategies for the social and solidarity economy

Clarifying the concept of impact measurement and acknowledging it within efforts to promote SSE activities are important steps toward propagating impact measurement practices. There are several examples of policy initiatives, be it in the form of action plans or even legislation, which aim to promote a

shared understanding of impact measurement for the SSE. In 2019, Ireland published its National Social Enterprise Policy for 2019-2022, which included two specific measures on data and impact under the "better policy alignment" objective. These measures are: (i) improving data collection relating to the extent of social enterprise in Ireland and the areas in which social enterprises operate, and (ii) developing mechanisms to measure the social and economic impact of social enterprises across the full spectrum of social enterprise (Government of Ireland, 2019[3]). The Victorian Social Enterprise Strategy 2021-2025 in Australia is designed around four themes, one of which is improving the measurement and reporting of outcomes achieved by social enterprises. As such, the Victorian government is committed to developing a holistic and flexible approach to achieve greater consistency in impact measurement across the social enterprise space (Victoria State Government, 2021[4]). The 2018 Swedish Social Enterprise Strategy tasked the Swedish Agency for Innovation Systems (Vinnova) with further developing the area of impact measurement with the objective to strengthen social enterprises and increase the visibility of their contributions to social value creation and social innovation (Swedish Ministry of Trade and Industry, 2018[5]). The 2010 German National Engagement Strategy aimed at supporting initiatives that develop standards to measure and report impact of social enterprises and social innovation (European Commission, 2018[6]). Greece's Law (4430/2016) on Social and Solidarity Economy and Development of its Institutions and Other Provisions introduced the concept of social impact to foster a common understanding among SSE entities (see Making it happen 1.1).

Making it happen 1.1. Law 4430/2016 on Social and Solidarity Economy and Development of its Institutions and Other Provisions (Greece)

Why?

Social impact measurement tools can help frame and monitor social impact generated through activities of SSE entities, empowering them to more effectively use resources to maximise impact. The concept of "social impact" has been introduced in the Greek legislation in the Law 4430/2016 (Government Gazette A' 205/31.10.2016) on social and solidarity economy and development of its institutions and other provisions.

What?

In the legislation, "social impact" has been identified as a collective and social benefit generated through the activity of an SSE entity at an economic, social and environmental level in local societies to foster a common understanding among different entities. The legislation foresees the introduction of a "Social Impact Measurement Tool" which is defined as a monitoring model that can be employed by registered SSE entities to strengthen their social and economic activity and impact on an annual basis. SSE entities which are registered to the General Registry of Social and Solidarity Economy Entities (GRSSEE) are then obliged to complete annually the Social Impact Measurement Tool and subsequently submit the results to the GRSSEE. On the basis of the submitted results, GRSSEE monitors the collective and social benefit produced by the economic activity of each registered SSE entity. In return, SSE entities can improve their operating procedures and strengthen their activities. The annual completion of the Social Impact Measurement Tools is a mandatory obligation for SSE entities which are registered to the GRSEE.

Impact

The introduction and recognition of social impact and social impact measurement concepts in the legislation manifests the public support to develop social impact generation especially through activities of SSE entities such as social enterprises in Greece. It also facilitates a shared understanding of social impact and social impact measurement to tailor public budgeting and policy making.

Source: (Directorate of Social and Solidarity Economy Greece, n.d.[7]).

While prioritising impact measurement in SSE strategies is an important lever to signal its importance, it could be complemented with other measures to provide information, guidance and build capacity to maximise its potential. For instance, the Bulgarian Social Economy Action Plan 2018 includes an objective which clearly lays out the country's plan to adopt an index for measuring the environment, results and trends in the development of the social economy at the national level (Council of Ministers of the Republic of Bulgaria, 2018[8]). Mexico's Programme for the Promotion of the Social Economy 2021-2024 introduced a quantitative goal and a set of indicators to monitor the impact of the programme (see Making it happen 1.2). In Brazil, the federal government adopted in 2017 a ten-year Strategy for Impact Investment and Social Business (ENIMPACTO). The strategy helped activate a series of measures at the federal and state level, to foster the new impact measurement practices, for instance by offering training vouchers to social enterprises (OECD, 2021[9]) (see Making it happen 1.3).

Making it happen 1.2. Measuring the impact of the Programme for the Promotion of the Social Economy 2021-2024 (Mexico)

Why?

With an aim to better capture their contribution to improving welfare and sustainability, countries are increasingly dedicating efforts to monitor the impact of their public programmes. In December 2021, the Programme for the Promotion of the Social Economy (*Programa de Fomento a la Economía Social*, PFES) 2021-2024 was approved, with the National Institute for the Social Economy (INAES) being the institution responsible for coordinating its implementation and monitoring. The PFES was conceived as the guiding instrument behind INAES' activities aiming to contribute to the development of the social economy in Mexico. To this end, the PFES established five primary objectives, including: increasing the culture of production, consumption, savings and financing, based on the principles, values and practices of the social economy; improving environmental conditions that favour the development of organisations in the social sector of the economy; and increasing the capacities of such organisations.

What?

The PFES sets a quantitative goal and two indicators for each objective to monitor the progress of the programme and measure its impact. This is done in a harmonised manner, where each indicator is presented in a standardised template that shows the definition in detail, its periodicity, the calculation method used, the baseline value and target for 2024, among others. Among the measurements proposed in the PFES, it is worth highlighting the index of visibility of the social economy, the productivity rate, the contribution to the national gross domestic product and employment at the national level, and the percentage of the public budget allocated to capacity building.

Impact

A considerable number of the specific actions contained in the PFES will require coordination between different government agencies and entities, which represents a first step towards the mainstreaming of the promotion policy of the social economy. Impact measurement has been incorporated into this new policy since its inception and, even though the first PFES measurements were only available by the end of 2022, several elements of good practice already stand out. For instance, the measurements will not only be used to monitor the progress of the PFES, but also to assess its impact on the achievement of the National Development Plan 2019-2024 and the Sectoral Welfare Program 2020-2024. Therefore, the strategy of the social economy and its evaluation framework are integrated into a broader political agenda. In addition, INAES, together with the National Institute of Statistics and Geography (INEGI), the national statistical authority, integrated and updated a first study on a satellite account, the results of which are yet to be published. This will convey a more solid understanding of the relative weight and dynamics of the social economy in Mexico.

Source: (Gobierno de México, 2021[10]).

Making it happen 1.3. National Strategy for Impact Investment and Social Business, Enimpacto (Brazil)

Why?

In December 2017, the Brazilian Federal Government adopted the National Strategy for Impact Investment and Social Business (Enimpacto). The Strategy was built through a series of consultations. Firstly, an interministerial working group identified needs within the federal government and other stakeholders; then a consultation on the draft document was held with key market players; lastly, a public online consultation was carried out before approval. Its implementation is entrusted to the Impact Investment and Business Multi-stakeholder Committee composed of several federal ministries, the Brazilian Development Bank (BNDES), the Inter-American Development Bank (IADB) multilateral fund, commercial banks, the financial market regulator, and representatives from civil society. The committee is still active, and the evaluation of Enimpacto is currently under way.

What?

This ambitious Strategy involves 57 organisations with 19 thematic subgroups and has a total of 142 activities planned over 10 years. Its objective is to engage government agencies, the private sector and civil society to promote a favourable environment for impact businesses and social finance capable of creating market solutions to social and environmental challenges. Specifically, Enimpacto aims to increase the number of impact businesses, including through the dissemination of the socio-environmental impact assessment culture. Impact businesses are defined as projects with the objective of generating socio-environmental impact and positive financial results in a sustainable way.

In 2020, the advisory committee encouraged companies that want to be qualified as impact businesses to include three pillars in their corporate acts: the definition of their social purpose; the setup of governance mechanisms to integrate impact considerations in the decision-making process; and a commitment to transparency in their mandatory impact reporting.

Specific actions under this pillar are envisaged to support organisations and networks that implement impact assessments, promote and disseminate methodologies and reference cases of impact business evaluation, promote and disseminate training forums in impact business evaluation, reward and recognise impact assessment practices among entrepreneurs and intermediary organisations, encourage interaction between civil society organisations, impact business and science, technology, and innovation institutions to share impact assessment practices.

Impact

Enimpacto has already delivered on different initiatives, many of which concern capacity development for social impact measurement. For instance, the Brazilian Service of Support for Micro and Small Enterprises (SEBRAE) offers vouchers to impact entrepreneurs for contracting impact measurement services. The National Industry Confederation has set up a blended training programme on Positive Impact for Micro and Small Enterprises. Moreover, the "*Scoring de Impacto*" study developed a series of tangible indicators of impact, identified through secondary data sources, qualitative interviews with impact investors and entrepreneurs, workshops with specialists, and a quantitative questionnaire.

Source: (Ministry of Economy, 2018[11]; FGV Direito SP, 2020[12]; Pipe Social, 2020[13]; OECD, 2019[14])

Policy momentum to increase uptake of social impact measurement can also spur social innovation (Musinguzi et al., 2018[15]). Portugal's Social Innovation (*Portugal Inovação Social*) initiative launched by the Ministry of Planning positions impact measurement as an important pillar to increase accountability of social impact activities through verifiable outcomes, which in turn enables further facilitation of social innovation (EIB; EC, 2018[16]).

Enforce the implementation of social impact measurement

To entice the uptake of social impact measurement, policy makers can decide to make it mandatory as part of specific policy actions. Typically, this can be introduced either as part of public procurement procedures or as a condition tied to the recognition of a certain legal form or status. For instance, the Government of New South Wales in Australia published the 2021 Social Impact Assessment Guideline, which requires all state significant projects[1] to adopt a consistent approach for social impact assessment (Department of Planning and Environment, 2021[17]).

Public procurement presents a large volume of government spending, and therefore offers important opportunities to spur, at once, social impact measurement and the social and solidarity economy (OECD, forthcoming[18])**.** Policy makers can use public tenders to foster social inclusion, create jobs and promote decent work. Advancing on social procurement can also create incentives for the market to explore sustainable and responsible production processes (European Commission, 2022[19]). Impact measurement can be instrumental for public authorities to understand how effective various contractors are in producing desirable outcomes, while also monitoring where further needs lie. To this end, governments can also choose to align their public procurement practices with impact measurement requirements through such mechanisms as outcome-based contracts. The Italian Ministry of Labour and Social Policies adopted in 2019 guidelines for the impact assessment of the activities carried out by third sector entities as part of public contracts for goods and services (see Making it happen 1.4).

Making it happen 1.4. Guidelines for the evaluation of the activities contracted out to third sector entities (Italy)

Why?

In 2019, the Italian Ministry of Labour and Social Policies adopted guidelines for the implementation of social impact assessment of the activities carried out by third sector entities (Decree n. 161959 of 23 July 2019). The Ministry welcomed the creation of shared principles for third sector entities to conduct social impact assessments, to evaluate planned objectives and results obtained on the basis of objective and verifiable data, and to make such systematic impact information available to stakeholders.

What?

The obligation to evaluate is applicable to those entities involved in public contracts of medium and long duration (at least 18 months), with a budget exceeding EUR 1 000 000, if developed in an interregional, national or international context. The public procurement procedure must indicate the methods and timing for the preparation and execution of the assessment. The cost of the evaluation must be proportionate to the value contracted out and included in the overall expenditures financed under the awarded contract. The procedure can also allow for a deferred timeline to conduct the evaluation, to grasp the medium and long-term impacts associated with the project.

Impact

The guidelines contain valuable information regarding the principles and parameters to be deployed in the measurement process. The main objective of the evaluation is to make known and disseminate the social value added that has been generated, the changes obtained thanks to the implementation of the project and the sustainability of the action.

Third sector entities must foresee the collection of both quantitative and qualitative data, considering indices and indicators, both monetary and non-monetary, coherent and appropriate to their sectors of activity. They have the right to choose the most appropriate impact metrics for the type of activities and projects carried out. The degree of complexity of the methodology may vary, depending on the size of the entity and its legal form.

If on the one hand, the third sector entity retains a high degree of autonomy in the choice of the evaluation parameters, on the other, the ministry has established minimum principles which must be respected. These include so-called intentionality, relevance, reliability, and measurability of the activities. Furthermore, the decree calls on the national service centres for volunteering and non-profit networks to support third sector entities in the identification of adequate social impact indicators, tailored to the concrete needs of the beneficiaries and other stakeholders.

Source: (Ministero del Lavoro e delle Politiche Sociali, 2019[20]).

Targeted legal frameworks for SSE entities may require them to adopt impact measurement practices to be entitled to and maintain a particular legal status or form. Such actions are intended to support adherence to the SSE entities' purpose-driven mission while, at the same time, reinforcing their visibility. Although highly dependent on the local context, such legal forms and statuses can empower SSE actors not only by giving them increased recognition, but also by providing access to public and private markets and diverse sources of financing. Such enforcement does not always entail specific standards and requirements, leaving practitioners flexibility to pick their own methods to assess their impact (OECD, 2022[21]). Luxembourg's 2016 Law on Societal Impact Companies (SIC) requires entities which hold SIC

status to establish certain indicators to monitor their progress towards achievement of their social goals (see Making it happen 1.5).

Making it happen 1.5. The 2016 Law on societal impact companies (Luxembourg)

Why?

Recognition of social enterprises through a legal form or legal status may help clarify and strengthen their fiscal and legal treatment. To regulate the establishment of social enterprises under a new legal status, Societal Impact Companies (*Sociétés d'Impact Sociétal* – SIS), Luxembourg adopted a law in December 2016. The law defines the social and solidarity economy as a "mode of doing business" performed by private legal entities that cumulatively meet the following four conditions: 1) distribution or exchange of goods or services; 2) supporting vulnerable groups or contributing to social and societal objectives through their activity; 3) autonomous management; 4) the reinvestment of at least half of profits in the company's activity. Additionally, this law establishes that any private legal entity (e.g. public limited company, limited liability company, cooperative company) complying with these SSE principles may opt for the SIS status.

What?

According to Article 3 of the law, to hold the SIS status, entities are requested to meet certain requirements, one of which is the indication of specific performance indicators to allow for the evaluation of the entity's progress towards the achievement of its social purpose. Furthermore, Article 6 stipulates that companies prepare an annual impact report in addition to their financial statement to report on their achievement in these performance indicators. Reviewed by an independent auditor, this report should also be submitted to the Minister of Labour, Employment and the Social and Solidarity Economy within two weeks of the shareholders' meeting. To also provide practical support to SSE stakeholders, in 2018, *Maison de l'Économie Sociale et de l'Innovation Sociale* (MeSIS) was also launched to serve as a reference and convening point for all interested in creating or developing an SSE entity.

Impact

In Luxembourg, SISs are subject to strict requirements in terms of transparency and governance of their progress in achieving their social purpose. The law highlights the importance of measuring the social impact, as SISs have to commit to these extra-financial key indicators in their articles of incorporation. The indicators can be of quantitative or qualitative nature, and the law sets out an obligation for each SIS to report on their extra-financial impact through these key performance indicators.

More than 40 companies have received their SIS licence since the law entered into force, and demand is still increasing. The Social Business Incubator, which was recently inaugurated, supports any social enterprise that is preparing the launch of its business activity. This tailor-made support aims to help the social enterprises with the identification, respectively the maximisation, of the social impact of their activity, which is one vital factor for achieving credibility.

Source: (OECD, 2022[22]); (Ministry of Labour, Employment and the Social and Solidarity Economy, 2016[23]); (OECD; EC, 2022[24])

When introducing such obligations, policy makers need to be wary that the burden of social impact measurement does not outweigh the benefits. Hence, SSE may need support to meet the additional requirements without impinging on their capacity to compete on the market.

Ring-fence public resources

One way of promoting a social impact measurement culture in the SSE ecosystem is to set aside public resources to support the undertaking of such activities. Examples could include public procurement procedures, where impact reporting requirements are accompanied by earmarked budgets, or targeted financing mechanisms, such as social impact bonds, whose proceeds are linked to performance on social outcomes. The move from non-repayable grants to the generation of market income and more diversified financing modalities (including concessional loans and private equity) triggers the need for SSE entities to conform to a broader range of accountability requests.

The emergence of payment by results schemes and social impact bonds has coincided with an increase in impact measurement and reporting across countries. In these financing modalities, the disbursal of public (or philanthropic) capital is inherently tied (and sometimes directly proportional) to the achievement of quantitative, social and/or environmental targets. The contractual conditions set forth detailed requirements on how impact is to be monitored and reported by the investee (and possibly verified by an independent body). Moreover, the cost of the impact assessment process is usually included in the overall budget since the start. Therefore, impact measurement becomes an indispensable element to access and secure additional sources of the financing. Portugal's Social Impact Bonds programme, for example, requires entities to indicate and assess their social value through a common set of indicators as a criterion to be awarded financing (see Making it happen 1.6). Similarly, in France, 11 social impact bonds have been signed, reaching a total outstanding amount of approximately EUR 20 million (Ministry of the Economy, Finance and Industrial and Digital Sovereignty of France, 2022[25]). Canada's Investment Readiness Program also includes a Common Approach to Impact Measurement component which aims to develop and test a common impact measurement process for SSE entities (see Making it happen 1.7).

Making it happen 1.6. Portugal's Social Innovation (Portugal)

Why?

Recognising that social innovation can generate long-standing solutions to address pressing societal challenges, Portugal launched Portugal's Social Innovation (PIS) to promote social innovation and stimulate the social investment market in the country. PIS is a strong example for public policy initiatives to spur social innovation and entrepreneurship, which also integrates social impact measurement as an indispensable pillar of the programme.

What?

Launched in 2014, PIS developed four innovative financings instruments aligned with the life cycle of a social innovation project, addressing their specific needs and potential at different stages of maturity, while promoting the development of partnerships between the entrepreneurs and the investors. Those four instruments used EUR 150 million European Social Fund (ESF) financing for social innovation and social entrepreneurship in the country for the period between 2014-2020:

- Grant Scheme for Capacity Building (Capacity-Building for Social Investment);
- Strategic/Impact Philanthropy Match-Fund Scheme (Partnerships for Impact);
- Social Outcomes Contracting Instrument (Social Impact Bonds (SIBs) Programme);
- Public Investment Fund providing guarantees for loans and co-investing in equity of impact enterprises (Social Innovation Fund - SIF).

As social impact measurement has been incorporated to make financing decisions and track the programme's impact, the EUR 101.3 million Match-Fund Scheme, the EUR 11.7 million SIBs Programme and the EUR 20 million SIF mechanism displayed a clear example of blending public with private resources for social impact.

The SIBs Programme specifically focused on providing an outcome payment mechanism for projects addressing social issues in employment, social protection, justice, health, education and digital inclusion. Requiring co-financing by a private investor, the programme provided grant financing for 100% of eligible cost financing (from which 85% comes from ESF and 15% from the state budget), which is based on validation of contracted outcomes.

Impact

Within the PIS, 22 SIBs have been approved. With most of them still under implementation, the SIBs largely focused on the following areas: (i) youth unemployment, (ii) education, (iii) social inclusion, (iv) digital inclusion, (v) health, and (vi) justice. The implementers have reported the number of targeted service users, which is 1 120 648 students, young people and adults. The scale of each intervention widely varies depending on the programme, with some targeting to reach 20-50 people while others targeting as high as 430 000 people. The approved interventions report upon the contracted list of outcomes and KPIs, for which an impact evaluation is not mandatory; however, it must be clear that the sources of evidence allow the verification of compliance and validation of the respective results.

The first call for applications for the SIBs Programme was closed on 28 November 2016, with three projects being approved with approximately EUR 1.5 million financing. The second call was closed on 12 March 2018 with around EUR 1.4 million financing, followed by a third and fourth call closed in 2020, the former one with EUR 5.3 million financing with seven projects approved and the latter with EUR 1.3 million financing with three projects. The fifth and sixth calls took place in 2021, each with one project being approved, with EUR 400 000 financing and EUR 1.75 million financing, respectively. Given the

reporting requirements that eligible projects have to comply with for funding, this initiative bolstered the uptake of new social impact practices and methodologies among social entrepreneurs.

Source: (EIB; EC, 2018[16]).

Making it happen 1.7. Canada's Investment Readiness Programme

Why?

Canada recognises that social economy entities are important economic actors that play a key role in tackling socio-economic and environmental challenges. These challenges include addressing food insecurity, the lack of affordable housing, and the transition to a low-carbon economy. They are also vital to Canada's advancement of the United Nations' 2030 Agenda and its Sustainable Development Goals. This is why the government of Canada has established the Social Innovation and Social Finance (SI/SF) Strategy.

What?

The SI/SF Strategy aims to create favourable conditions to support the development of a robust social economy and helps SSE entities access flexible financing opportunities that enable them to grow and enhance their impact.

A foundational element of the SI/SF Strategy is the Investment Readiness Programme, which invests in market building projects and makes funding available to SSE entities to build their capacity to access social finance and participate in the larger social economy ecosystem.

Impact

One project funded under the Investment Readiness Programme is the Common Approach to Impact Measurement, led by researchers at Carleton University, in Ottawa, Canada. The project is intended to develop and test a common process, data standards and tools which SSE entities can use to communicate their impact in their own words, while also contributing to aggregated measurement of sectoral impacts. By developing flexible, community-driven standards, the Common Approach aims to change the underpinnings of impact measurement away from a primary focus on the impact measurement needs of foundations, grant makers and impact investors. Instead, this approach is committed to centering impact measurement on the needs of SSE entities themselves, such as operating charities, non-profits and social-purpose businesses, and those they serve.

Source: (Government of Canada, 2023[26]; Investment Readiness Program, 2023[27]; Employment and Social Development Canada, 2022[28]; Common Approach, 2021[29])

Public procurement offers a powerful mechanism to allocate funding to socially-oriented contractors, while at the same time increasing the impact evidence base. Public authorities can decide to reserve a proportion of the total contract amount to impact measurement activities. This goes one step further than simply enforcing the obligation for impact measurement, making sure that contracted SSE entities will access the necessary means to perform the measurement properly. Scotland's 2014 Procurement Reform Act, for example, incorporates social value measurement within the procurement process (see Making it happen 1.8).

Making it happen 1.8. Procurement Reform Act (Scotland, United Kingdom)

Why?

The Procurement Reform (Scotland) Act 2014 requires public entities to consider and act on opportunities to achieve social impact in their procurement activity.

What?

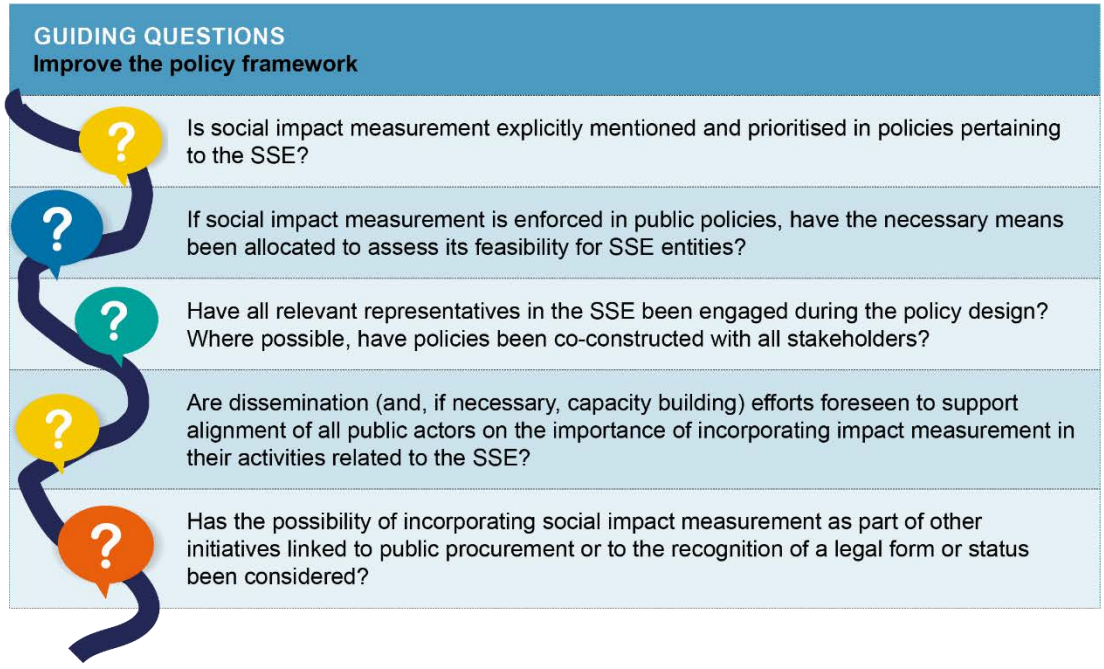
Recognising the importance of public procurement for delivery of public services, the Act aims to complement Scotland's efforts to achieve more sustainable and inclusive economic growth. Public spending plays a vital role in ensuring greater value for taxpayer money and drive efficiency in achieving policy objectives. By incorporating sustainable procurement duty and community benefit requirements, public procurement can also play an important role in promoting entrepreneurship and creating jobs while facilitating SMEs and third sector entities' access to markets. The Act requires public entities to set out in organisational procurement strategies how their procurement activity will contribute to compliance with the duty to deliver social impact and to publish annual reports outlining compliance with these strategies.

Impact

A review of annual procurement reports informs the content of the Scottish Government's Annual Report on Procurement Activity in Scotland. The latest published report established that the GBP 13.3 billion spend through public procurement during 2019 – 20 resulted in GBP 11.8 billion of economic activity, 120 000 full-time equivalent jobs, GBP 6.5 million Scottish GDP and that spend in Scotland was shared among 25 611 suppliers. For example, during 2020–21, Scottish government contracts resulted in 146 new jobs, 27 apprenticeships, 31 work placements and 453 qualifications.

Source: (Scottish Government, 2020[30]).

Infographic 1.2. Improve the policy framework: guiding questions



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Note

[1] Some types of development are deemed to have state significance due to the size, economic value or potential impacts. Although criteria may differ, a proposal is considered to be state significant if it is over a certain size, located in a sensitive environmental area or exceeds a specific capital investment.

2 Provide guidance

Publicly backed guidance can determine to what extent the impact of the social and solidarity economy (SSE) is understood, measured and communicated, for both individual entities and the ecosystem as a whole. This chapter presents good practices that policy makers may consider when developing different forms of guidance for social impact measurement. It describes possible actions that public authorities may choose to implement, from providing open access methodological guidance to supporting the design of social impact measurement tools and promoting harmonisation efforts.

Why is this important?

Publicly backed guidance can determine to what extent the impact of the social and solidarity economy (SSE) is understood, measured and communicated, for both individual entities and the ecosystem as a whole. While full standardisation of social impact measurement is neither possible, nor desirable, the availability and accessibility of methodological guidance can foster convergence towards good practices and the emergence of robust impact evidence. This in turn, can make it easier for all actors in the SSE ecosystem to reach a common understanding and work together for systemic learning.

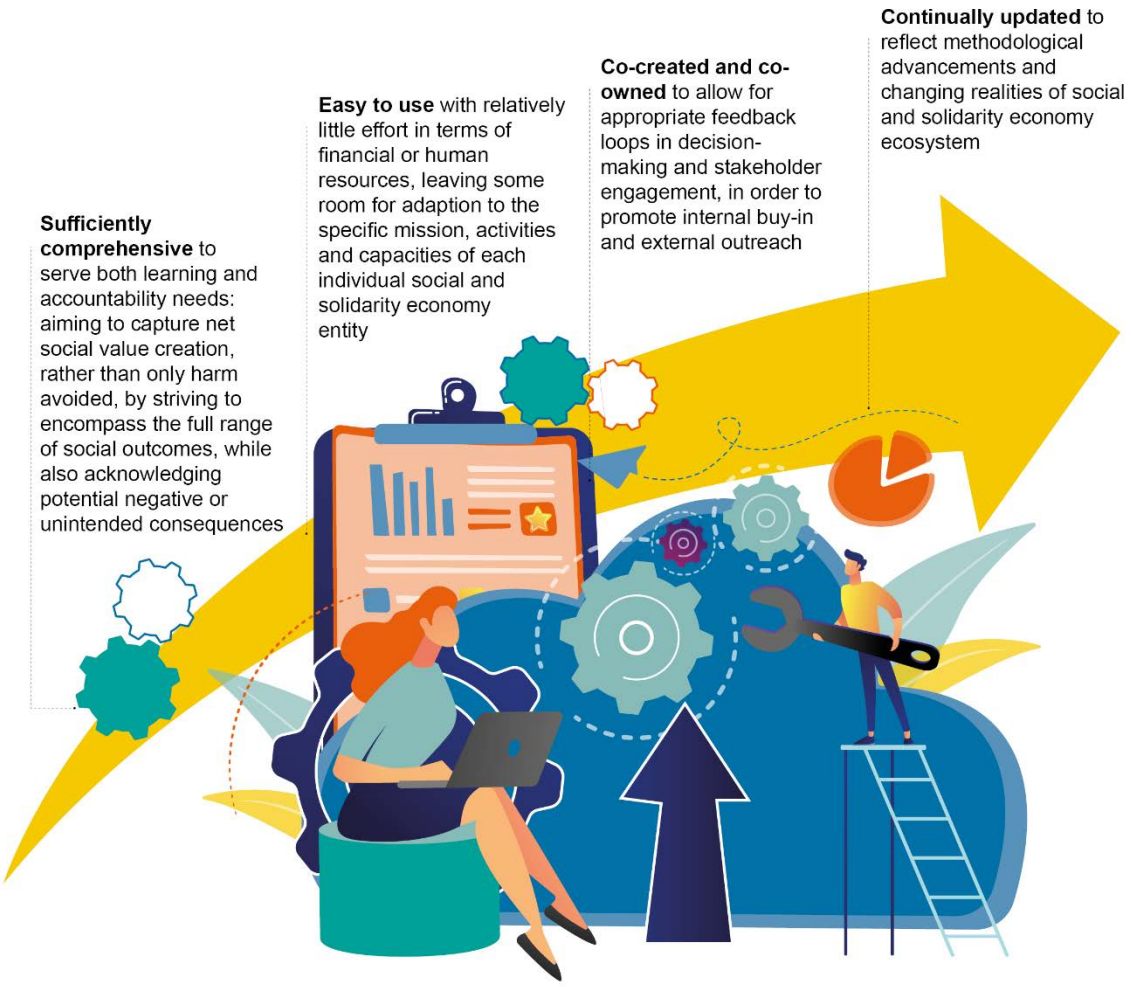
Too often, existing guidance does not consider the intrinsic values, resources, and capacities of SSE entities. Most international guidance is geared towards large corporate structures or has been developed to suit the interest of funders, rather than to fit the needs of SSE entities which typically experience lower levels of competency and lack resources to conduct it internally or externally (IMP, 2022[1]). Few SSE entities can afford to strictly follow these requirements or have access to relevant expertise. In a recent survey, more than 40% of French SSE entities identified the complexity of existing methods as a central hurdle (ESSEC/Impact Tank, 2021[2]). In particular, intangible outcomes (e.g. subjective social or cultural aspects, effects on satisfaction and well-being of stakeholders, etc.) are more difficult to capture, quantify and link to the activity that generated them.

More tailored guidance is needed to embed social impact measurement in the day-to-day steering of activities and the evidence produced should be used for continuous improvement. In many cases, impact measurement efforts remain rather costly, stand-alone, one-off exercises at the end of project implementation. Clear guidance can be an important external driver influencing which frameworks, tools and indicators SSE entities decide to adopt and how fit they are to their needs. It can help streamline the data collection process and ensure the application of quality standards, which may further increase comparability and reduce costs.

How can policy makers help?

Policy makers can offer guidance on social impact measurement methodologies to facilitate implementation and dissemination in the SSE ecosystem. Governments can deliver guidance on social impact measurement methodologies to facilitate their voluntary adoption and adherence to certain protocols. They can offer open-access manuals, which are often developed in partnership with capacity building intermediaries or representatives of the social and solidarity economy. In doing so, the following principles can be applied to support SSE entities with guidance on social impact measurement (OECD, 2021[3]).

Infographic 2.1. Good practices for guidance on social impact measurement



Source: Authors' elaboration based on (OECD, 2021[3]).

Guidance needs to remain sufficiently flexible to cater to the needs of different types of SSE entities. SSE entities reach from associations, cooperatives, foundations, mutual societies to social enterprises and have a wide variety of operating models, from mainly grant-funded to hybrid, including some degree of market activity. Their age, size, governance structure, services or products, and consequently their members, clients and/or beneficiaries, vary greatly. The degree of maturity and aspiration for undertaking social impact measurement may also be influenced by their sectors of activity. Together with varying local contexts, all these factors influence the needs, capacity and expectations when it comes to social impact measurement.

Policy makers can support SSE entities by providing guidance in three ways: (i) by offering open-access resources, such as freely available "how to" guides; (ii) by promoting harmonisation towards specific frameworks and indicators that allow for adherence to certain standards and aggregation of data; (iii) by supporting the design of dedicated tools for SSE entities, ideally in close partnership with their representatives, that further reduce hurdles and costs of social impact measurement.

Infographic 2.2. Success factors and pitfalls to avoid: Provide guidance

SUCCESS FACTORS **Provide guidance**	PITFALLS TO AVOID **Provide guidance**
✓ Develop or commission guides that are modular and allow entrance at different levels of experience and complexity as well as for different sectors of activity and organisational models;	✗ Use complex language or jargon that cannot be easily understood by the non-expert audience including SSE entities freshly venturing into social impact measurement with limited resources;
✓ Provide information in easily accessible (local) language including glossaries and examples for jargon that cannot be avoided;	✗ Propose one-size-fits all methodologies and tools that can prevent ownership, stifle innovation and orient funding towards easy to measure and short term impacts;
✓ Propose flexible frameworks and tools that can be applied at varying levels of competency, according to organisation's needs and capacities;	✗ Present social impact measurement as a fixed and stagnant practice, failing to recognise that these methodologies are in constant flux and situation-driven, such that the same organisation might apply more than one solution at different points of growth or contexts;
✓ Co-construct methodological guidance (especially when it comes to specific frameworks, tools and indicators) with SSE representatives;	✗ Impose frameworks that are too ambitious or prescriptive in terms of metrics to be used for SSE entities (e.g. large mandatory catalogues of quantitative indicators) not allowing for adaptation and immediate application.
✓ Underline the importance of inclusive stakeholder engagement in the data collection and analysis phase, and of timely, immediately actionable, evidence to inform the decision-making process;	
✓ Offer easily accessible resources to foster uptake, including open access guides and affordable support options, such as training and technical assistance;	
✓ Update guidance regularly in consultation with SSE representatives, social impact measurement practitioners and other relevant stakeholders.	

Possible actions

Provide open-access methodological guidance

Public authorities may produce, commission or disseminate guidance that is easily accessible and sufficiently flexible to speak to diverse audiences in varied contexts. This can be achieved by tailoring guidance to specific types of SSE entities, focusing on specific sectors or impact areas. For example, the government of Finland supports the *Hyvän Mitta* (Good Measure) project that provides advice and

examples to SSE entities on measuring their impact (Hyvän Mitta, 2019[4]). More and more guides specifically target social enterprises that face a unique set of challenges in mobilising hybrid sources of income (i.e. from grants, donations and market activity) and scaling their impacts. These include the *Maximise Your Impact* guide developed by Social Value UK (Aps et al., 2017[5]) funded under Erasmus+ or the Australian Compass to Impact Measurement (Muir and Benett, 2014[6]). Others address the SSE ecosystem more broadly, such as the Social Impact Navigator by Phineo, Germany.

User-centred design and formulation are conducive to the understanding and adoption of social impact measurement practices. Guides can be structured in a way that lets the reader enter at different stages in their social impact measurement journey, whether they are just starting out or already have some basic experience. Real-life examples, exercises or toolkits can immediately equip the reader with practical know-how. Availability in national, and sometimes local languages is another important factor to improve accessibility to various audiences. The Impact Path conceived in the Netherlands, for example, is available in Dutch and English (see Making it happen 2.1) and Phineo's Social Impact Navigator in German and English (see Making it happen 2.2).

Making it happen 2.1. Impact Path (Netherlands)

Why?

The Social and Economic Council of the Netherlands (SER) identified impact measurement as an obstacle for social enterprises (OECD/EU, 2019[7]). In June 2018, the Dutch Ministries of Social Affairs and Employment, Economic Affairs and Climate and Foreign Affairs launched an online and open-source manual to make impact measurement accessible to social entrepreneurs. The Impact Path (*Impactpad* in Dutch) is conceived to reduce constraints and barriers for social entrepreneurs to measure the achievement of their social objectives.

What?

The manual discusses impact measurement as a process consisting of five successive stages:

- Stage 1: specify the social mission and impact goal. This entails formulating a specific social mission and determining the impact goals, allowing social enterprises to concretise the impact they want to achieve.
- Stage 2: development and validation of the theory of change. This requires framing intentions to achieve the envisaged impact through the social enterprises' activities.
- Stage 3: monitoring direct results (outputs). This includes monitoring the outputs, or the direct results, of social enterprises' activities that contribute to their mission.
- Stage 4: measurement of mission-related effects. This comprises drawing up a plan that outlines how social enterprises intend to measure the key impact that they wish to achieve.
- Stage 5: development of comprehensive insight and more robust substantiation. This involves making impact measurement more comprehensive and more thorough by: (i) supplementing the research social enterprises have done previously with measurements of other types of impact and stakeholders from their theory of change; (ii) substantiating the impact studied previously more robustly with additional measurements.

A checklist at the beginning of the manual helps social enterprises situate their stage of development on the path. For each of the five stages, it then provides key guidance, tips and considerations as well as practical tools and resources. Moreover, several case studies are included across the manual, describing good practice examples of social impact measurement. The manual also contains a list of indicators and effects on labour participation, sustainable value chains, the circular economy and active and healthy ageing. Finally, it closes with an annotated list of references for further reading.

Impact

The Impact Path has been well received and is currently used by several educational and philanthropic organisations. Having attracted much attention internationally, the tool has also been translated to English.

Source: (Avance/Social Enterprise NL/Impact Centre Erasmus, 2020[8]).

Making it happen 2.2. Social Impact Navigator (Germany)

Why?

The idea behind the Social Impact Navigator online tool is to reach social impact project goals more effectively by planning project impact right from the start, defining goals and target groups, developing an impact logic in analysing and measuring impact as well as communicating it. It can also support fundraising efforts. Phineo developed the tool that was launched in 2017 with support from the German government.

What?

The navigator is primarily an online tool that is structured in three parts: planning, analysing and improving impact. The appendix contains links, tests, videos, downloads and a glossary. In the planning part, three how-to sections explain how to assess context factors and define target groups (determining needs), how to define project objectives and chose among various options, and how to plan social impact according to a logic model. The analysis section contains guidance on how to monitor and evaluate a project, how to make impact verifiable, chose the right evaluation methods and quality criteria and how to interpret and make use of the data. Finally, the learning and improving section focusses on how to leverage impact analysis results and how to report impact. The different parts are complemented by case studies, templates, checklists and explanatory videos, a set of tips and possible pitfalls as well as further readings.

Impact

The long-term survey shows: 92% of the users like the Navigator very much. 81% of the target groups confirm that they have gained new knowledge with the help of the Navigator and 88% believe it has a practical value for the work in their organisation. Since its launch, the Navigator has reached around 800 000 website views, and 7% of users stay for longer than ten minutes. In addition, the Navigator is linked by third parties, counting 1 100 inbound links from other organisations.

Source: (Phineo, 2013[9]).

Promote harmonisation efforts

Guidance that primarily focuses on principles or processes, rather than methods or tools, can softly encourage the harmonisation of social impact measurement practices by SSE entities. It is more flexible and less constraining on possible innovations than a standardised set of indicators. Since its promotion in the recommendations of the European Commission Expert Group on Social Economy and Social Enterprises (GECES) (European Commission, 2015[10]; OECD/EU, 2015[11]), this approach has been used across numerous guides over the last decade, e.g. the European Venture Philanthropy Association's *Practical Guide for Measuring and Managing Impact* (Hehenberger, Harling and Scholten, 2015[12]), the EU-funded VISES project (ConcertES/CRESS, 2022[13]) on valuing the Social Impact of Social Entrepreneurship. The Canadian Common Approach follows a similar idea (OECD, 2021[3]). In general, broader frameworks and principle-based approaches contribute to raising the quality of impact measurement practices, while allowing for some degree of customisation in the implementation, to reflect the needs of each organisation. As such, they may be perceived as easier to incorporate, without appearing too constrictive or burdensome.

In some cases, public authorities can decide to embrace an existing social impact measurement framework and push for its uptake within the SSE ecosystem. Amongst others, the 17 Sustainable

Development Goals (SDGs) – reaching from no poverty via climate action to peace, justice and strong institutions – have emerged as a unifying framework that can allow the development of a common understanding, within and beyond the SSE ecosystem. To attract a wider audience and encompass broader social challenges, many social impact measurement approaches have started directly integrating or loosely referencing the SDGs and their set of 232 unique indicators (French Impact/OECD, 2022[14]). While this framework has been initially designed to apply at the macro, country level, ongoing international efforts strive to translate it to the activity level of local organisations working towards the SDGs, many of which are SSE entities. A number of frameworks related to impact measurement and management and the SDGs apply to development organisations (OECD, 2021[15]). Most notably, the UN SDG Impact Standards for Enterprises target public-interest companies, small and medium enterprises, not-for-profits and non-governmental organisations. To support their adoption, a host of initiatives are proposed worldwide including the freely available self-assessment tool, labelling (i.e. the SDG Impact Seal, (UNDP, 2022[16])) and capacity building, such as the training offered by Duke University (Making it happen 2.3).

Policy makers may also choose to back more bottom-up approaches that stem from the SSE itself or that are extensively co-constructed with SSE representatives, **as it happened in Canada** (Common Approach, 2021[17]). In many countries, cooperatives have come together to identify the indicators most adapted to characterise their impacts. The European Confederation of Industrial and Service Cooperatives (CECOP) has produced a shared positioning on how to measure social impact focusing first on worker and social cooperatives, then extending this to encompass all its members, with financial support from the European Union Programme for Employment and Social Innovation (CECOP, 2021[18]; CECOP, 2020[19]).

The push for harmonisation can be more or less mandatory in its nature. Policy makers can, for instance, decide to make a set of output or outcome indicators mandatory for SSE entities wishing to obtain a certain legal status. Many examples include the reporting requirements introduced for social enterprises and work integration enterprises by the Czech Republic's Ministry of Labour and Social Affairs (České Sociální Podnikání, 2022[20]), for work integration social enterprises by the French Ministry of Labour, Employment and Inclusion (Avise, 2007[21]) or for social enterprises and social cooperatives in Italy (Official Gazette of the Italian Republic, 2017[22]; Official Gazette of the Italian Republic, 1991[23]). Alternatively, policy makers can encourage harmonisation on a voluntary basis, as it is the case for the Social Reporting Standard, developed in Germany with support from the Federal Ministry for Family, Seniors, Women and Youth in 2010 (Social Reporting Standard, 2018[24]).

A balance needs to be found between more flexible versus more precise guidance. On the one hand, more tailored advice may better match the expectations of individual SSE entities. On the other, a more comprehensive and looser framework may foster convergence of views and practices across the SSE ecosystem. To enable the aggregation of impact evidence and ease the dialogue between SSE entities, their funders and other stakeholders, further alignment can sometimes be considered beneficial. In this case, policy makers may give more precise indications on specific tools, metrics or reporting standards, which determine how financial information, as well as economic, social, environmental and governance outcomes can be tracked and presented.

Making it happen 2.3. Impact Measurement and Management for the SDGs

Why?

The United Nations Development Programme (UNDP) is a steward of the United Nations Sustainable Development Goals (SDGs) that were launched in 2015 and to which 193 countries have signed up to achieve by 2030. The SDGs are a shared plan to end extreme poverty, reduce inequality, and protect the planet. However, the public sector cannot meet these Goals alone. Enterprises and investors can step in to help fill the gap by incorporating sustainability and social impact factors on people and planet into management decisions using the SDG Impact Standards as a way to manage sustainability at the core of organisations.

UNDP is supporting the dissemination of the SDG Impact Standards for Enterprises with: open online resources (a glossary and a compendium of guidance notes); assurer training (being developed through Social Value International) and accreditation to build additional capacity, capability and consistency within the assurance community; free, virtual training on "Impact Measurement and Management for the SDGs" created in collaboration with the Center for the Advancement of Social Entrepreneurship (CASE) at Duke University, in the United States.

What?

The course is aimed at anyone wishing to learn to improve their organisation's practice of impact measurement and management and align their ESG or impact activities and reporting with emerging global standards. It demonstrates how organisations can improve decision-making for positive impact on people and planet, by adopting responsible business principles, other standards, and best practices in impact management.

Its content is designed around the fundamental elements of the SDG Impact Standards and aligned with the Operating Principles for Impact Management and other global standards, including the Impact Management Project. It translates four universal practices of impact management (set strategy, integrate, optimise and reinforce) into practical actions.

The training, featuring short videos and concrete practical examples, takes up to ten hours to complete, and learners can do it in their own time. All materials are downloadable, and non-profit academics automatically have permission to use the course components in their teaching. Auditing the course is free of charge and learners may register for the course on the Coursera platform.

Impact

Over 13 800 learners have enrolled in the course on Coursera as of October 2022. The top 10 countries in terms of visitor traffic are: United States, India, United Kingdom, Japan, Australia, Canada, Spain, Germany, Hong Kong and Türkiye. Course components have been translated into Spanish, Indonesian, Vietnamese and Thai. The course is widely praised, with favourable comments and ratings, scoring 4.8 out of 5 by all users. More than 60% of learners responding to the optional survey work in the non-profit or consulting sectors.

Source: (Case i3, 2022[25]).

Support the design of social impact measurement tools

Policy makers can support the design and dissemination of tailored social impact measurement tools to reduce hurdles and facilitate their uptake. Many regional and local authorities are already taking this step, for example the local governments in Flanders (Belgium) (Impact Wizard, 2016[26]), Athens (Greece) (Social Develop Athens, 2014[27]; Temple et al., 2017[28]), and Seoul (Korea) have developed bespoke measurement approaches for different types of SSE entities. The Belgian Impact Wizard tool, for example, helps organisations along the impact evaluation process through five modules (Impact Wizard, 2016[26]). In Slovenia, as reporting of social impact by social enterprises is expected to become mandatory in 2024, the Ministry of the Economy, Tourism and Sport and the Slovenian Research Agency funded the development of a social impact measurement model for social enterprises. The model is a 5-step tool which aims to help social enterprises define indicators and other units of measurement to identify their generated impact. The model is currently in testing phase where social enterprises are invited to test and share their feedback (Ministry of the Economy, Tourism and Sport, 2022[29]; OECD/EU, 2022[30]). To further entice adherence to these tools, they can be conditional to the issuing of certifications or registrations for SSE entities, such as the Market Mate programme in Hungary[1].

The more binding these tools become in their application, the more it is advisable to keep them to a minimum set of core obligations. This can be realised as a number of mandatory indicators or to foresee some room for adaptation on a case-by-case basis, as part of their design. As the European Commission Expert Group on Social Economy and Social Enterprises (GECES) concluded, “the measurement of social impact should be done using easy and simple indicators and it should not represent an additional burden for the social enterprise” (GECES Working Group, 2017[31]). Besides the risk of creating measurement fatigue, this may constrict possible innovation towards pre-determined pathways.

These tools need to find a way to be accessible and adaptable to the plurality of the SSE entities. Policy makers can help make them easily available even for smaller, non-profit organisations with limited budget availability. Despite being publicly co-financed, these tools may not always be free of charge, as is the case for the Impact Wizard in Belgium (Impact Wizard, 2016[26]) or the Outcomes Star in the United Kingdom (see Making it happen 2.4). In order to better fit the reality of social service providers, the latter tool has been adapted to a wide range of sectors (e.g. adult care, housing and homelessness, mental health, young people, refugees and asylum seeking). There is also an increasing focus on user-centred design, including to reduce the training burdens for administrators. This is for example the case of the Impact Measurement Tool developed by the City of Athens, Greece (see Making it happen 2.5).

Infographic 2.3. Characteristics for meaningful stakeholder engagement

Due to the intrinsic social orientation and participatory values of the social and solidarity economy, any dedicated tool will strive to put stakeholder engagement at centre stage. Meaningful consultation of stakeholders in social impact measurement will respect the following characteristics:

Source: Authors' elaboration based on (Sherman et al., 2022[32]).

Because such participatory approaches can be expensive and time-consuming, they need to be matched to the impact that SSE entities are intending to create. Such considerations include the likelihood of negative or unexpected impact.

Whenever possible, these tools need to serve both the accountability and learning dimension of social impact measurement. In order to shift from "proving" to "improving" impact, social impact measurement must become a holistic, organisation-wide process rather than a siloed, technical exercise (Hehenberger and Buckland, forthcoming[33]). In practice, it is recommended for the data collection and analysis process to be formative rather than summative, i.e. to help further learn, change and develop a better, more adapted service or product offering, instead of only reporting only on the impact already achieved. The term "impact management" has gained traction over the last few years, acknowledging the need to produce actionable evidence and embed it in the organisational decision-making process.

Making it happen 2.4. Outcomes Stars (United Kingdom)

Why?

The Outcomes Stars are evidence-based tools that encourage and support a collaborative and enabling approach to outcomes measurement and keywork. They are developed and licensed by Triangle, a UK social enterprise. The Stars are person-centred and trauma-informed and give meaningful information about needs and progress. It helps support work with people who have experienced trauma and is designed for use in trauma-informed approaches.

What?

Over 50 versions are available, including a visually engaging "Star chart" and scales, targeting different beneficiary groups and services ranging from addiction and adult social care, refugees and asylum seekers to young people. Each is holistic, covering areas such as accommodation, relationships, employment, physical and mental health. The Star captures "distance travelled" towards sustainable changes in well-being and circumstances. There is a clearly defined Journey of Change, based on attitudes, behaviours and circumstances.

The Stars are administered collaboratively between "keyworkers" and service users. Completing the Star prompts meaningful discussion and brings in the unique perspectives and insights of both the practitioner and the person being supported. The completed Star then becomes the basis of a shared and realistic action plan and regular reviews generate a visual of change and outcomes data.

From a keywork perspective, this collaborative process is appreciated as a means of building trust and a shared understanding. In a 2019 survey of Star users, more than 90% agreed that the Star "supports good conversations and collaboration between staff and service users" and "helps them to get an overview of the situation".

Triangle provides training and ongoing implementation support via licensing of the Stars, and an app for online completion and advanced data reports. The Outcomes Star website contains case studies, good practice and evidence of validity, reliability and effectiveness.

Impact

Triangle developed the first version in 2006 for homelessness. By 2022, Outcomes Stars was used by over 16 000 services and over 1.5 million Star readings had been recorded on Triangle's Star Online system alone. In the UK, it is widely used by local authorities, NHS trusts and charities; it is well established in Australia and used in many other countries, including Spain, France, Iceland, Denmark, Finland and the United States. Versions have been translated into ten different languages.

The Outcomes Star is mentioned in many governmental documents, outcome manuals and guides, such as Public Health England's commissioning guide for the healthy child programme (2021), Case Management Guidance from the Youth Justice Board for England and Wales (2022) and the National Social Inclusion Programme's Outcomes Framework for Mental Health Services (2009). Close to 100 organisations have collaborated in the rigorous process of developing new versions of the Star, including governmental bodies and service providers.

Source: (Triangle, 2022[34]).

Making it happen 2.5. Impact Measurement Tool, City of Athens (Greece)

Why?

SSE entities need easy to use tools to measure their impact that allow them to extract results and compare with their own previous achievements and others. In order to enable this, the Directorate of Social and Solidarity Economy of the Greek Ministry of Labour and Social Affairs introduced the Social Impact Measurement Tool (the tool) which is a freely accessible online tool for social impact measurement of SSE entities. SSE entities which are registered to the General Registry of Social and Solidarity Economy entities are obliged to complete the tool annually. The implementation of the tool allows the measurement of positive and negative impact over time. As such, SSE entities can obtain tangible and measurable results annually about their social impact by introducing their data and accordingly improve their operating procedures and strengthen their activities.

What?

The tool was created as part of a technical assistance initiative offered by the British Council to the Greek Ministry of Labour and Social Affairs under the auspice of the Structural Reforms Support Service of the European Commission (SRSS). The tool's methodology is based on a tool previously developed by Social Value UK. The tool was digitally developed by Sociality, i.e. a SSE entity (an Athens based co-operative) which offers service on digital technologies using freely accessible and open-source technologies. For the development of the tool funding was received from the European Union. The methodology followed by the tool is based on seven generally accepted Principles of Social Value which are based on seven guiding questions:

1. What is the social purpose of your organisation and how does it achieve it?
2. Who experiences changes in their lives because of what you do?
3. What are the changes that stakeholders are experiencing?
4. How can we measure change and whether it has taken place?
5. To what extent are these changes to your activities?
6. How long do we need to measure the changes?
7. What is the significance of the changes?

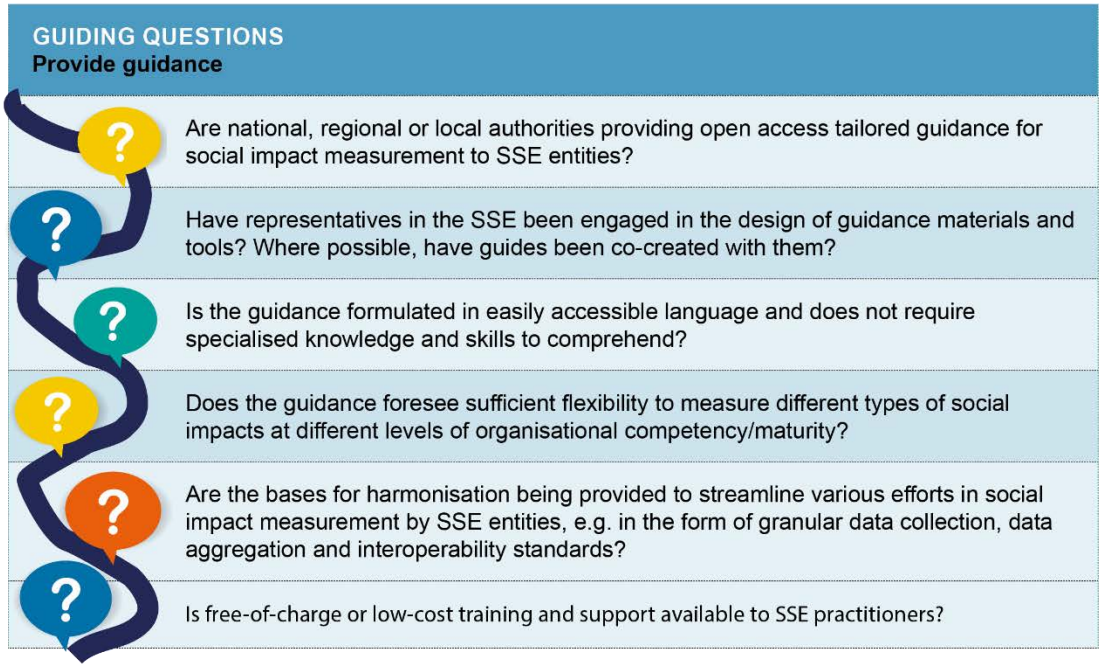
It allows organisations to collect qualitative, e.g. descriptions of the change, activities, outputs and interim results, and quantitative information, e.g. number of stakeholders per sub-group, positive/negative effects of changes, on these questions. It allows to flexibly adapt the types of stakeholders affected, the number of changes and a wide variety of other parameters. At the end, it produces an aggregated report as well as disaggregated results by stakeholder group. The final report can be downloaded as a PDF or viewed online. The tool also includes an explanatory video and a detailed user guide, explaining the context and significance of each question and how to complete it. Users can also view prefilled examples for each question while completing their survey.

Impact

Sociality developed the software transparently and explains how the software of the tool was developed in their website which could be used for further replication.

Source: (Directorate of the Social and Solidarity Economy, 2022[35])

Infographic 2.4. Guiding questions: Provide guidance



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Note

[1] https://www.interregeurope.eu/good-practices/marketmate-hungarian-national-priority-project-piactars

3 Build evidence

Generating and gathering impact evidence can be a dauntingly complex and costly endeavour. Yet, publicly available data on the impact of the social and solidarity economy (SSE) can support the achievement of its mission, open new opportunities for growth and ultimately benefit society as a whole. This chapter discusses what policy makers can do through specific actions, from mandating impact studies, to publicly disseminating impact information and setting up easily accessible repositories of knowledge.

Why is this important?

The generation of impact evidence is a complex and costly endeavour. In particular, if there is a lack of internal motivation or when facing a scarcity of resources, social and solidarity economy (SSE) entities may tend to forego or limit the ambition of their social impact measurement activities. By commissioning, disclosing and disseminating impact studies or creating public repositories of knowledge in national languages, policy makers can create a benchmark or even a baseline that may inspire similar efforts by SSE representatives themselves.

Publicly available impact evidence at the local, regional or national level can help confirm the impact achieved by SSE entities and present them as a virtuous example. Better understanding the SSE's contribution to inclusive and sustainable growth, as well as to the green and digital transitions, can help mobilise support and facilitate access to finance from both public and commercial partners. Granular information on costs and benefits can also help shape policies to target the most effective and efficient interventions.

Public efforts to generate, compile and communicate impact data can incentivise SSE entities and others to add to a joint evidence base for the benefit of society as a whole. The inclusive, bottom-up establishment of a powerful and unified voice on the importance of impact evidence is a critical factor in driving transformative change in the SSE and beyond (Buckland and Hehenberger, 2021[1]). Complementary information on the uptake and use of impact evidence and follow up on the decisions that have been taken as a result can also serve as a motivating example for SSE entities to pursue social impact measurement.

How can policy makers help?

Policy makers can produce and disseminate impact evidence on the SSE and/or specific policy areas that SSE actors are active in. This evidence can help understand the impact of SSE entities more generally or analyse their activities in specific sectors and territories. It can also serve as an inspiration to foster SSE development, by showcasing good practices emerging from the SSE and testing methodologies for impact evaluation. When such evidence becomes a common good, it greatly enhances the capacity of all actors in the ecosystems to engage in social impact measurement. Greater public awareness can further motivate uptake by facilitating access to finance and by avoiding impact-washing (OECD, 2021[2]).

By making impact evidence freely available, policy makers can lower the cost of generating or accessing information for single organisations. When the data infrastructure becomes a common good, it greatly enhances the capacity of all actors in the ecosystem to engage in social impact measurement. Greater public awareness can further motivate uptake of social impact measurement by facilitating access to finance and preventing impact washing. This can be reinforced through the offer of support services, capacity building, guidance or other resources.

Policy makers can support SSE entities through impact evidence in three ways: (i) by commissioning or directly producing impact studies on the SSE or policy areas that SSE actors are active in, such as health, social services, education, etc.; (ii) by publicly disseminating impact evidence that has been produced by SSE entities or other sources; (iii) by creating repositories of knowledge that regroup a wide variety of evidence and other resources in an easily accessible manner.

Infographic 3.1. Success factors and pitfalls to avoid: Build evidence

SUCCESS FACTORS **Build evidence**	PITFALLS TO AVOID **Build evidence**
✓ Collect and track granular data on SSE entities, their activity and their economic, environmental and social impact;	✗ Portray a vision of the SSE entities limited to economic or tangible impacts or convey a hierarchy between different social impacts;
✓ Support the emergence of independent and credible evidence on the contribution of the SSE to public policy priorities, by testing relevant methodologies at the national, regional or local level;	✗ Conduct one-off studies with no follow-up into concrete actions for improvement;
✓ Encourage the development of independent expertise and internal capacities within the SSE to conduct impact studies;	✗ Withhold information available on the SSE financing, activities and performance within the public administration, without making it available as a common good to the wider public;
✓ Publicly disclose and disseminate these metrics used in social impact measurement and data needed to conduct these as well as examples of their use and application;	✗ Let online databases and archives get outdated.
✓ Facilitate the accumulation of evidence in one unique repository, in a centralised and coordinated manner, to foster collective stock-tacking and learning;	
✓ Ensure ease of use through accessible language, clear categorisation and good search functionalities.	

Possible actions

Produce impact evidence

Statistical accounts and monitors represent an infrastructure of information that serves as a basis for impact measurement and allows to determine baseline values against which progress can be assessed. In this context, smaller scale surveys are most common, whether they apply to the local SSE ecosystem, e.g. in the Canton of Geneva in Switzerland (Après-GE, 2015[3]), or for specific types of SSE entities; e.g. social enterprises, as it happens in Australia, Canada, Europe, or a number of other countries (Centre for Social Impact/Social Traders, 2016[4]; Elson, Hall and Wamucii, 2016[5]; Dupain et al., 2021[6]; British Council/Social Enterprise UK, 2022[7]). They can be conducted at different territorial levels, with annual frequency or less regularly. Indeed, according to some SSE representatives, voluntary surveys may be preferable to mandatory impact measurement (CECOP, 2020[8]). In a more permanent fashion, statistical accounts have been introduced in some regions and countries such as Wallonia and Brussels in Belgium (Observatoire Economie Sociale, 2020[9]), France (INSEE/Flores, 2021[10]), Quebec/Canada, Italy (ISTAT/EURICSE, 2021[11]), Portugal (CASES/Statistics Portugal, 2019[12]), Spain (Ministerio de

Empleo y Seguridad Social, 2019[13]). In the United States, the Los Angeles Economic and Workforce Development Department performed an impact evaluation of the Regional Initiative for Social Enterprise (LA:RISE) in 2019. The German government had also funded a study on the impact of the welfare association sector (Kehl et al., 2016[14]). These accounts often lay the groundwork for the development of more advanced impact studies, offering a backbone of information on SSE activities and more immediate outputs.

Policy makers can commission more advanced impact studies to better understand the social impacts SSE entities are making, in addition to their economic and environmental benefits. Public authorities are often the only ones capable of initiating large scale, costly and time-consuming research projects that can deliver credible scientific evidence around long-term impacts. In Portugal, for example, the government published condensed information on the effects of publicly financed interventions on "priority social problems" (i.e. social protection, education, healthcare, employment and justice) as the One Value portal.[1] Where appropriate definitions, methods and granular data are available, these studies can go as far as deploying counterfactual analysis to determine the net impact of the SSE. This has been done in Spain (see Making it happen 3.1), where the social value added was calculated in terms of how many more jobs were created by the SSE compared to commercial businesses.

Making it happen 3.1. Measuring the Social Economy's contribution to social and territorial cohesion (Spain)

Why?

After adopting a law on the social economy in 2011, the Spanish government saw the need to gather data beyond what was publicly available. The aim of the study was to identify and quantify the distinct contributions of the social economy to better social and territorial cohesion.

What?

Published in 2019, the Analysis of the Socio-economic Impact of the Values and Principles of the Social Economy in Spain (*Análisis del Impacto Socioeconómico de los Valores y Principios de la Economía Social en España*) was a joint effort of the Ministry of Labour, Migration and Social Security, the Spanish Business Confederation of the Social Economy (CEPES), two prominent cooperatives, *Grupo Cooperativo CAJAMAR* and *Corporación Mondragón*, and *Fundació Espriu*. Using a counterfactual approach and analysing microdata, the study was able to determine the specific value added of social economy enterprises that would be lost if they behaved like profit-oriented firms. For 2017, the study found that the social economy contributed:

- Employment opportunities: more than 172 000 additional jobs compared to profit-oriented firms for people with barriers to employment, of which more than 54 000 are located in rural areas, small or medium sized cities. Moreover, it creates stable employment relationships for almost 125 000 extra individuals.
- Monetary benefits to society: an additional EUR 6.2 billion of annual net benefits to society, thereof EUR 3.9 billion in salary income to groups that otherwise would not have been employed and EUR 1.7 billion of direct and indirect benefits (cost savings) for the public administration. Further benefits accrue to the companies themselves, including labour cost subsidies associated to these types of workers and lower cost in terms of selection and adaptation to the job position due to lower turnover of workers.

The report offers a detailed outline of the methodology, which could be replicated in other European countries, where information about firms and workers is available in the same granularity and allows for the identification of SSE entities. The study was implemented using microdata, and a large sample of entities analysed. This allowed to develop precise control groups, apply counterfactual analysis and ensure representativeness as well as the robustness of the analysis as explained above.

Impact

As of 2020, the study has been picked up in Spanish research on equality and equal access to labour markets and the social economy. CEPES was able to use the data and findings from this study to mobilise national and international thought leaders. The report was presented to the Spanish government, the Parliament, the Senate and to national political parties. The data and the conclusions of the study underpin CEPES' proposals and positions to the government and also to the European Institutions on the different legislative initiatives that affect social economy enterprises. The study has also attracted international attention: it has been presented to high representatives of European institutions and bodies (Commission, Parliament and European Economic and Social Committee) and at the 2019 International Conference of the United Nations' Task Force on the Social and Solidarity Economy (UNTFSSE).

Source: (CEPES, 2020[15]).

Publicly disseminate impact information

Policy makers can increase awareness around the possibilities of social impact measurement and the impact of SSE entities by disseminating impact information publicly. When impact studies are published on a government website, discussed in parliament, or shared at a conference hosted by public authorities, they immediately gain visibility and recognition. By shedding light on the impact of the SSE, policy makers can mobilise support for the SSE and, at the same time, motivate SSE entities to engage more actively in social impact measurement. For instance, the 2022 Social Enterprise World Forum, sponsored by the government of Queensland (Australia), featured several workshops and masterclasses around the topic of impact measurement (SEWF, 2022[16]). In India, the public agency NITI Aayog has published two editions of the SDG India Index, which documents the progress made by states and territories towards achieving the 2030 targets[2]. Villgro, India's oldest and one of the world's largest social enterprise incubators, uses the baseline report to monitor the impact of each investee. In the United States, the 2021 presidential Executive Order on Advancing Racial Equity and the Support for Underserved Communities foresaw the establishment of an Equitable Data Working Group tasked to produce better disaggregated data at the national and local level (OECD, 2021[2]).

Through their online presence, policy makers can ensure the availability of, and facilitate access to, impact-related information that can be instrumental to further social impact measurement by SSE entities. The Justice Data Lab in the United Kingdom provides impact assessment support to organisations working on reintegration of previously incarcerated populations and the results are then publicly displayed on the government website (see Making it happen 3.2). Governments can create online dashboards showcasing the social outcomes of public interventions (and their monetary costs) in an easily accessible manner, as it happened in the United Kingdom[3] and Portugal[4]. Similarly, the Korean Ministry for SMEs and Start-ups runs a database for impact measurement, currently covering assessments for 80% of Korea's social enterprise scene (see Making it happen 3.3). This can support the design of SSE-led activities where funding is contingent on measurable outcomes, such as social impact bonds.

Making it happen 3.2. Justice Data Lab (United Kingdom)

Why?

It is essential for the Ministry of Justice to gather evidence about what works to reduce reoffending. However, it is unlikely that organisations can track the reoffending outcomes for each person they have worked with. Some may have access to reoffending data for their cohort, but this alone does not demonstrate the impact of the intervention. A suitable benchmark, such as a comparison group, is required to estimate the difference in reoffending behaviour.

What?

The Justice Data Lab (JDL) is a team of analysts at the Ministry of Justice that provides group-level reoffending information to organisations who have worked with offenders and would like to understand the impact of their intervention. They compare the reoffending outcomes of people who have received the intervention with those of a similar comparison group that did not take part in the intervention. Any organisation that has worked with offenders can contact the JDL. Previous collaborators include charities, public sector organisations, private sector organisations and educational institutions. The service is free for the submitting organisations.

Reports of the analysis conducted by the JDL are published on the government's website. They include amongst others reoffending statistics for treatment and comparison groups, estimated impact of the intervention, illustrated graphs and guidance to interpret results as well as descriptions of the intervention, treatment group characteristics and success rates. The publication of these reports also helps develop a collaborative understanding of effective rehabilitation.

Impact

The Justice Data Lab has produced 283 analyses within 178 reports. Of these, 74 analyses showed a statistically significant reduction in re-offending on the proven re-offending rate and 15 analyses showed a statistically significant increase, whilst the remaining 194 analyses were non-significant. A wide-ranging variety of interventions are evaluated, covering employment, education, mentoring and accommodation.

Source: (UK Ministry of Justice, 2018[17]).

Making it happen 3.3. Database for Impact Measurement KOTEC (Korea)

Why?

In recent years, interest in social enterprises and their activities increased dramatically in Korea. As impact investing became more popular, decision-oriented impact performance and measurement methods began to attract attention. The Ministry of Employment and Labour of Korea developed the Social Value Index (SVI) in 2016 to objectively measure the social value and performance created by social enterprises. In a survey conducted by the Ministry in 2021, 41.8% of the companies that participated in the SVI measurement responded that they used it to reflect and improve their business performance. However, many social enterprises continue to lack resources to perform social impact measurement.

The Korean Technology Finance Corporation (KOTEC), a government-affiliated institution under the Korean Ministry for SMEs and Start-ups, was in need of a comprehensive and reliable framework for measuring social ventures performance that was aligned with global standards. The Impact Management Project (IMP) model stood out from global discussion and was flexible enough to test its adaptation to the local context.

What?

In 2020, KOTEC commissioned Impact Square, a Korean social venture accelerator, to conduct a feasibility study, identify priority social impact themes and pilot an assessment. Ten priority areas were identified based on the national survey of social enterprises regularly conducted by KOTEC. Among these, two themes were selected to be pilot tested using existing statistics and public data to set the stones to create a public data library for social impact measurement. Over three years, more than 50 impact measurement cases were developed, and baseline data was actively provided to social enterprises so they could use it to estimate their impacts.

Impact

Despite still being implemented, the three-year project has already marked a number of successes. Firstly, the long-term planning has proven useful to thoroughly investigate existing data, pilot and develop a robust model. Second, the engagement of stakeholders across government, intermediary organisations, academia and practitioners in social enterprises has been instrumental in creating a well-honed feedback loop. The basic database on the two areas of impact measurement for employment and resource circulation became available to the public in 2020. It covers all Korean social ventures working in these areas (50% of all social ventures). The addition of five additional impact themes, planned by the end of 2022, will increase this coverage to 80% of all social enterprises. It is meaningful that social enterprises not only use the database but also contribute to it, which will improve data quality over time.

To spread the use of the database and improve its data quality, ongoing capacity building efforts are needed. Impact Square continues to work with government-related institutions and social start-ups to create impact performance cases that can further a common understanding of impact performance management in the SSE ecosystem.

Source: (Dho, Yun and Baek, 2021[18])

Create repositories of knowledge

Policy makers can regroup impact studies and evaluations in the form of curated libraries. The accumulation of knowledge, on both positive and negative effects, enhances the potential for collective learning. Through these online portals, SSE entities and other stakeholders can find vetted evidence that can be used to better design interventions, as a blueprint to shape for their own social impact measurement strategy, and finally for fundraising and public advocacy purposes. This can be done in the form of What Works Centres, that gather experimental impact studies on relevant policy areas, such as the one on Well-Being in the United Kingdom.[5] More targeted to the SSE space, the Impact Tank's Wall of Solutions in France (Impact Tank, 2022[19]) displays impact stories collected by social economy entities as inspiration or templates for their peers. The Social Enterprise Evidence Space in Australia offers a well-curated catalogue of impact evidence, case studies, scientific articles, good practices and further information (see Making it happen 3.4).

Making it happen 3.4. Social Entrepreneurship Evidence Space (Australia)

Why?

With the aim to provide a more structured open research platform for social entrepreneurship, the government of the state of Victoria in Australia co-funded the creation of the Social Entrepreneurship Evidence Space (SEE Space) website together with the Lord Mayor's Charitable Foundation. The website is designed and hosted by the Centre for Social Impact Swinburne, with contributions from centres at Griffith University, Queensland University of Technology and the University of Technology Sydney.

What?

Following the research guidelines, universities, industry bodies and community partners can submit evidence-based research including articles, publications, tools and more. The SEE Space structures the evidence into eight impact areas (community development, health and wellbeing, employment and careers, housing, economic impact, environmental impact, impact measurement, and social connection and support). Information is further grouped into collections (social enterprise, social finance and impact investing, measuring and managing impacts, buying from social enterprises, and social entrepreneurship support) as well as by target group (social financiers and funders, social start-ups, social entrepreneurs, policy makers, not-for-profit managers, and researchers and students). The information is then further classified as insight, statistic, report, academic article, infographic, tool or video. Every piece of evidence is displayed with its title, a brief description, the categories it is tagged with, the authors, a link to the resource and related research. The website also operates a powerful search engine.

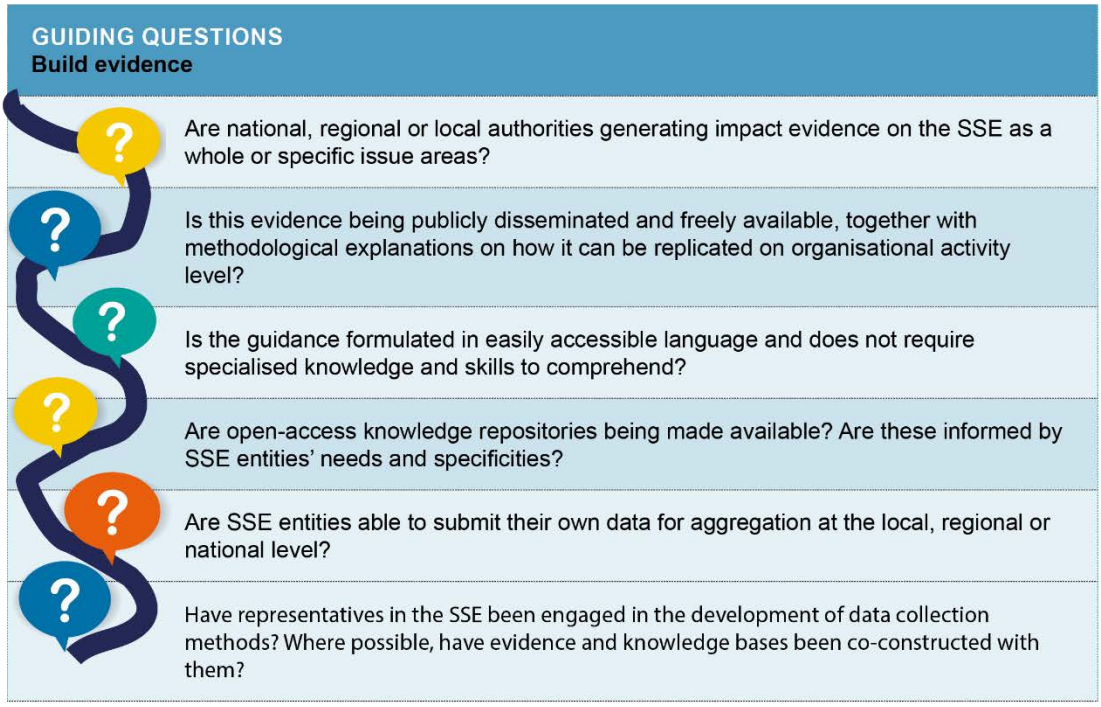
On impact measurement, the website features amongst others a recent report on improving health equity of young people through social enterprises, an infographic on community enterprises, an academic article on long-term health impacts of a work integration social enterprise and statistics snippets from different reports including the 2016 Finding Australia's Social Enterprise Sector report.

Impact

SEE Space is widely used by policy makers, practitioner networks, philanthropy, individual social enterprises and researchers in Australia as a "one stop" source of empirical evidence about social entrepreneurship and its enabling ecosystem in this country. It was developed in response to a 2019 national policy and research roundtable convened by CSI Swinburne, where coordination of evidence about the field was a knowledge need prioritised by participants.

Source: (Social Innovation Evidence Portal, 2020[20]).

Infographic 3.2. Guiding questions: Foster evidence



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[2] https://niti.gov.in/sdg-india-index

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[4] https://inovacaosocial.portugal2020.pt/en/one-value/

[5] https://whatworkswellbeing.org/

4 Support capacity

Despite their purpose-driven mission, social and solidarity economy (SSE) entities may not always be equipped with the resources and know-how required to accurately assess their impact. This chapter presents how concretely policy makers can help develop the impact measurement capacity of SSE entities, both internally and externally, to facilitate uptake and adaptation to their specific learning and accountability needs.

Why is this important?

Despite their purpose-driven mission, social and solidarity economy (SSE) entities may not always be equipped with the resources and know-how required to accurately measure their impact. According to a 2017 survey on social impact measurement in France, only 41.3% of SSE actors and 35.9% of their funders expressed that they are carrying out social impact measurement. More than 50% of respondents cited costs and complexity of measurement as the main barriers against adoption of social impact measurement (KPMG, 2017[1]). Policy makers can play a significant role to support the development of competencies around impact measurement principles, methodologies and practices.

Social impact measurement can generate increased costs on SSE entities, which already face significant bottlenecks in securing financial sustainability. They may not always have the required human capital or financial means to conduct impact measurement in a meaningful manner. Moreover, the efforts devoted to social impact measurement may be perceived as deflecting attention and resources from the SSE core activities in support of its mission.

Furthermore, imposing requirements on SSE actors, without offering them enough support, may tilt the playing field to the advantage of conventional businesses as well as larger, better-established SSE entities. In fact, smaller, younger (and sometimes more innovative) SSE entities may have a harder time mobilising the necessary means to engage in social impact measurement, both in terms of human capital and financial resources. This can create an unfair comparative advantage and lead to opportunistic behaviour as well as deleterious competition between SSE entities. To this end, policies on social impact measurement could help provide SSE actors with enough technical support to meaningfully engage in social impact measurement.

How can policy makers help?

Policy makers can facilitate SSE entities' access to provision of capacity building on social impact measurement in an inclusive way. This could be facilitated by taking stock of existing gaps in soft and hard skills on impact measurement among SSE entities. SSE entities are particularly exposed to challenges in securing financial stability due to limited access to external financing. Policy support could be an important enabler to facilitate that SSE entities incorporate social impact measurement into their practices without incurring additional costs. As impact measurement requirements become more rigorous given the increasing appetite by impact-driven financiers for impact reporting, private sector actors could more easily access the tools and resources necessary to carry out impact measurement. Public support through grants and provision of know-how on impact measurement can help mitigate the risks of limited competition ability by SSE entities vis-à-vis their conventional enterprises.

By convening different perspectives in the SSE space on social impact measurement, policy makers can help tailor impact measurement to suit the needs of different facades of the ecosystem. There are already numerous targeted but usually scattered efforts by non-policy actors on building know-how on social impact measurement. These isolated initiatives may not always reflect the specific mission and needs of SSE entities. Furthermore, as impact measurement often creates much-needed public open data, many other stakeholders such as financiers and civil society would bring in particular considerations to how to evaluate impact based on their very own contexts. Capacity building provision which is offered in silos would then fail to reflect the varying but complementing objectives and requirements of different SSE ecosystem actors. Policy makers can leverage their convening power to connect SSE entities with ecosystem enablers, such as support networks and incubators as well as academia and private sector practitioners, to facilitate knowledge and experience transfer among various stakeholders in the SSE space.

Policy makers can support SSE entities by supporting capacity in two ways: (i) by enabling provision of capacity building services such as trainings and mentorships to equip SSE entities with know-how on social impact measurement; (ii) by facilitating networking opportunities among SSE entities, policy makers, financiers and other ecosystem stakeholders to capitalise on existing knowledge base on social impact measurement and adapt it to different needs of the SSE ecosystem.

Infographic 4.1. Success factors and pitfalls to avoid: Support capacity

SUCCESS FACTORS Support capacity	PITFALLS TO AVOID Support capacity
✓ Tailor capacity building to the specific context and needs of SSE actors;	✗ Establish capacity building programmes without properly communicating around them to SSE entities;
✓ Design capacity building programmes through an inclusive process with inputs from SSE practitioners, policy makers and academia;	✗ Restrict access to capacity building to only some SSE entities (e.g. depending on their legal form or status);
✓ Adopt a modular approach to construct capacity building curriculum for social impact measurement instead of one-size-fits-all programmes;	✗ Develop generic curricula on social impact measurement without acknowledging the specific context, needs and resources of SSE entities;
✓ Leverage local expertise available in academia or the consulting sector (where scarce, establish cross-border collaborations with countries having similar SSE ecosystems);	✗ Work in silos, mobilising different networks in the SSE landscape without fostering interlinkages;
✓ Facilitate equitable access to capacity building programmes for all actors in the SSE space.	✗ Set high entry fees to the capacity building and networking offer, which may jeopardise equal access.

Possible actions

Capacity building

To equip SSE actors with the required skills, policy makers can sponsor training or mentoring services on social impact measurement for the SSE. For this, SSE networks and federations are among the most prominent actors to mobilise at the national and local level, together with entrepreneurship promotion agencies, accelerators and incubators, chambers of commerce and promotional banks. Their understanding of territorial dynamics and proximity to local communities can help identify gaps in impact measurement capacity and grant easier access to SSE entities. They can also liaise with the private and academic sector to generate mutually beneficial collaboration around impact measurement. For instance, in Mexico, the National Autonomous University runs a network of business incubators and laboratories that support social entrepreneurs in their impact measurement efforts, while the National Institute for Social Development carries out capacity building programmes for civil society organisations. In Italy's Turin, the Competence Centre for Impact Measurement provides guidance and tools to promote impact measurement (see Making it happen 4.1).

Local authorities can facilitate provision of social impact measurement trainings and resources in line with their mandate to support regional socio-economic development and social innovation. In Türkiye, Ankara Development Agency, the public institution carrying out sustainable development projects in Ankara, delivered a social impact management training program in 2019. Social entrepreneurs and enterprises were invited to this three-day program to follow a curriculum comprising the concept of social impact, theory of change, data collection, data maturity assessment, impact strategy development and so on (Ankara Development Agency, 2020[2]).

The rise of impact finance increased both the demand for impact measurement as well as the supply of available tools. As entities are required to establish transparent methods to assess and report their impact to secure external financing, the importance of building capacity on social impact measurement among SSE entities has escalated. Correspondingly, governments around the world have explored ways to develop capacity on social impact measurement in their strategies to spur social impact investing. Under the "Outcome Measurement Initiative", the Australian government invested USD 6.7 million into building outcome measurement capacity between 2018-2019 (Department of Social Services, 2022[3])[1].

Local capacity building intermediaries play a pivotal role in boosting social impact measurement skills among SSE entities. A survey conducted in 2020 among 110 incubators and accelerators across Europe found that 77% of them support social purpose organisations with building a theory of change and impact strategy, and 68% help with impact measurement and management (EVPA/MAZE, 2020[4]). Similarly, out of 150 social enterprise incubators surveyed in Europe, the Middle East and North Africa in 2019, almost 60% claimed to provide training on impact measurement and reporting. However, only 33% of incubees effectively measure their social impact (Essec Business School, 2019[5]). Hence, training may not be sufficient, if it is not accompanied by hands-on support to perform social impact measurement in a way that is relevant to the individual needs of each SSE entity.

Capacity development for the SSE could embrace a wider spectrum of competencies, in addition to technical ones. On top of hard methodological know-how on data collection and analysis tools, SSE entities need to acquire soft skills to support effective stakeholder engagement and evidence-informed decision-making. Data mining and data science offer useful opportunities in terms of social impact measurement. While digitisation can improve delivery of social impact, SSE entities remain to be constrained in their financial capacity and human resources to integrate digital technologies (European Commission, Executive Agency for Small and Medium-sized Enterprises, 2020[6]). Policy makers could promote digital competencies within the SSE, but also encourage the involvement of data scientists through open data initiatives and data labs relating to social impact metrics. Lithuania's *Versili Lietuva* (Enterprise Lithuania) launched a social impact measurement training platform for social enterprises in 2021, which also offers a single repository to collect and display data on social enterprises (see Making it happen 4.2).

Making it happen 4.1. Competence Centre for Impact Measurement and Torino Social Impact (Turin, Italy)

Why?

As part of Turin's Social Impact Strategic Plan, the Competence Centre for Impact Measurement was launched in 2018 through a partnership among the Turin Chamber of Commerce, Compagnia di San Paolo Foundation and Human Foundation. The Centre aims to promote social impact measurement and culture through seminars and meetings as well as university course offering by the University of Turin.

What?

The Centre works as a hub for impact evaluation practices and culture, and provides guidance, training and methodological support in alignment with international practices to all public and private, profit and non-profit entities. To this end, the Torino Social Impact was also launched as an open platform to intermediate capacity-building. Torino Social Impact is an alliance comprising over 200 private sector companies, public institutions, financiers, charities and other actors to strengthen the local ecosystem for achieving social impact objectives while generating business outcomes. It offers ecosystem building and identity promotion opportunities for entities seeking to engage with other actors of the social impact space.

Impact

The second edition of the university course "Social Impact Assessment" for professional development is underway with the support of the Turin Chamber of Commerce. Organised by the University of Turin with the Polytechnic University of Turin, the Piccatti Milanese Foundation, Cottino Social Impact Campus, Tiresia, the training bodies of the Cooperative Centres (Consorzio Il Nodo for Confcooperative Piemonte Nord and Inforcoop Ecipaa Piemonte for Legacoop Piemonte), and the Compagnia di San Paolo Foundation, the university course has seen a boom in enrolments.

Source: (Torino Social Impact, 2021[7]).

Making it happen 4.2. Social Enterprise Training Platform for Social Impact Measurement (Lithuania)

Why?

Following the OECD's recommendation to raise awareness of social change via an open access web portal for social impact measurement, *Versili Lietuva* (Enterprise Lithuania) has launched a social impact measurement training platform for social enterprises in March 2021. This platform has two main goals: (i) providing social enterprises with the training needed to successfully understand and measure their social impact and (ii) having a single space collecting and displaying data about social enterprises who voluntarily register and can display their work.

What?

The learning platform features trainings, exercises, and other useful information, which aim to help social enterprises analyse their impact and create an impact measurement plan, assess the effectiveness of their solution, validate their business model and better understand the needs of the market and customers. The platform helps social enterprises gain this knowledge and improve strategic business decisions allowing them to contribute effectively to solving social problems.

Impact

The possible scope of this platform is relatively large as its resources are available not only to existing social enterprises, but also to social entrepreneurs that just have an idea and can register as well and take advantage of the trainings. Users that have filled in and completed the online lessons have an opportunity to ask for written mentors' feedback. Today, the website counts over 120 registered social enterprise accounts and 220 idea accounts and the numbers are growing. In addition to free training material, the platform offers social entrepreneurs a sense of community; registered users receive newsletters with information about relevant events, financing opportunities and general news of the ecosystem. Social enterprises are also often invited to present their businesses in various events, use the platform be more visible and communicate their mission via the platform and Innovation Agency's social networks.

Source: (Socialinis Verslas, 2022[8]).

Networking

Building capacity on social impact measurement requires concerted efforts by all stakeholders in the SSE space, including practitioners, policy makers and academia. To capitalise on existing expertise and facilitate adaptation to the many facets of the SSE, capacity development could follow a collaborative approach, creating spaces where all actors in the ecosystem can engage on an equal basis, to allow for knowledge transfer and experience sharing. The government of Ontario in Canada supported consultations with a wide range of social and solidarity economy stakeholders to identify the types of methodologies and problems they were facing concerning social impact measurement. This led to collaborating with academics and practitioners to convene a Social Impact Measurement Taskforce and a strategy for social impact measurement capacity development in Canada: The Common Approach. Since 2018, the Common Approach work has involved academics, investors, policy makers, social and solidarity economy organisations, and the broader public in the design and delivery of content on social impact measurement. The breadth of activities stemming from this ongoing project includes advisory boards,

training videos, self-assessment tools, data standards and a roster of impact champions that work directly with social and solidarity economy organisations (OECD, 2021[9]).

By opening up new networking opportunities, policy makers can foster the emergence of an inclusive community of practice that will spur the development and dissemination of domestic know-how around social impact measurement. For instance, by convening high-level conferences on this topic, public administration can attract and connect expertise in the form of skills and tools at the service of the SSE, stemming from different fields of research (e.g. management, social sciences, psychology, statistics, etc.) and sectors of activity. These debates can help spread a philosophy of learning within the SSE ecosystem, by identifying both successes and failures, and thus empowering SSE entities to capitalise on learnings and to avoid pitfalls in social impact measurement. In Greece, for example, the Directorate of Social and Solidarity Economy established support centres to facilitate networking of SSE entities (see Making it happen 4.3). In Belgium, the Wallonia Region provided grants to establish a roster of social impact measurement experts to promote measurement methodologies among SSE entities (see Making it happen 4.4).

Policy makers can foster the emergence of a cohort of impact analysts that have the technical skills but also the necessary sensitivity to the specificities of the SSE. There is a need to raise both the number and quality of dedicated social impact professionals (Hehenberger and Buckland, forthcoming[10]). This may require the provision of specific training (e.g. in a "train the trainers" approach) or the certification of existing qualifications. Besides improving the availability of local expertise to accompany the implementation of social impact measurement, it might also develop the offer in terms of social impact verification, commonly provided by third-party service providers. Nonetheless, given the importance of building in-house capacity on impact measurement (Ruff and Olsen, 2018[11]), SSE staff could also be encouraged to access such trainings and qualifications.

Making it happen 4.3. Support Centres for the Social and Solidarity Economy (Greece)

Why?

The Directorate of Social and Solidarity Economy of the Ministry of Labour and Social Affairs of Greece has developed a platform, which facilitates the networking of SSE (KALO in Greek) entities in the country and provides advisory support.

What?

These Support Centres are established as part of the Operational Program on "Human Resources Development, Education and Lifelong Learning" of the National Strategic Reference Framework (NSRF) 2014 – 2020. They operate as information points for the SSE, providing advisory support for social enterprises through organisation of workshops and networking events and events that promote good practices. They aim to promote SSE entities to the general public with the provision of information through targeted actions and consulting services pertaining to the development of business plans, marketing plans and funding applications.

Impact

Currently, there are nine support centres listed on the platform for SSE entities, which are backed by respective municipalities or other implementing agencies.

Source: (Foreis-Kalo, n.d.[12]).

Making it happen 4.4. Développons et évaluons Notre Impact Social (DENIS) Project (Wallonia, Belgium)

Why?

With an aim to stimulate the development of the social economy field and enable SSE entities to adopt impact assessment processes and tools, the government of Wallonia provided funding to the DENIS project over 24 months between 2020 and 2022. The objective was to disseminate the social impact assessment methodology developed in the VISES project (INTERREG, 2016-2019), which is based on a co-constructed, non-linear, qualitative/quantitative method of evaluation where stakeholders are involved from the start of the process.

What?

The project aimed at increasing the number of SSE entities engaged in social impact assessment as well as to increase the number of experts capable to lead the process. The DENIS project also aimed at capitalizing on the research results and experience of these coaches, to stress the added value of SSE activities within the socioeconomic ecosystem.

The project was structured around four operational objectives: (i) establishing a community of social impact assessment coaches; (ii) co-constructing research on social impact assessment in cooperation with academic experts and actors from the work field; (iii) training new coaches on social impact assessment; and (iv) disseminating the challenges observed in social impact assessment practices.

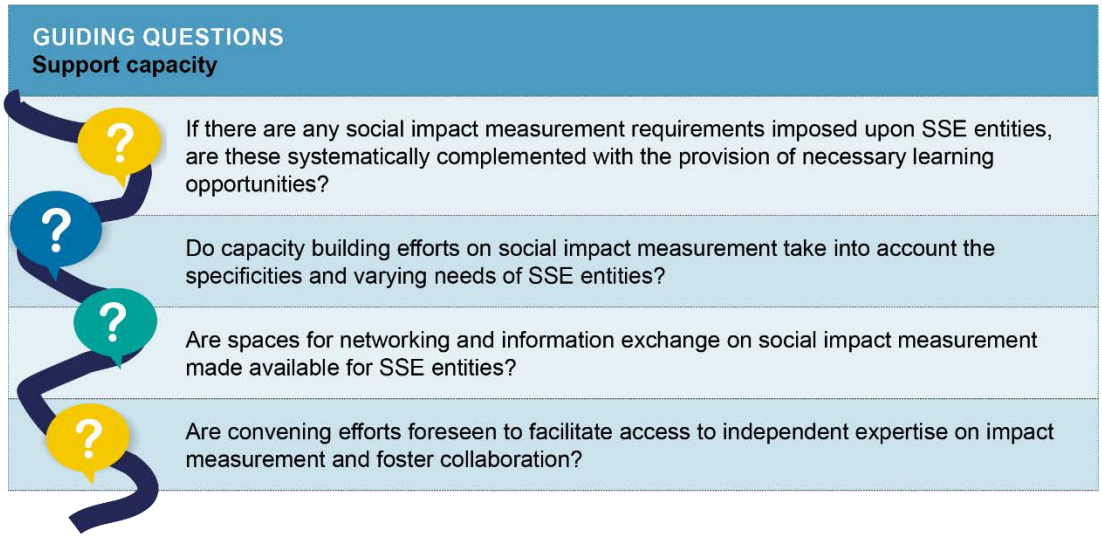
This project was led by ConcertES and involved seven partners in the Walloon Region: ALEAP, CAIPS, CES-ULiège, CIRTES-UCLouvain, InitiativES, SAW-B and UNIPSO.

Impact

As part of the DENIS project, 42 SSE entities received grants to conduct an evaluation of their social impact. The support provided by the Wallonia government (between EUR 4 000 and EUR 25 000 per entity) enabled them to put in place and implement social impact assessment processes, with the help of the DENIS trained coaches.

Source: (Interreg/Wallonie, 2021[13]); (ConcertES, 2021[14]); (Wallonie économie SPW, 2020[15]).

Infographic 4.2. Guiding questions: Support capacity



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Note

[1] Two case studies on the value of social impact measurement have been published under the initiative: (i) Global Sisters Pay Ltd – a not-for-profit organisation to empower women financially, and (ii) Vanguard Laundry - a work-integrated social enterprise (WISE) delivering commercial laundry services in Queensland.

Annex A. Checklist for action

Public authorities need to understand the pros and cons of different approaches they may take. While public support is directly needed to advance social impact measurement, it might trigger unintended consequences by increasing reporting burden, discouraging innovative practices, disadvantaging emerging or small organisations, etc. Whilst the promotion of simple, harmonised indicators could facilitate more widespread adoption, it may fail to capture more complex phenomena. Policy makers bear the responsibility to promote a level playing field within the social and solidarity economy and beyond.

This checklist provides a succinct list of the steps to take when putting in place possible policy actions to take in effectively supporting social impact measurement for the social and solidarity economy.

Infographic A.1. Checklist for action – 1 and 2

POLICY ACTION	QUESTIONS FOR POLICY MAKERS
1 Improve policy framework	☐ Is social impact measurement explicitly mentioned and prioritised in policies pertaining to the SSE? ☐ If social impact measurement is enforced in public policies, have the necessary means been allocated to assess its feasibility for SSE entities? ☐ Have all relevant representatives in the SSE been engaged during the policy design? Where possible, have policies been co-constructed with all stakeholders? ☐ Are dissemination (and, if necessary, capacity building) efforts foreseen to support alignment of all public actors on the importance of incorporating impact measurement in their activities related to the SSE? ☐ Has the possibility of incorporating social impact measurement as part of other initiatives linked to public procurement or to the recognition of a legal form or status been considered?
2 Provide guidance	☐ Are national, regional or local authorities providing open access tailored guidance for social impact measurement to SSE entities? ☐ Have representatives in the SSE been engaged in the design of guidance materials and tools? Where possible, have guides been co-created with them? ☐ Is the guidance formulated in easily accessible language and does not require specialised knowledge and skills to comprehend? ☐ Does the guidance foresee sufficient flexibility to measure different types of social impacts at different levels of organisational competency/ maturity? ☐ Are the bases for harmonisation being provided to streamline various efforts in social impact measurement by SSE entities,, e.g. in the form of granular data collection, data aggregation and interoperability standards? ☐ Is free-of-charge or low-cost training and support available to SSE practitioners?

Infographic A.2. Checklist for action – 3 and 4

POLICY ACTION	QUESTIONS FOR POLICY MAKERS
3 Foster Evidence	☐ Are national, regional or local authorities generating impact evidence on the SSE as a whole or specific issue areas? ☐ Is this evidence being publicly disseminated and freely available, together with methodological explanations on how it can be replicated on organisational activity level? ☐ Are open-access knowledge repositories being made available? Are these informed by SSE entities' needs and specificities? ☐ Are SSE entities able to submit their own data for aggregation at the local, regional or national level? ☐ Have representatives in the SSE been engaged in the development of data collection methods? Where possible, have evidence and knowledge bases been co-constructed with them?
4 Support capacity	☐ If there are any social impact measurement requirements imposed upon SSE entities, are these systematically complemented with the provision of necessary learning opportunities? ☐ Do capacity building efforts on social impact measurement take into account the specificities and varying needs of SSE entities? ☐ Are spaces for networking and information exchange on social impact measurement made available for SSE entities? ☐ Are convening efforts foreseen to facilitate access to independent expertise on impact measurement and foster collaboration?

Annex B. Mapping of policy initiatives

Table B.1. Non-exhaustive mapping of policy initiatives on social impact measurement for the Social and Solidarity Economy

Country	Name of the initiative	Organisation	Type	Year	Source
Australia	Map for impact: The Victorian Social Enterprise Mapping Project (linked to Victorian Government's Social Procurement Framework)	Victoria State Government, Cucriruab Sicuak Enterprise Mapping Project, Centre for Social Impact Swinburne	Evidence	2017	https://mapforimpact.com.au/
Australia	Finding Australia's Social Enterprise Sector (FASES) I & II	Centre for Social Impact Swinburne, Social Traders	Evidence	2010/2016	https://www.swinburne.edu.au/research/social-impact/our-research/projects/fases/
Australia	Community Recycling Enterprises New South Wales (NSW): Impact measurement project (final report)	NSW Office of Environment and Heritage (OEH), Centre for Social Impact (CSI) Swinburne, Community Recycling Network Australia (CRNA), Resource Recovery Australia	Evidence	2017	https://researchbank.swinburne.edu.au/items/6cb6ce44-da9a-42a0-a072-5d5d243776ab/1/
Australia	Improving Health Equity of Young People? The Role of Social Enterprise (STREAT Case Study Report)	Australian Research Council	Evidence	2019	https://researchbank.swinburne.edu.au/file/0f909399-ebe2-41d3-8a3a-9ebbb7255e78/1/2020-suchowerska-streat_case_study.pdf
Australia	Delivering Urban Wellbeing through Transformative Community Enterprise: Final report 2019	University of Canterbury, Western Sydney University, Manaaki Whenua Landcare Research	Evidence	2020	https://www.buildingbetter.nz/publications/urban_wellbeing/Dombroski_et_al_2019_delivering_urban_wellbeing_through_transformative_community_enterprise.pdf
Australia	Framing the Value Question in Social Procurement	Social Traders Connect (funded amongst others by Victoria State Government)	Evidence	2017	https://www.communityeconomies.org/publications/reports/generating-social-value-framing-value-question-commissioning-social
Australia	Substation33 Impact Report 2021	Sustation33, Yunus Centre, Queensland Government	Evidence	2021	http://yfs2019impactreport.yfs.org.au/wp-content/uploads/2019/10/SS33-IMPACT-REPORT-v4-281019.pdf

Country	Name of the initiative	Organisation	Type	Year	Source
Australia	Knowledge Base on Social Impact Measurement	Social Entrepreneurship Evidence Space (funded by State of Victoria and Lord Mayor's Charitable Foundation)	Evidence, Guidance, Capacity		https://seespace.com.au/explore/social-impacts/impact-measurement
Australia	A guide to social impact measurement	Social Ventures Australia	Guidance	2020	https://www.socialventures.com.au/sva-quarterly/a-guide-to-social-impact-measurement/
Australia	Roadmap to social impact	Centre for Social Impact, UNSW Sydney	Guidance	2021	https://www.csi.edu.au/research/tools-and-guides/roadmap-to-social-impact/
Australia	UTS Social Impact Toolbox	University of Technology Sydney, Bendigo Bank	Guidance, Capacity, Methodology/Tool	2018	https://www.socialimpacttoolbox.com
Australia	Social Enterprise Impact Lab (SEIL)	Centre for Social Impact Swinburne, Lord Mayor's Charitable Foundation and Family Life	Guidance, Capacity, Methodology/Tool	2018	http://seil.com.au/
Australia	Victorian Social Enterprise Strategy 2021-25 (Theme 5: Effective social impact and performance measurement)	Victoria State Government	Policy framework	2020	https://engage.vic.gov.au/project/social-enterprise-strategy/page/effective-social-impact-and-performance-measurement
Australia	Queensland Social Enterprise Strategy	Queensland Government	Policy framework	2019	https://jobsqueensland.qld.gov.au/projects/social-enterprise/
Australia	Amplify Social Impact Online	Centre for Social Impact, UNSW Sydney	Tool	2022	https://www.live.amplifyonline.csi.edu.au/home/
Australia	Community Services Outcomes Tree	Centre for Social Impact, UNSW Sydney	Tool	2021	https://communityservicesoutcomestree.com/
Austria	Sustainable Impact Academy	Social Entrepreneurship Network Austria, EU Interreg	Capacity	2021	https://sena.or.at/sustainable-impact-academy/
Austria	The Potential of Social Business in Austria (Das Potential von Social Business in Österreich)	Uni Wien	Evidence	2015	https://epub.wu.ac.at/4683/1/WU_Studienbericht_-_Das_Potenzial_von_Social_Business__final_20151211.pdf
Austria	Social Entrepreneurship Monitor Österreich	Social Entrepreneurship Network Austria, Bundesministerium Digitalisierung und Wirtschaftsstandort	Evidence	2020	https://www.bmdw.gv.at/Themen/Wirtschaftsstandort-esterreich/Social-Entrepreneurship.html
Belgium	Sociale Innovatie Fabriek - Impact Wizard Social Innovation Factory - Impact Wizard	Social Innovation Factory with support from the Agency Flanders Innovation and Entrepreneurship	Guidance	2016	https://impactwizard.eu/

Country	Name of the initiative	Organisation	Type	Year	Source
Brazil	National Strategy for Impact Investment (ENIMPACTO)	Ministry of Economy	Policy Framework	2017	https://www.gov.br/produtividade-e-comercio-exterior/pt-br/assuntos/inovacao/enimpacto
Brazil	Municipal Policy to Promote Impact Investment and Business	São Paulo City Hall	Policy Framework	2020	http://documentacao.camara.sp.gov.br/iah/fulltext/projeto/PL0437-2020.pdf https://ice.org.br/projeto-de-lei-cria-politica-para-impacto/
Brazil	Impact Investment and Business Committee (Comitê de Investimentos e Negócios de Impacto)	Ministry of Economy	Policy Framework, Guidance	2017	http://www.planalto.gov.br/ccivil_03/_ato2015-2018/2017/decreto/D9244.htm https://noticiasdeimpacto.com.br/novo-decreto-mantem-a-continuidade-da-enimpacto-e-do-comite-de-investimentos-e-negocios-de-impacto/
Bulgaria	Social economy action plan 2018	Government of Bulgaria	Policy framework	2018	http://seconomy.mlsp.government.bg/upload/docs/2018-03//18RH151prEN.pdf
Canada	L'évaluation et mesure d'impact en économie sociale TIESS Evaluation and impact measurement in social economy TIESS	Innovative territories in the social and solidarity economy (TIESS) with funding from the Ministry of Economy and Innovation	Capacity	2019	https://vol11.cases.som.yale.edu/sites/default/files/cases/kompanion_financial_group/MaRS_Social_Metrics_2010.pdf
Canada	L'évaluation et mesure d'impact en économie sociale TIESS Evaluation and impact measurement in social economy TIESS	Innovative territories in the social and solidarity economy (TIESS) with funding from the Ministry of Economy and Innovation	Capacity	2019	https://tiess.ca/en/evaluation-and-impact-measurement-for-the-social-economy/https://tiess.ca/en/evaluation-and-impact-measurement-for-the-social-economy/
Canada	Investment Readiness Program (IRP)	Government of Canada's Social Finance Fund	Funding	2019	https://irp-ppi.ca/en/
Canada	MaRS White Paper Series: Social Entrepreneurship. Social Impact Metrics.	MaRS Discovery District, funded by the Government of Ontario	Guidance	2010	https://vol11.cases.som.yale.edu/sites/default/files/cases/kompanion_financial_group/MaRS_Social_Metrics_2010.pdf
Canada	Learning together: Five important discussion questions to make evaluation useful	Ontario Nonprofit Network. Partnership Grant through the Ministry of Citizenship and Immigration	Guidance	2016	https://www.canada.ca/en/innovation-hub/services/reports-resources/measuring-impact-design.html
Canada	Measuring impact by design	Impact Canada - Impact and Innovation Unit	Guidance	2019	https://www.canada.ca/en/innovation-hub/services/reports-resources/measuring-impact-design.html
Canada	Online platform Mission. Model. Measure.	Government of Canada as part of S4ES project	Guidance	2019	www.socialimpact.tools
Canada	Common Approach to Impact Measurement	Carleton University, The Government of Canada's Social Development and Partnerships Program	Guidance, Capacity	2018	https://www.commonapproach.org/https://tiess.ca/evaluation-et-mesure-dimpact-en-es/

Country	Name of the initiative	Organisation	Type	Year	Source
Canada	Ontario Social Enterprise Strategy 2016-2021	Ontario Ministry of Economic Development and Growth	Policy Framework	2015	https://www.ontario.ca/page/ontarios-social-enterprise-strategy-2016-2021
Colombia	Satellite Account of Nonprofit Institutions (Cuenta Satélite para Instituciones Sin Fines de Lucro - CSISFL) *in design	National Administrative Department of Statistics (DANE)	Evidence	2022	Workshop
Colombia	the Integrated Settlement and Contribution Form (Planilla Integrada de Liquidación y Aportes - PILA)	National Administrative Department of Statistics (DANE)	Evidence	2022	Workshop
Colombia	Socio-economic information system for solidarity organisations (Sistema de información socioeconómico de las organizaciones Solidarias – SSIOS)	Unidad Administrativa Especial de Organizaciones Solidarias (UAEOS)	Evidence	2021	Workshop
Colombia	Registry of the Solidarity Economy	Confecámaras	Evidence	2012	Workshop
Colombia	Social Balance	Superintendence of Solidarity Economy	Evidence	2022	Workshop
Croatia	National Strategy for the Development of Social Entrepreneurship 2015-2020	Government	Policy Framework	2014	https://www.oecd.org/employment/leed/Croatia%20report%2025.11.16-FINAL.pdf
Czech Republic	Evaluation of Social Entrepreneurship (Hodnocení sociálního podnikání)	Median, Ministry of Labour and Social Affairs	Evidence	2018	https://www.esfcr.cz/documents/21802/3723788/Hodnocen%C3%AD+dopad%C5%AF+podpory+soci%C3%A1ln%C3%ADho+podnik%C3%A1n%C3%AD+%E2%80%93+kvalitativn%C3%AD+%C5%A1et%C5%99en%C3%AD+p%C5%99%C3%ADnos%C5%AF+pro+c%C3%ADlovou+skupinu.pdf/63bc86cc-55d1-43eb-a65a-85eb9bfb74dc?t=1544786602780
Czech Republic	Directory of social enterprises	Ministry of Labour and Social Affairs	Evidence	2022	https://ceske-socialni-podnikani.cz/adresar-socialnich-podniku
Czech Republic	List of impact indicators for social businesses	Ministry of Labour and Social Affairs	Guidance	??	https://ceske-socialni-podnikani.cz/socialni-podnikani/indikatory
Denmark	Act on Registered Social Enterprises (L 148 Forslag til lov om registrerede socialøkonomiske virksomheder)	Danish Parliament	Policy framework	2014	https://aeidl.eu/docs/bsi/index.php/country/denmark/39-ec-se-country-report-dk/file#:~:text=A%20law%20on%20registered%20social,6%20for%20a%20common%20identity.

Country	Name of the initiative	Organisation	Type	Year	Source
Denmark	National Strategy for Social Entrepreneurship	Ministry of Social Affairs, Children and Integration	Policy framework	2010	https://aeidl.eu/docs/bsi/index.php/country/denmark/39-ec-se-country-report-dk/file#:~:text=A%20law%20on%20registered%20social,6%20for%20a%20common%20identity.
Estonia	Maailmamuutjad.ee - Registry of changes	Estonian Social Enterprise Network, supported by Ministry of the Interior and the Civil Society Endowment .	Guidance	N/A	https://www.maailmamuutjad.ee/
Estonia	Maailmamuutjad.ee - Registry of changes	Estonian Social Enterprise Network, supported by Ministry of the Interior and the Civil Society Endowment	Guidance	N/A	https://www.maailmamuutjad.ee/
EU	Innovative Vocational Social Entrepreneurial Training (INNOVENTER)	European Commission INTERREG VB Balkan-Mediterranean. The lead partner is the National Federation of Employers of Disabled People of Croatia.	Capacity	2019	http://www.ijf.hr/eng/guide.pdf
EU	Proposed approaches to Social Impact Measurement in European Commission legislation and in practice relating to: EuSEFs and the EaSI.	COM / European Commission. (2014). Group of Experts on Social Impact Measurement.	Guidance	2014	https://ec.europa.eu/docsroom/documents/12966/attachments/5/translations/en/renditions/pdf
EU	Social Effektanalyse Håndbog Social Impact Analysis Handbook	European Commission, Erasmus+ project Social entrepreneurship development in Baltic Sea region, with Estonian Network on Social Enterprises (ESEN) and Denmark Social Enteprise Network	Guidance	2014	https://socialeentreprenorer.dk/wp-content/uploads/attachments/SOCIAL-EFFEKTANALYSE-HAANDBOG.pdf
EU	Ex-Ante Impact Assessment & Value Network Analysis for Social innovations	SIMPACT project with EU funding	Guidance	2016	http://www.simpact-project.eu/publications/reports/SIMPACT_T7.1.pdf
EU	Valorisation de l'Impact Social de l'Entrepreneuriat Social (VISES) Valorisation of the Social Impact of Social Entrepreneurship (VISES)	European Commission, Interreg France, Wallonia and Flanders	Guidance	2021	http://www.projetvisesproject.eu/
EU	Policy Brief on Social Impact Measurement for Social Enterprises	European Commission and OECD	Policy framework	2015	https://www.oecd.org/social/PB-SIM-Web_FINAL.pdf
Finland	Impact investing center	Ministry of Economic Affairs and Employment	Capacity	2020	https://www.hyvanmitta.fi/mittaaminen/
Finland	Hyvän Mitta project Good measure project	Arvoliitto, VALVO, the Me Foundation, Sitra, the National Board of Education, Kela, Stea and the Ministry of Education and Culture	Guidance	2016	https://www.sitra.fi/en/articles/impact-co-creation-step-by-step/

Country	Name of the initiative	Organisation	Type	Year	Source
France	Le retour social sur investissement de Passeport Avenir SROI case study on Passeport Avenir	AVISE with support from the Ministry of Economy and Finance and the EU	Evidence	2016	https://www.avise.org/ressources/le-retour-social-sur-investissement-de-passeport-avenir#:~:text=Passeport%20Avenir%20accompagne%20des%20jeunes,return%20on%20investment%20(SROI).
France	ESS et création de valeur SSE and value creation	AVISE, Fonda, Labo de l'ESS with funding from Ministy of Ecological and Solidarity Transition and EU	Evidence	2017	http://www.lelabo-ess.org/-ess-et-creation-de-valeur-.html
France	La mesure de l'impact social. Après le temps des discours, voici venu le temps de l'action Measuring social impact. After the time for speeches, now is the time for action.	Conseil Supérieur de l'Economie Sociale et Solidaire (CSESS) Groupe de travail sur la mesure de l'impact social	Guidance	2011	https://www.avise.org/sites/default/files/atoms/files/20140204/201112_CSESS_Rapport_ImpactSocial.pdf
France	Evaluer la performance des SIAE – propositions d'indicateurs Indicators to evaluate the performance of work intergration social enterprises	Fédération Nationale des Associations d'Accueil et de la Réinsertion Sociale (FNARS) with support from the Ministry of Labour, Employment and Inclusion and the EU	Guidance	2012	https://www.avise.org/sites/default/files/atoms/files/200711_avise_cahier_evaluationutilitesociale.pdf
France	Petit précis de l'évaluation de l'impact social Brief details of social impact assessment	Avise, Essec Business School, Mouves with support from the Ministry of Employment and the EU	Guidance	2013	https://www.avise.org/ressources/petit-precis-de-levaluation-de-limpact-social
France	Dossier Impact social Social impact	Avise with support from the Interministerial delegation for the social and solidarity economy and the EU	Guidance	2016	https://www.avise.org/sites/default/files/atoms/files/20161208/avise_dossier_impact-social_0.pdf
France	Alter'guide Evaluer l'utilité sociale de l'Economie Sociale et Solidaire Alter'guide Evaluating the social utility of the social solidarity economy	Corus'ESS with funding from Nord-Pas de Calais Region and Lille Metropolitan area	Guidance	2018	https://chairess.org/wp-content/uploads/2018/09/8-160930022358.pdf
Germany	Competition for Social Innovation was established ("Gesellschaft der Ideen")	Federal Ministry of Education and Research	Capacity	2021	https://www.gesellschaft-der-ideen.de/de/home/home_node.html
Germany	Strategy to support research for sustainability (FONA) oriented towards implementing the SDGs	Federal Ministry of Education and Research	Evidence	2020	https://www.sufi-project.de/ FONA: https://www.fona.de/en/

Country	Name of the initiative	Organisation	Type	Year	Source
Germany	Sustainability strategy with 40 sustainability/ impact indicators	Municipality of Berlin	Evidence	2021	https://www.i-share-economy.org/en
Germany	"i-share" research project on sharing economy	Federal Ministry of Education and Research	Evidence	2015-2019	https://www.soz.uni-heidelberg.de/wp-content/uploads/2020/09/FASI_Endbericht_28082020.pdf https://www.soz.uni-heidelberg.de/wp-content/uploads/2021/02/Final_IndiSI_Ergebnisbericht_Regionale_Innovationskapazitaeten_2021.pdf, https://www.iat.eu/forschung-und-beratung/projekte/2018/indisi-indikatorik-soziale-innovation.html IndiSi plus: https://www.iat.eu/projekte/2021/indisiplus-indikatorik-soziale-innovation-plus.html Further publications: https://www.researchgate.net/publication/336614143_INDICATORS_FOR_MEASURING_SOCIAL_INNOVATION
Germany	Integrated Greenhouse Gas Monitoring System (ITMS)	German Meteorological Service and Federal Ministry of Education and Research (?)	Evidence	until 2025	https://www.dwd.de/EN/climate_environment/climatemonitoring/greenhousegas/greenhousegas.html;jsessionid=50FCBC25C4CB10FCF90BC15474831CE0.live21072
Germany	Social Reporting Standard: Guide to results-based reporting	Ashoka Germany, Auridis gGmbH, BonVenture Management GmbH, PHINEO gAG, Vodafone Foundation Germany, Schwab Foundation, University of Hamburg and the Technical University of Munich with support from the Federal Ministry For Family, Seniors, Women and Youth	Guidance	2010	https://www.social-reporting-standard.de/fileadmin/redaktion/downloads/SRS_guidelines_2014_EN.pdf
Germany	Social Impact Navigator	Phineo with support from the Federal Ministry for Family, Senior, Women and Youth	Guidance	2017	http://www.social-impact-navigator.org/

Country	Name of the initiative	Organisation	Type	Year	Source
Germany	Living Labs (Reallabore) and methodological handbook	Federal Ministry for Economic Affairs and Climate Action	Guidance	2019	https://www.bmwk.de/Redaktion/DE/Publikationen/Digitale-Welt/handbuch-fuer-reallabore.html Further literature : https://www.tatup.de/index.php/tatup/article/view/371 https://www.researchgate.net/publication/340273728_Labore_sozialer_Innovation _Bericht_uber_internationale_Fallstudien https://pub.uni-bielefeld.de/record/2680310 Project "Social Innovation through Living Labs – INSOLL (2014-2017) https://www.tatup.de/index.php/tatup/article/download/229/323?inline=1
Germany	Research projects by consortia of partners to develop indicator systems of (regional or organisational) social innovation	Federal Ministry of Education and Research	Guidance	2020-2023	https://www.soz.uni-heidelberg.de/wp-content/uploads/2020/09/FASI_Endbericht_28082020.pdf https://www.soz.uni-heidelberg.de/wp-content/uploads/2021/02/Final_IndiSI_Ergebnisbericht_Regionale_Innovationskapazitaeten_2021.pdf; https://www.iat.eu/forschung-und-beratung/projekte/2018/indisi-indikatorik-soziale-innovation.html IndiSi plus: https://www.iat.eu/projekte/2021/indisiplus-indikatorik-soziale-innovation-plus.html Further publications: https://www.researchgate.net/publication/336614143_INDICATORS_FOR_MEASURING_SOCIAL_INNOVATION
Germany	Nationale Engagementstrategie der Bundesregierung National Engagement Strategy	Federal Cabinet	Policy framework	2010	https://www.winheller.com/files/bundesregierung__nationale_engagementstrategie_v._06.10.2010.pdf
Germany	Appointment of a special Representative for Social Innovation in the Federal Ministry of Education and Research	Federal Ministry of Education and Research	Policy framework	2022	https://www.bmbf.de/bmbf/shareddocs/pressemitteilungen/de/2022/03/300322-Bruhn-Beauftragte.html

Country	Name of the initiative	Organisation	Type	Year	Source
Germany	Directorate General 1 Strategy	Federal Ministry of Education and Research	Policy framework	2022	https://www.bmbf.de/bmbf/de/ueber-uns/aufgaben-und-aufbau/die-organisation-des-hauses/die-organisation-des-hauses.html https://www.bmbf.de/bmbf/en/ministry/organization/organization_node.html
Germany	A common concept to support Social Innovation	Federal Ministries	Policy framework	2021	https://www.bmbf.de/bmbf/shareddocs/pressemitteilungen/de/2021/08/200821-Soziale-Innovationen.html; https://www.bmbf.de/SharedDocs/Publikationen/de/bmbf/1/168520_Ressortkonzept_zu_Sozialen_Innovationen.pdf?__blob=publicationFile&v=4.
Germany	INSIGHT programme: Impact Assessment of Social Innovation Cases	Federal Ministry of Education and Research	Policy framework	2021	https://www.bmbf.de/bmbf/shareddocs/bekanntmachungen/de/2021/01/3343_bekanntmachung.html.
Germany	The Coalition Agreement (incl. measures to support SSE)	Federal Government	Policy framework	2021	https://www.send-ev.de/2021/11/25/ampel-koalition/
Greece	Networking Platform for SSE Organisations and Support Centres	Directorate of Social & Solidarity Economy of the Ministry of Labour	Capacity		https://foreis-kalo.gr/?q=-kentra_list
Greece	Annual public reporting by SSE organisations	Directorate of Social & Solidarity Economy of the Ministry of Labour	Evidence		https://kalo.gov.gr/wp-content/uploads/2020/11/%CE%95%CE%A4%CE%97%CE%A3%CE%99%CE%91-%CE%95%CE%9A%CE%98%CE%95%CE%A3%CE%97-%CE%9A%CE%91%CE%9B%CE%9F-2019-2020-TELIKO-docx.pdf
Greece	Epixeiro Koinonika Methodology and evaluation tool for social enterprises	City of Athens Development and Destination Management Agency – Enterprise Socially	Guidance	2014	https://social.developathens.gr/

Country	Name of the initiative	Organisation	Type	Year	Source
Greece	Action A.1.5 concerning the Creation and Operation of a Central Mechanism that supports the development and promotion of Social Cooperative Enterprises (KOINSEP) • Guide to Social Reporting and Social Accounting for KOINSEP • Guide to Measuring Social Performance for KOINSEP	National Center for Social Research	Guidance	2015	The website of the National Center for Social Research is here: https://www.ekke.gr/en//
Greece	Methodology for Social Impact Measurement Tool for SSE organisations	Directorate of Social & Solidarity Economy of the Ministry of Labour	Guidance		For the explanation of the methodology see here: https://koinonikosantiktypos.gov.gr/#!/about For the explanation of the development of the software used by the tool see here: https://sociality.gr/case/social-impact-tool/
Greece	Law 4430/2016 on the Social & Solidarity Economy	Government of Greece	Policy framework	2016	https://docplayer.net/40680702-Policy-briefs-the-greek-law-4430-2016-on-social-and-solidarity-economy-breakthroughs-and-backdrops-the-social-economy-institute.html https://kalo.gov.gr/
Greece	Common Assessment Framework for Social and Solidarity Economy Organisations (CAFsocial)	Hellenic Agency for Local Development and Local Government (E.E.T.A.A.)	Policy framework	2021	https://www.eetaa.gr/odhgoi/25012021_odhgos_kalo.pdf
Greece	Social Impact Measurement Tool	Directorate of Social & Solidarity Economy of the Ministry of Labour and British Council	Policy framework, Evidence		https://kalo.gov.gr/
Hungary	MarketMate Hungarian National Priority Project (PiacTárs) PiacTárs 2.0 Monitoring and assessment of social enteprirses	Ministry of Human Resources	Guidance	2017	https://piactars.hu/en
India	Development Monitoring and Evaluation Office (DMEO)	NITI Aayog	Evidence	2015	https://dmeo.gov.in
India	SDG India Index	NITI Aayog	Evidence	2018	https://niti.gov.in/sdg-india-index

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India	Business Responsibility and Sustainability Report	SEBI	Evidence	2020	https://www.sebi.gov.in/legal/circulars/may-2021/business-responsibility-and-sustainability-reporting-by-listed-entities_50096.html
India	Social Stock Exchanges (Working group)	Securities and Exchange Board of India (SEBI)	Guidance	2019	https://www.sebi.gov.in/media/press-releases/sep-2019/sebi-constitutes-working-group-on-social-stock-exchanges-sse-_44311.html
India	Recommendations to implement minimum standards for social impact reporting	NITI Aayog	Guidance	2020	N/A
India	Karnataka Evaluation Authority	Government of Karnatka		2011	https://kmea.karnataka.gov.in/english
Ireland	The Social Enterprise Toolkit, Chapter 8 Social Impact	Socent.ie with support from Dublin City Council	Guidance	2017	https://socialenterprisetoolkit.ie/chapter-8-social-impact/
Ireland	My Journey: Distance Travelled Tool	Department of Rural and Community Development	Guidance	2018	https://www.pobal.ie/programmes/social-inclusion-and-community-activation-programme-sicap-2018-2022/distance-travelled-tool/
Ireland	National Social Enterprise Policy for Ireland 2019-2022	Government of Ireland	Policy framework	2019	https://s3-eu-west-1.amazonaws.com/govieassets/19332/2fae274a44904593abba864427718a46.pdf
Italy	Torino Social Impact	City of Turin	Capacity	2017	https://www.gazzettaufficiale.it/eli/id/2019/09/12/19A05601/sg
Italy	Decreto 23 luglio 2019 - Gazzetta Ufficiale - Linee guida per la realizzazione di sistemi di valutazione dell'impatto sociale delle attivita' svolte dagli enti del Terzo settore 19A05601 (2019) Decree of 23 July 2019 - Guidelines for the implementation of systems for assessing the social impact of the activities carried out by third sector entities 19A05601 (2019)	Ministry of labor and social policies	Policy framework	2019	https://www.tuttocamere.it/modules.php?name=Content&pa=showpage&pid=176
Italy	Social Enterprises: mandatory annual social report	Government of Italy	Policy framework	2017	Article 9 of Legislative Decree 112/2017
Italy	Social Cooperatives: mandatory annual social report (Article 1 of Legislative Decree 112/2017)	Government of Italy	Policy framework	1991 - 2017	Law 381/1991 Legislative Decree 112/2017

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Italy	Innovative Start-ups with Social Vocation: mandatory annual social impact assessment document	Government of Italy	Policy framework	2012-2015	Decree Law 179/2012 Ministerial Circular No 3677/C of 2015
Korea	Korea Social Enterprise Promotion Agency (KoSEA)	Ministry of Employment and Labour	Capacity	2010	https://www.ilo.org/dyn/natlex/docs/ELECTRONIC/78610/84122/F-684569511/KOR78610%20Eng%202012.pdf
Korea	Social economy enterprise assessment model index	Korea Social Enterprise Promotion Agency,Korea Credit Guarantee Fund	Guidance	2019	http://joyfulunion.or.kr/new/xe/archives/21595?ckattempt=1
Korea	Social Venture Valuation Model	Ministry of SMEs and Start-ups, Korea Fair Trade Commission	Guidance	2019	http://heri.kr/968877
Korea	Social Value Index Manual	Ministry of Employment and Labour, Korea Social Enterprise Promotion Agency	Guidance	2020	https://www.mss.go.kr/site/smba/ex/bbs/View.do?cbIdx=86&bcIdx=1010080
Korea	Framework Act on Cooperatives	Ministry of Economy and Finance	Policy framework	2012	https://www.ilo.org/dyn/natlex/natlex4.detail?p_lang=en&p_isn=93311&p_country=KOR&p_count=145
Korea	Second Social Enterprise Promotion Master Plan (2013 - 2017)	Ministry of Employment and Labour	Policy framework	2012	https://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/---coop/documents/publication/wcms_559553.pdf
Korea	Seoul Metropolitan City Framework Ordinance on Social Economy	Seoul Metropolitan City Government	Policy framework	2014	https://www.unrisd.org/80256B3C005BCCF9/(httpAuxPages)/969A3AAE861EBAFA802585A8004C25AF/$file/WP2020-6---Yoon_Lee.pdf
Latvia	Social Entrepreneurship Support	Ministry of Welfare		2021	https://www.socialenterprisebsr.net/2021/05/social-entrepreneurship-support-in-latvia-assessment-in-short/
Latvia	BALTIC : YOUTH : IMPACT	Social Entrepreneurship Association of Latvia, National Youth Council of Latvia (and others from other countries)	Guidance, Capacity		https://storiesforimpact.com/highlights/baltic-youth-impact/
Lithuania	Social impact measurement tool	Enterprise Lithuania (Ministry of Economy and Innovation)	Guidance	N/A	https://www.oecd-ilibrary.org/industry-and-services/boosting-social-entrepreneurship-and-social-enterprise-development-in-lithuania_502fc6ef-en
Lithuania	Conception of Social Business (Decree No. 4-207, 2015)	Minister of Economy	Policy framework	2015	https://ec.europa.eu/social/BlobServlet?docId=20565&langId=en
Lithuania	Decree “On guidelines for the implementation of social business within the programme means for the development of rural areas for the period 2014-2020” (No. 3D-720, November 2017)	Ministry of Agriculture	Policy framework	2017	https://www.oecd-ilibrary.org/industry-and-services/boosting-social-entrepreneurship-and-social-enterprise-development-in-lithuania_502fc6ef-en

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Luxembourg	Création d'une grille d'évaluation pour le secteur de l'insertion adaptée aux spécificités du Grand-Duche de Luxembourg Creation of an evaluation grid for the insertion sector adapted to the specificities of the Grand Duchy of Luxembourg	Le comptoir de l'innovation	Guidance	2017	https://guichet.public.lu/en/publications/creation-entreprises/cdi-ratings-insertion.html
Luxembourg	Loi du 12 décembre 2016 portant création des sociétés d'impact sociétal. Law of 12 December 2016 on the creation of societal impact companies.	Government of the grand duchy of Luxembourg, Work, Employment and Social and Solidarity Economy	Policy framework	2016	http://legilux.public.lu/eli/etat/leg/loi/2016/12/12/n1/jo
Malta	A review of implementation of Sustainable Development Goal 1: Malta's efforts at alleviating poverty	National Audit Office	Evidence	2020	https://www.intosai.org/fileadmin/downloads/focus_areas/SDG_atlas_reports/Malta/Malta_2020_E_1_FuRep.pdf
Malta	Social Impact Assessments as a tool for decision making in spatial planning	Parliamentary Secretary for Planning and the Property Market (Planning Authority)	Guidance	2019	https://meae.gov.mt/en/Public_Consultations/MTI/Documents/SIA%20Draft%20Procedure_approved%20for%20consultation.pdf
Malta	Social Enterprise Act	Parliament of Malta	Policy framework	2022	https://parlament.mt/media/116108/act-ix-social-enterprise.pdf
Mexico	InnovaUNAM	National Autonomous University of Mexico (UNAM)	Capacity	2019	https://innova.unam.mx/
Mexico	Social Economy Satelite Account (Cuenta Satélite de la Economía Social)	National Institute of Social Economy (INAES), National Institute of Statistics and Geography (INEGI)	Evidence	2013	https://www.gob.mx/inaes/prensa/cuenta-satelite-de-la-economia-social
Mexico	General provisions for social impact assessments (SIA) in the energy industry	Energy Ministry (SENER)	Guidance	2018	https://www.gob.mx/tramites/ficha/evaluacion-de-impacto-social/SENER2561
Netherlands	The impact path tool	Developed by Avance, Social Enterprise NL and Impact Centre Erasmus. Commissioned by Ministry of Social Affairs and Employment, Ministry of Economic Affairs and Climate Policy, Ministry of Foreign Affairs	Guidance	2018	https://impactpad.nl/wp-content/uploads/Het_Impactpad_NL_2020.pdf

Country	Name of the initiative	Organisation	Type	Year	Source
Netherlands	Exploratory advice on social businesses	Social and Economic Council of the Netherlands (SER)	Policy framework	2015	https://www.ser.nl/-/media/ser/downloads/adviezen/2015/sociale-ondernemingen.pdf
New Zealand	Social Value Aotearoa	Part of the Social Value International network	Capacity	?	https://www.socialvalueaotearoa.nz/
New Zealand	Impact Initiative	Department of Internal Affairs and Akina Foundation	Guidance, Capacity, Methodology/Tool	2021	https://www.theimpactinitiative.org.nz/
Poland	SIM4CSOs (Erasmus+ project)	Educational and Social Research Center (w/ others from other countries as part of a consortium)	Guidance, Capacity	?	https://measuringimpact.eu/
Portugal	ONE VALUE database	Portuguese Government with Calouste Gulbenkian Foundation	Evidence	2020	https://onevalue.gov.pt/page/1
Romania	National Registry of Social Enterprises	National Agency for Employment	Evidence	2016	https://ec.europa.eu/social/BlobServlet?docId=20959&langId=en
Romania	National Social Services Register	Ministry of Labor and Social Solidarity	Evidence		http://www.mmuncii.ro/j33/index.php/ro/2014-domenii/familie/politici-familiale-incluziune-si-asistenta-sociala/4848
Slovenia	Applicative analysis of the conditions in the field of social economy in Slovenia	Ministry of Economic Development and Technology	Evidence	2018	http://socialnaekonomija.si/wp-content/uploads/Analiza_stanja_na_podrocju_socialne_ekonomije_v_Sloveniji.pdf
Slovenia	Social Entrepreneurship Act 2018	Government of Slovenia	Policy framework	2018	http://socialnaekonomija.si/wp-content/uploads/Analiza_stanja_na_podrocju_socialne_ekonomije_v_Sloveniji.pdf
Spain	Análisis del impacto socioeconómico de los valores y principios de la economía social en España Analysis of the socio-economic impact of the values and principles of the social economy in Spain	Confederación Empresarial Española de la Economía Social (CEPES) with funding from the Ministry of Employment and Social Security	Evidence	2020	https://www.cepes.es/files/publicaciones/118.pdf
Sweden	Social Enterprise Strategy (2018)	Government of Sweden	Policy framework	2018	https://www.regeringen.se/491b2f/contentassets/0f9a51b89db64c7490d310a9b05dee19/2018_sociala-foretag.pdf
Netherlands	Exploratory advice on social businesses	Social and Economic Council of the Netherlands (SER)	Policy framework	2015	https://www.ser.nl/-/media/ser/downloads/adviezen/2015/sociale-ondernemingen.pdf

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Türkiye	Türkiye Social Entrepreneurship Network (TSEN) (Turkiye Sosyal Girisimcilik Agi)	Funded by EU and Rep. of Türkiye and conducted by a consortium of Vehbi Koç Foundation (VKV) and run by Koç University Social Impact Forum (KUSIF), Ashoka Türkiye, Social Innovation Initiative Association (ImpactHub İstanbul), Association for Innovative Solutions for Sustainable Development (Mikado Consulting), TED University (İstasyon TEDÜ), Mozaik Foundation (Bosnia Herzegovina), and Social Enterprise UK	Capacity	2018	https://www.sosyalgirisimcilikagi.org/home
Türkiye	Social Impact Analysis Lab	Social Sciences University of Ankara Social Innovation Center, supported by Ankara Development Agency	Capacity, Evidence	2019	https://www.asbu.edu.tr/tr/haber/asbu-sosyal-etki-analizi-laboratuvari-kuruluyor
Türkiye	Improving Social Impact of Turkish Women's NGOs: A shared measurement approach	KUSIF, funded by the Matra Projects Program of the Consulate General of the Kingdom of the Netherlands	Guidance, Capacity, Evidence	2016	https://kusif.ku.edu.tr/en/projects/social-impact-projects/shared-measurement/
United Kingdom	Justice Data Lab	Ministry of Justice	Evidence	2014	https://www.gov.uk/government/publications/justice-data-lab
United Kingdom	Charities Statement of Recommended Practice (SORP)	Chartered Institute of Public Finance & Accountancy	Guidance	2013	https://www.gov.uk/government/publications/charities-sorp-2005
United Kingdom	Outcome Star (OS)	Triangle with Big Lottery Fund support	Guidance	2013	https://www.outcomesstar.org.uk/wp-content/uploads/B_working-paper-110.pdf
United Kingdom	Standards of evidence	National Endowment for Science, Technology and the Arts (NESTA)	Guidance	2013	https://media.nesta.org.uk/documents/standards_of_evidence.pdf
United Kingdom	The Social Value Act	Government of the United Kingdom	Policy framework	2013	https://www.gov.uk/government/publications/social-value-act-information-and-resources/social-value-act-information-and-resources From SB: Jeremy Nicholls
United States	Economic self-sufficiency and life stability one year after starting a social enterprise job	Mathematica Policy Research for REDF, with funding from the Social Innovation Fund (SIF) of the Corporation for National and Community Service (CNCS)	Evidence	2015	https://redf.org/wp-content/uploads/REDF-MJS-Final-Report.pdf
United States	Impact Evaluation of the Los Angeles Regional Initiative for Social Enterprise (LA:RISE) Pilot Program	Los Angeles Economic and Workforce Development Department	Evidence	2019	https://www.spra.com/wordpress2/wp-content/uploads/2019/09/LARISE-Evaluation-Final-Report.pdf

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United States	Executive Order on Advancing Racial Equity and the Support for Underserved Communities Through the Federal Government establishing an Equitable Data Working Group	President	Evidence	2021	https://www.whitehouse.gov/briefing-room/presidential-actions/2021/01/20/executive-order-advancing-racial-equity-and-support-for-underserved-communities-through-the-federal-government/
United States	Global Taskforce on Social Impact Investing	United States National Advisory Board on Impact Investing (now the Impact Investing Industry Alliance)	Guidance	2013	https://omidyar.com/news/the-us-national-advisory-board-issues-policy-recommendations-to-encourage-impact-investing/
United States	Social Impact Partnerships to Pay for Results Act (SIPPRA)	Department of the Treasury	Policy framework	2018	https://home.treasury.gov/services/social-impact-partnerships/sippra-pay-for-results.

Local Economic and Employment Development (LEED)

Policy Guide on Social Impact Measurement for the Social and Solidarity Economy

As social and solidarity economy (SSE) entities are increasingly requested to demonstrate their positive contribution to society, social impact measurement can help them understand the additional, net value generated by their activities, in the pursuit of their mission and beyond. Policy plays an important role to facilitate a conducive environment to unlock the uptake of social impact measurement among SSE actors. Drawing on a mapping exercise and good practice examples from over 33 countries, this international policy guide navigates how policy makers can support social impact measurement for the social and solidarity economy by: (i) improving the policy framework, (ii) delivering guidance, (iii) building evidence and (iv) supporting capacity. Building on the earlier publication *Social Impact Measurement for the Social and Solidarity Economy* released in 2021 the guide is published under the framework of the OECD Global Action "Promoting Social and Solidarity Economy Ecosystems", funded by the European Union's Foreign Partnership Instrument.

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