

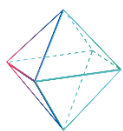
**Social Innovation  
connect**  
UK

## **4.1.1 Impact Metrics Report**



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## **Purpose of Document**

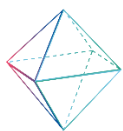
The purpose of this document is to explain the use of the impact metrics, as well as the rationale and how they were compiled. The impact metrics are for use across the project in various ways. They have been developed to ensure the project has a strong element of monitoring and evaluation throughout. This is so that Social Innovation Connect can assess its impact, as well as continuously improve and update our activities and outputs to ensure quality.

The report lays out the sources for the assessment tool, as well as the elements of the Theory of Change that have been included to ensure measurement is consistent with the core make up and concept behind the UK competence centre. There are also guiding questions to be used in conjunction with the assessment tool to decide on how to score. The next section lays out the specific areas of the project where the metrics will be applied. The following section lays out the methodology and the explanation of the assessment tool.

## **Use of Metrics in Project**

There are a number of areas where the metrics and evaluation tool will be applied or considered in other activities of work. These are outlined below.

- 3.2.2 We will create a draft action plan/roadmap for the UK with clear goals, targets and roles. This will be done for all of the UK at once, drawing on the work done in Scotland, with further actions added as needed based on research in the other nations. This will form a short report outlining high level key actions for short term, medium term and a section forward looking to the long term. Targets will be set for each action to make it achievable and measurable, and these targets will integrate with the impact metrics developed. Roles will be assigned based on any stakeholders or associate partners involved, and with GCU staff.
- 3.2.3 Development of a Sustainability plan, based on roadmap, this will be a high level plan that outlines the key actions of SIC, as well as future forecast activities and objectives; outlining how this will continue beyond the lifecycle of the project. All planned activities will be considered against the metrics. This will be based on funding, skills, events, and research outputs. It will outline any commitment made by associate partners or stakeholders to be involved in activities going forward.
- 3.2.4 Development of Contingency Plan, which will be developed in two parts. Firstly, a risk assessment of the key risks for SIC and the project activities will be developed in a table. It



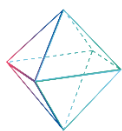
will be ranked in terms of likelihood and impact for each identified risk. Based on this risk assessment, mitigating actions will then be outlined in the table to counter any risks occurring. It will also outline what action the team will take if these actions occur. This will be a live document and will be continually reviewed and updated throughout the course of the project. Any mitigating actions will be considered against the metrics tool.

- 4.1.1 Defining index with impact metrics will be developed. This will be done in an excel document where a list of key metrics is outlined, or similar to quantify activities in the project. These will be based on the components of the Theory of Change to ensure all elements are covered in measurement. The tool will have a dual function, where some of the key metrics can be applied to social innovation case studies as well.
- 4.1.2 Monitoring of case studies will occur throughout the project through collection of a number of high level case studies to showcase, and apply the impact metrics from 4.1.1 to. SIC will continue to support and connect the case studies with the wider ESIA project and SIC's network where there is potential to replicate or scale up. The case studies will be compiled into a report summarising their history, measurement with the metrics and potential to be scaled up. SIC will support the scaling of these case studies – whether they grow in the time period in terms of size, work, activities, support/service provision, people engaged, or others that will be defined in the impact metrics. These case studies will be engaged in 1.3.1 and 1.3.2 events.
- 4.1.3 We will conduct three community evaluations on our work in SIC, with a minimum of 20 UK representatives of the social innovation ecosystem involved. This will be done through events undertaken towards the end of the project in a focus group setting at a wider SIC event. A short summary of our work and activities will be shared and then feedback will be collected through a survey from the community to assess our work and make recommendations. The evaluations will be based on 4.1.1 metrics.

### **Methodology**

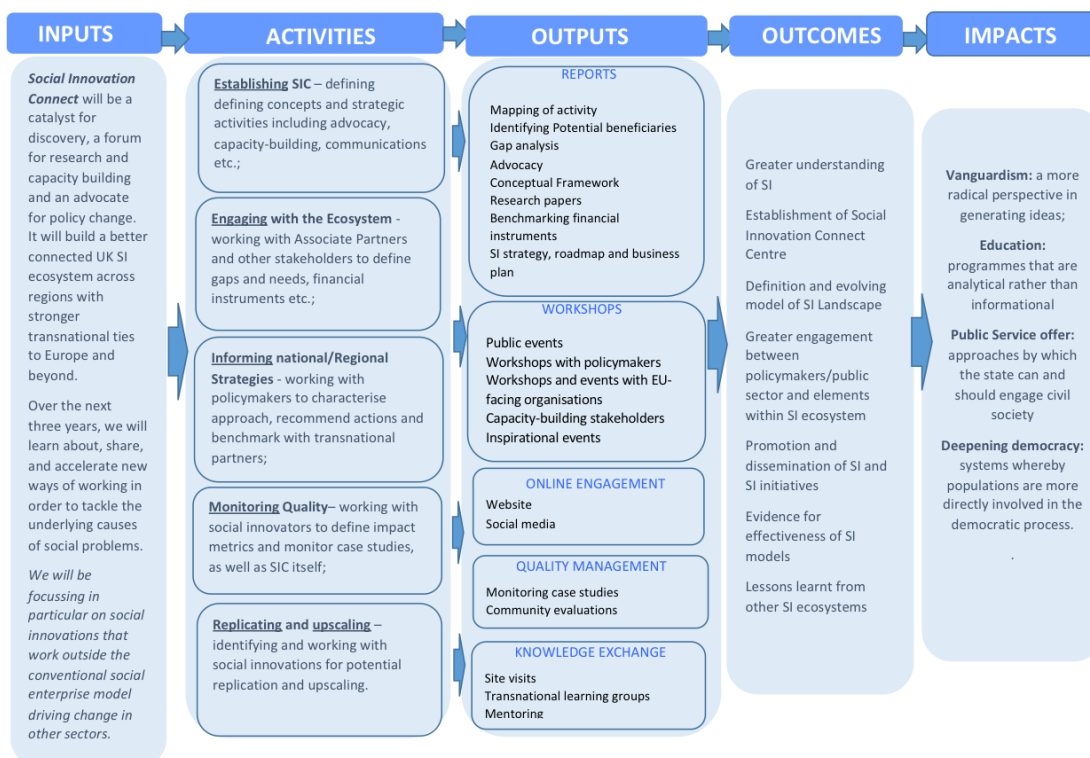
The methodology used to create the impact metrics tool includes three key elements based on the project outcomes and on definition of social innovation.

Firstly, the Theory of Change outcomes and impact were incorporated into the metrics, as the other parts of the model are about the functional inputs, activities and outputs (related to events, reports etc). The outcomes and impacts were used as these are where the areas of core impact are



generated, and the outputs are entirely related to the project work plan. Outcomes and impacts are about the quality, impact and long term effects of the competence centre – thus making a good basis for assessment of activities and actions.

The outcomes and impacts are detailed in figure 1 below, and in the following section that outlines both outputs and impacts.

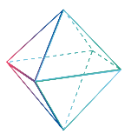


**Figure 1: SIC Theory of Change Model**

*Outcomes*

The key outcomes that will come out of the work of SIC and the ESIA Project are described below:

- There will be a greater understanding of SI in Scotland, the UK and across the other partners including understanding of social innovation happening in sectors that are under studied.
- There will be the establishment of the Scottish/UK SI Competence Centre: Social Innovation Connect.
- We will produce a definition and evolving model of SI landscape in Scotland and the UK, that will be subject to update on a continuous basis moving forwards.
- There will be greater engagement between policy makers/public sector and elements within SI ecosystem in Scotland and the UK.



- Greater promotion and dissemination of SI and SI initiatives will be achieved and a network for doing this on a continuous basis moving forwards for the UK ecosystem.
- We will have evidence for effectiveness of SI models in a Scottish and UK context, and the evolving nature of social innovation in a localised context.
- We will be able to see key lessons learned from other SI ecosystems in the Community of Practice and the ESIA consortium, as well as sharing our own lessons learned with the wider ecosystem.

### *Impacts*

Lastly, there are a number of high-level impacts that SIC will keep as a key part of our approach and aims moving forwards. These are impacts we aim for in particular in relation to policymakers and influencers; striving for greater system change for the social innovation ecosystem in Scotland and the UK.

SIC's approach to vanguardism in our work, and support a more radical perspective in generating and sustaining ideas in the ecosystem across Scotland and the UK.

We will look at how we use education in the activities of the centre through supporting programmes that are analytical rather than informational.

We will advocate for work that has a public service offer - approaches by which the state can and should engage civil society.

Finally, we will advocate for deepening democracy, promoting systems whereby populations are more directly involved in the democratic process.

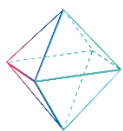
These two parts of the Theory of Change model were adapted into guiding questions for use in the impact assessment tool. It is envisioned that these questions can be used on their own where using the impact tool is not always appropriate, to inform decisions about activities and about actions taken going forwards. The outcome section is not applicable to case studies or non SIC activities, as it is specific to the activities of the competence centre. This part can be disregarded when using the tool for case study assessments.

Below is a table of the guiding questions and instructions in the tool that are related to the Theory of Change.

#### **Guiding Questions - Fulfilment of Theory of Change Model**

##### **Outcomes - relevant only for SIC Project Team when assessing own activities/contingency**

- Does it promote greater understanding of SI in Scotland, the UK and across sectors?
- Does it support the establishment of Social Innovation Connect?
- Does it support the definition of SI landscape in Scotland and the UK?



- Does it enable greater engagement between policy makers/public sector in support of SI in Scotland/UK?
- Does it support promotion of SI and SI initiatives for the UK ecosystem?
- Does it show evidence for effectiveness of SI models in a Scottish and UK context?
- Does it demonstrate key lessons learned from other SI ecosystems?

#### Impacts

- Vanguardism in our work: does it support a more radical perspective in generating and sustaining ideas in the ecosystem across Scotland and the UK?
- Advocacy/public service offer: does it support approaches/changes by which the state/public organisations engage civil society more?
- Education: does it support programmes/training/learning that is analytical rather than informational?
- Deepening democracy: does it promote systems whereby populations are more directly involved in the democratic process?

#### Instructions

Use the guiding questions to assign a score to each project under each category. Please add comments if appropriate.

Score 0-5, 0 being not 'scalable/catalysing' etc and 5 being very 'scalable/catalysing etc'

#### Table 1: Guiding Questions related to Theory of Change Model

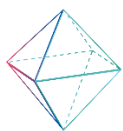
The second part of the tool that was adapted from other sources is designed to assess actions and case studies in terms of their 'innovativeness' and social impact. The tool is not designed to be exhaustive, and although it encourages a score for each category, comments about each part are encouraged to give a more qualitative assessment. Each section is subjective, and social innovation can often be difficult to measure due to duration, unforeseen impacts, and many measurements being based around non-social and profit driven models of measurement. However, by assigning a value, this enables a cursory assessment in a few key areas of the case study or action model, as well as the ability to create a spider or radar graph to show some modelling and visual representation of the impact of the organisation or activity.

The first source for the creation of the assessment tool was the Social Innovation Community Project Transformative Impact tool<sup>1</sup>. This tool forms the main structure of the tool and provides similar guiding questions to use for assessment, designed specifically for looking at social innovation impact.

The second tool that was used to construct this metric tool was the Stanford University Impact Compass<sup>2</sup>. This tool is similar to the Transformative Impact Tool but adds an additional element of Environmental/Social/Governance assessment that is important in assessment of mission led organisations.

<sup>1</sup> [www.silearning.eu/wp-content/uploads/2017/04/6.transformative-impact-tool.pdf](http://www.silearning.eu/wp-content/uploads/2017/04/6.transformative-impact-tool.pdf)

<sup>2</sup> [www.gsb.stanford.edu/faculty-research/centers-initiatives/csi/impact-compass](http://www.gsb.stanford.edu/faculty-research/centers-initiatives/csi/impact-compass)



The table below summarises the main guiding questions for each category in the tool as well as instructions.

**Guiding Questions - Assessing Relevance to Social Innovation Models**

**Scalable**

- Is it adjustable, scalable and/or flexible to different contexts and across time?
- Is there a focus on learning and reflection?
- How much of the population are affected by the intervention?

**Catalysing**

- Is it appealing / inviting, can people participate and get involved?
- Does it pave the way for other projects?
- Could it make what is currently exceptional become the norm?
- Could it help break down what is currently the status quo?

**Radical**

- Is it fundamentally different from dominant practices (in the local context)
- Does it “Make the impossible possible”?
- Does it “Disrupt the norm” ?

**Impact Magnitude**

- How meaningful is the breadth of the intervention? ie is it high level, or does it consider the deeper challenges or nuances of the target group?
- does it address multiple social or environmental issues, or just individual ones?
- is the issue it addresses a widespread problem, or a niche one?
- How serious is the issue it is addressing to the target population? Eg. is it giving it equipment/skills training to a group whose primary/immediate needs are food, shelter and medicine

**Environmental-Social-Governance**

- How does it impact society - including its own employees, clients, suppliers? (ethical in all respects)
- How does it impact the environment (water, pollution, wildlife, air, energy use etc)?
- How is it governed - transparency, anti-corruption, law abiding?
- Does it aid other organisations in corrupt or subversive activities?

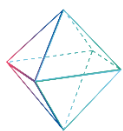
**Instructions**

Use the guiding questions to assign a score to each project under each category. Please add comments if appropriate.

Score 0-5, 0 being not 'scalable/catalysing' etc and 5 being very 'scalable/catalysing etc'

**Table 2: Guiding Questions related to Transformative Impact Tool and Stanford University Social Innovation Compass**

Lastly, there is a final segment in the tool related to replicability and scalability. The section is specifically to assess or comment on viability of the case study or activity to be replicated or scaled in another place. This has been added as the ESF competence centres funding has this as a key focus, and so this can be used to identify organisations or projects that could be supported further to grow their socially innovative ideas across the UK and Europe.



This last section outlines the tool itself as it is presented in Excel to give an idea of how it is filled in, using the guiding questions in parallel. It could be used for multiple activities or case studies at once in different rows, or can be filled individually and represented in the table below or used to generate visual representations such as graphs.

	Assessing Relevance to Social Innovation Models					Fulfilment of Theory of Change Model	Replicability/ Scalability	
<b>Project Name/ Activity</b>	<b>Scalable</b>	<b>Catalysing</b>	<b>Radical</b>	<b>Impact Magnitude</b>	<b>Environmental-Social-Governance</b>	<b>Outcomes - relevant only for SIC Project Team when assessing own activities/ contingency</b>	<b>Impacts</b>	<b>Please comment on viability to scale/replicate</b>

Table 3. Impact Metrics Evaluation Tool





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