



United Way
Centraide
Windsor-Essex County

Give. Volunteer. Act.

Impact Measurement - 101

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Outline

- What is Impact and Impact Measurement?
- A Crude Example
- Why you use it?
- How you use it?
- What is SROI?

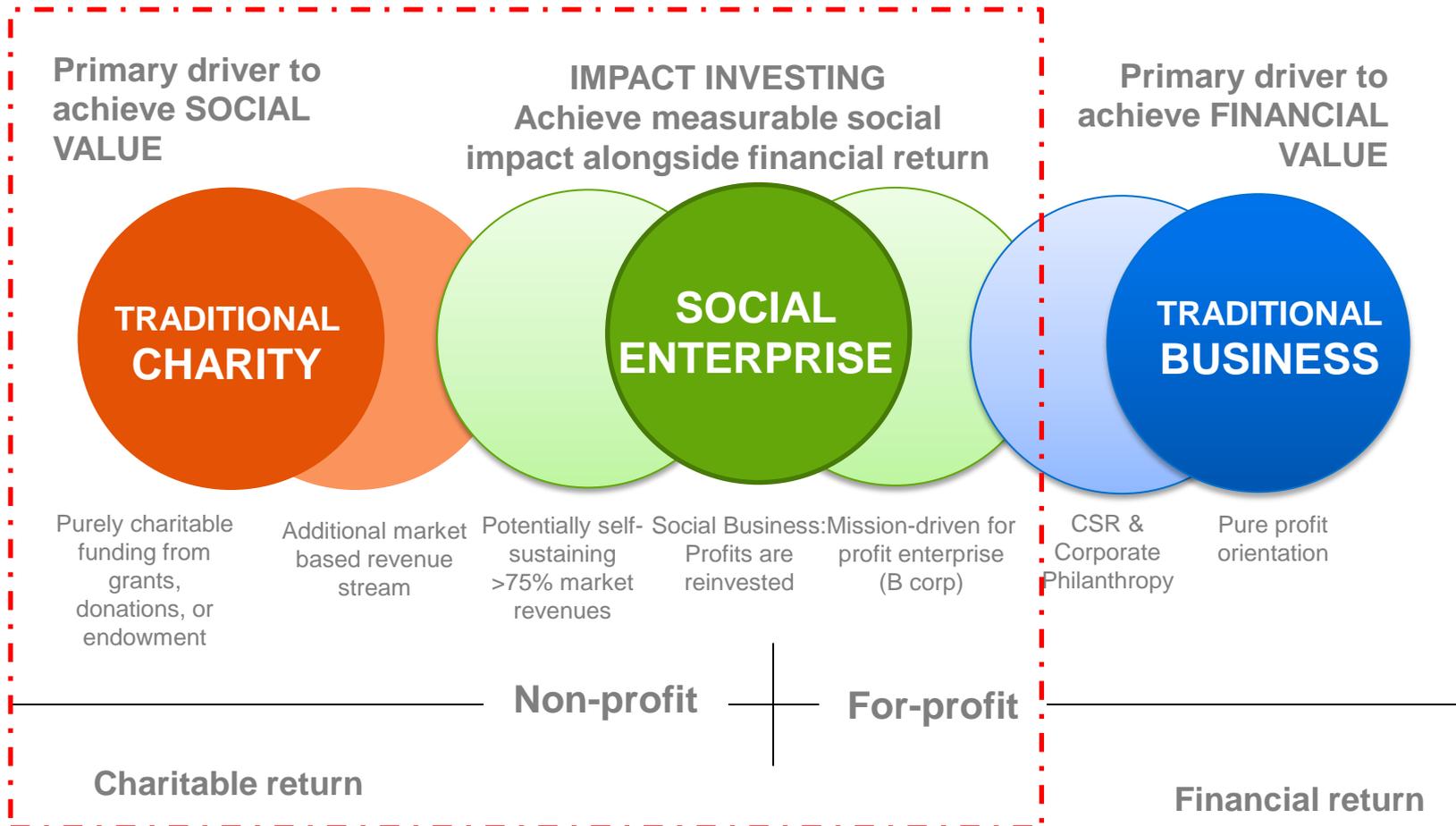


What is Impact?

- Impact is the outcome that is generated by an activity.
- Defining “impact” is challenging due to almost any activity can have some “impact”. In the context of most social enterprises:
 - Business Impact – What is the product or service you are selling? Is it generating revenue?
 - Social Impact – Broader benefit to society of the product, service or consequence of them:
 - Environmental; Economic; Social; Educational; Cultural etc.
 - Negative Impacts – What are negative consequences of your activity.
- What is key is to differentiate between the “What” and the “Why” of the impact.
 - You must truly understand “WHY” you are doing something
- The challenge is around measurement!



Business Model Spectrum 2.0



← Increasing Measurement Requirement



What is Impact Measurement?

- At its core Impact Measurement is trying to answer root causes and how the outcomes of those causes can be changed.
- It is all encompassing... It defines who you are in many ways.

...less about...

- ✗ # butts in a seat
- ✗ # of meals served, beds filled
- ✗ # events hosted
- ✗ # impressions on social media
- ✗ # of activities accomplished
- ✗ # dollars accessed or earned

WHAT!

And more about unlocking system value by understanding root causes

- ✓ Why are people using the service?
- ✓ What was the outcome of the intervention to solve the Why?
- ✓ What is the true cost to society of action or inaction?
- ✓ What are the systemic barriers beyond our control that we must adapt or mitigate?
- ✓ What are the specific sub-elements that are actionable in the short term?
- ✓ What are the long term elements that require ongoing significant investment?

WHY!



A Crude Example: A Soup Kitchen

- Mission Statement: *To feed the hungry and help those in need*
 - Feeds 100+ people per week, 52 weeks per year.
 - Receives donations from the community to support their food bank and kitchen.
 - Food Bank supports dozens of users every month.
 - Utilizes 100s of volunteers per year.
- What is the Impact?
 - That's 5,200+ meals per year. Same customers utilizing the food bank.
 - Lots of volunteers utilized.





What should you be asking?

Service is needed and is important but is it creating or measuring true impact?

- What is the goal of the soup kitchen?
 - “Feed and Help Those In Need” = WHAT
- As a result of the “What” focus:
 - Are people coming to the soup kitchen actually getting support to lift themselves out of the circumstances that led them to coming in the first place?
 - Daily vs occasional vs 1 time users? What is the make up of their clientele?
- No doubt that they qualitatively understand their clients, but do they quantitatively?



Example Cont: “Impact led” Soup Kitchen

- An Impact Measurement Soup Kitchen.
 - Tracking all of the above around how much soup was served, food bank usage and volunteers
- But now also:
 - Offering and measuring other program outcomes within the organization(s). Using the “Food” to open the door to other issues for residents.
 - Looking at neighbourhood conditions, advocating for the community around their facility.
 - Enable non-traditional client initiated programs to be activated.
 - Tracking referrals and their success rates between their programs and with CORR

The Parkdale People's Economy Project

*About innovative community initiatives
in Parkdale, Toronto*





What does it enable them to do?

They Can Now:

- By using a data collection tool to gather information from participants on their situation which informed decision making around programming and service offerings.
- By knowing participants broader needs and circumstances it allows for the development of alternative and supportive programs.
- From referrals they could see a gap in service and provide space for another agency to offer that service.
 - Allow partners to leverage their data to enhance their program offers as well!
- Use the data as a part of marketing and messaging.
- By Knowing the “WHY” – the socio-economic make up of their neighbourhood, impacts of gentrification, large newcomer populations. They can then target the WHAT more effectively.



Example Cont: A Social Enterprise Soup Kitchen

- Soup kitchen is staffed by former users of the program or other people with barrier to employment
 - Full scholarship curriculum, work experience and certifications and 2 years of post-graduation support. “graduation” clients move to job placements
 - 89% employment
 - Food Service Program provides meals to low income children.
 - 3,600 students
 - 100% locally sourced food
 - Transform food waste into a Food Security System
 - Saved agencies
 - Deliver packaged healthy snacks in Food Deserts.
 - 207,283 units of snacks sold in stores across 74 store partners and 100% of participants seeing overall profits increase.





Why do Impact Measurement?

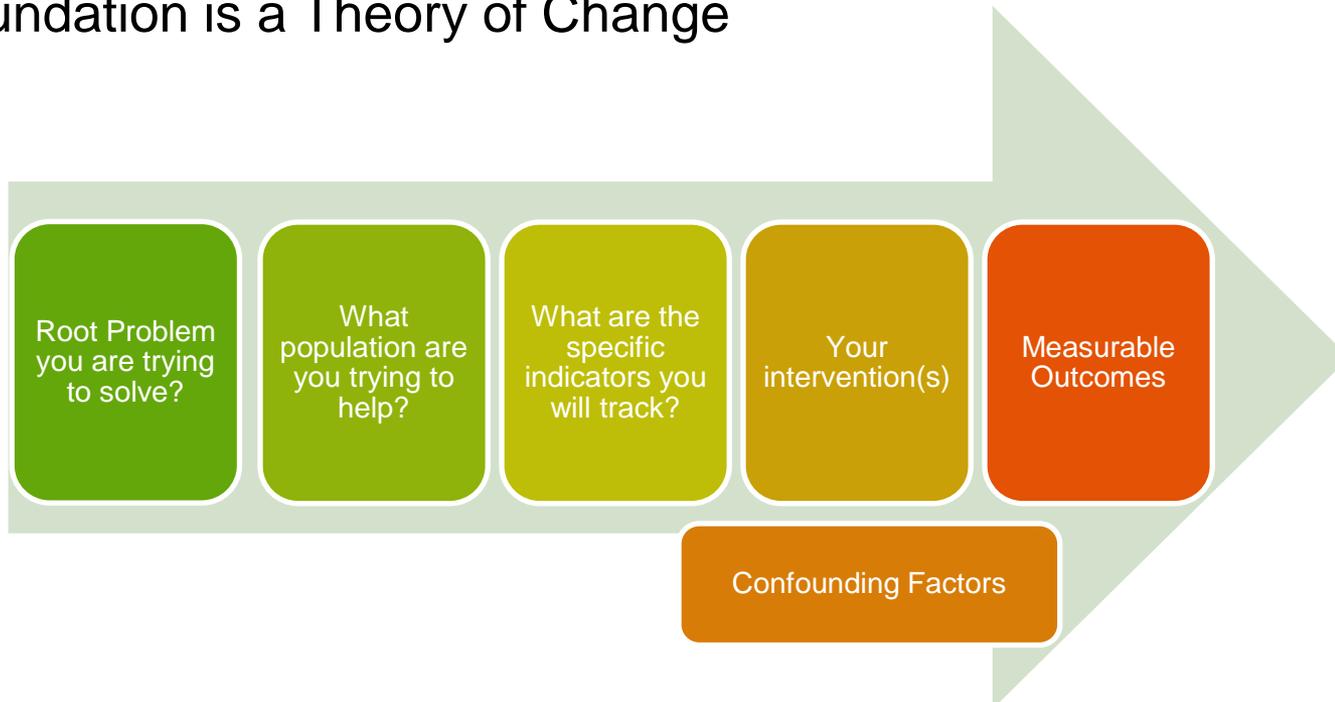
- Impact measurement is a source of credibility for an organization.
 - For a Social Enterprise it is a requirement of their core mandate as you must prove your social value.
 - Just like a business needs a financial paper trail, a Social Enterprise needs a Social “paper trail”
- Failure to plan measurement effectively leads to a broken process.
- Impact measurement **MUST** be baked into your initial business planning and design.
 - Must be willing to pay for it with both time and resources!





So How Do You Develop Impact Measurement Framework?

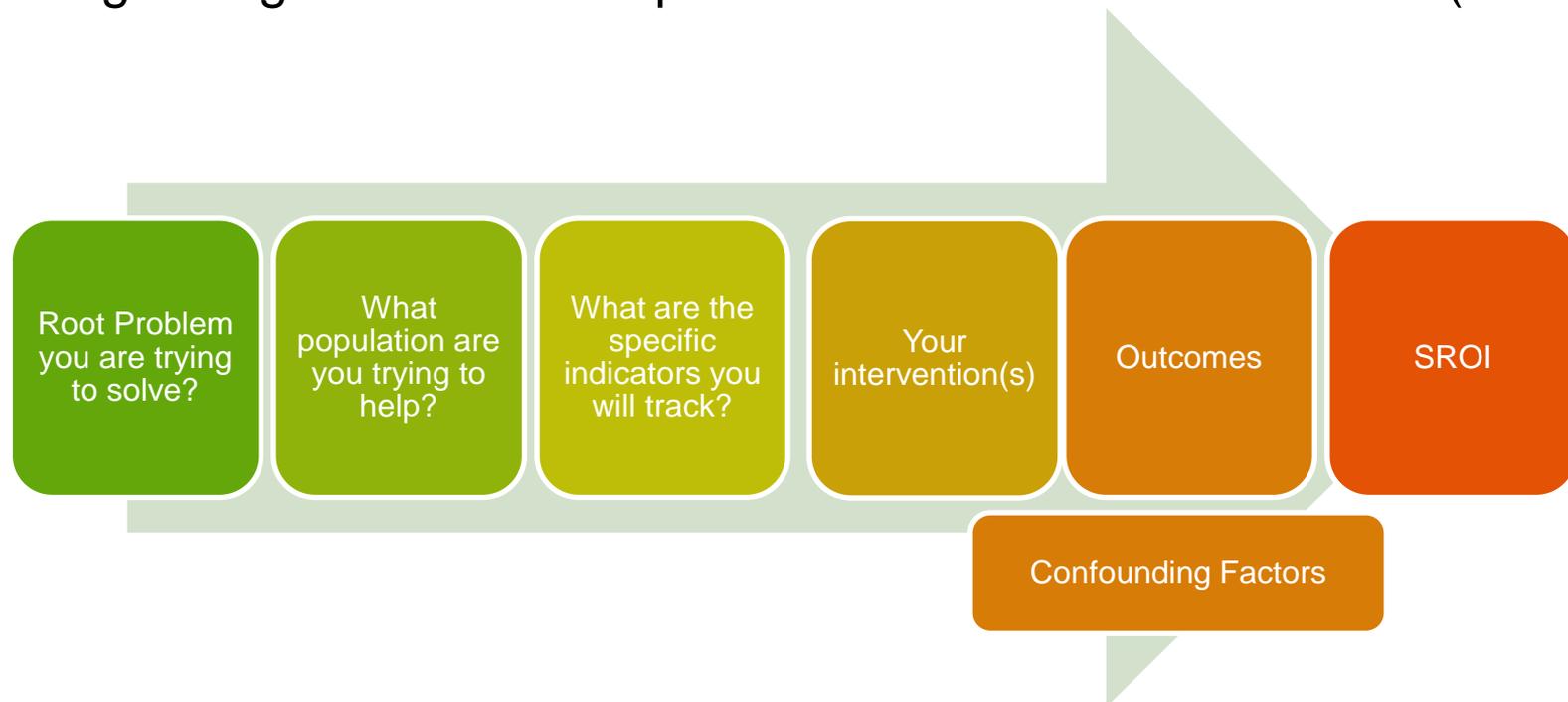
- Requires long term measurement and a committed model of evaluation with common measures of change.
 - Administrative Data
 - Qualitative and Quantitative of service/program/enterprise users
 - Community Data
- Foundation is a Theory of Change





Quantifying that Change

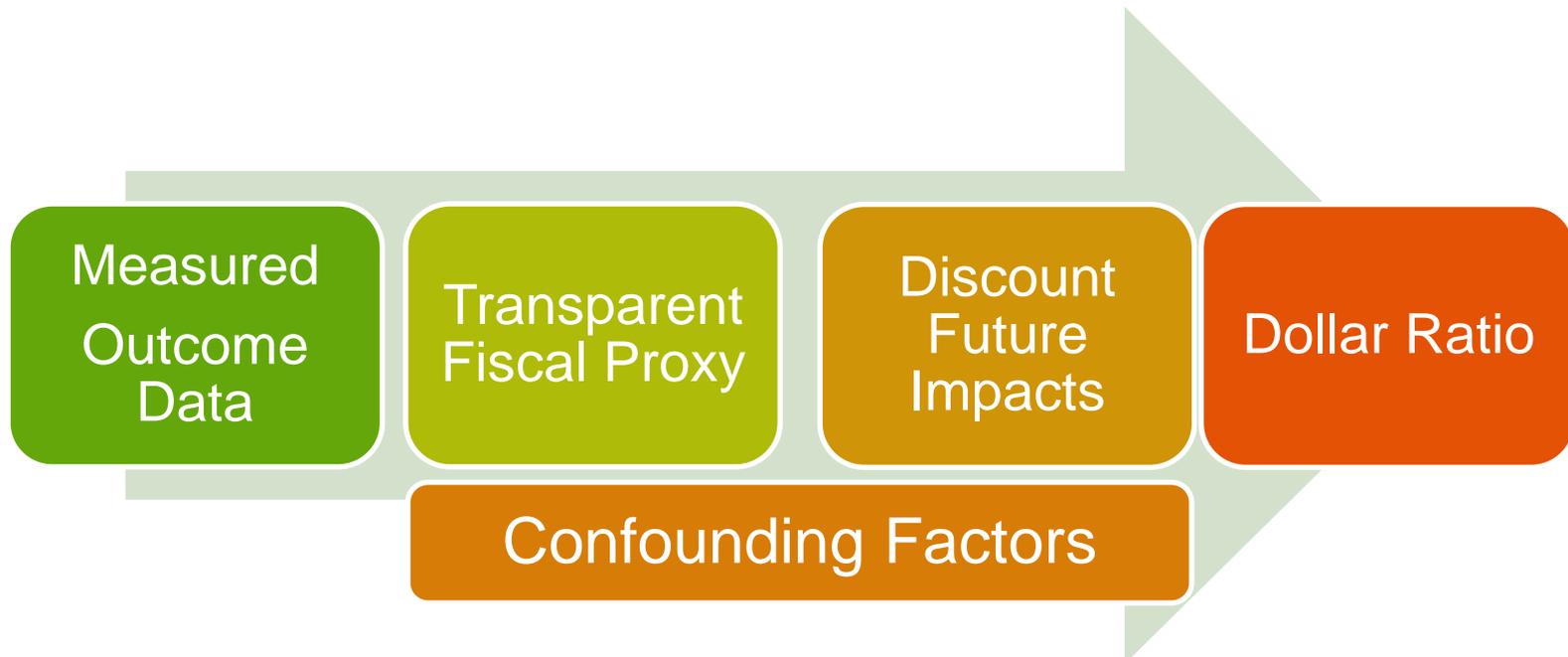
- How do you relate impact to the public?
 - Outcome reporting – the What
 - Qualitative Impact Statement
- A growing method is to report Social Return on Investment (SROI).





What is SROI?

- At a high level it is the monetary value to society of a social activity or good.
 - It is a means to communication impact in a tangible terms.
- In best case scenario it is calculated through an Auditable Marginal Cost Accounting Method.
 - A clear transaction is occurring or being pre-empted by the activity.



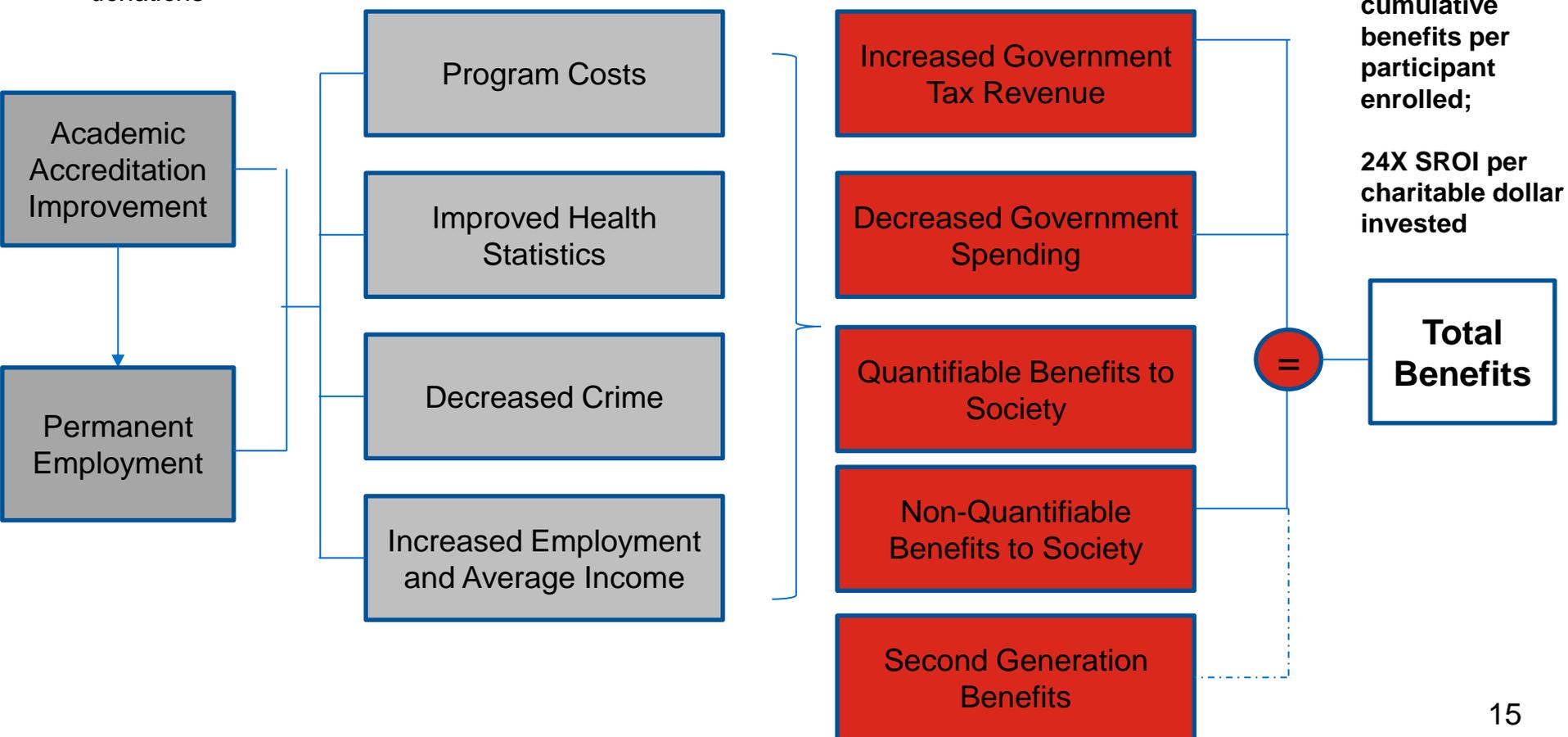


Example: Youth “Up Skilling”

Investment (1-5 years): Present value of program costs

- + Direct program costs attributed to delivery of program
- + Allocated costs required to deliver program but shared
- - Earned revenue by program activities outside of donations

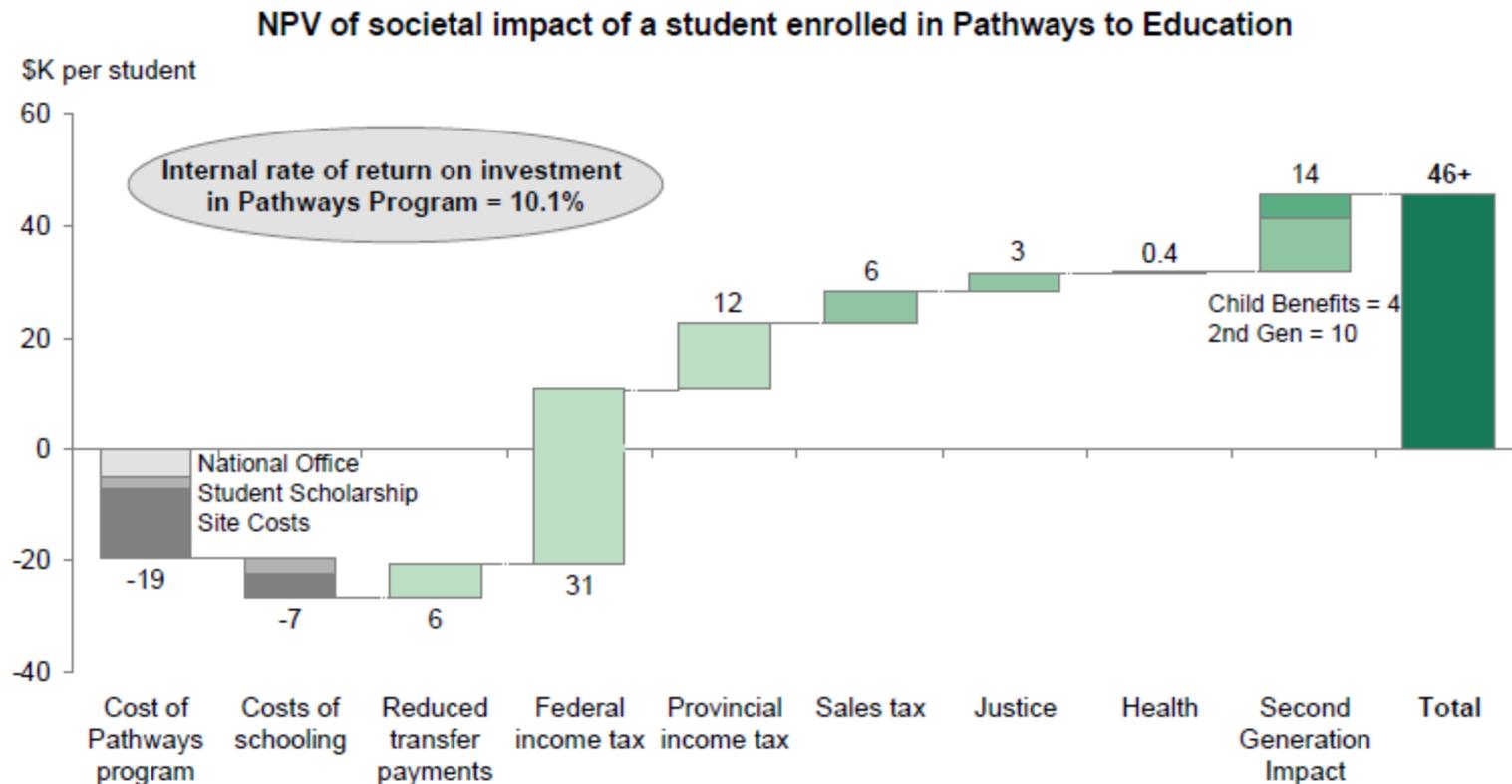
Return (30-40 years): Present value of future benefits





Example: Pathway of Education

- SROI Calculated by Boston Consulting Group:





To Sum Up:

- If you are thinking of starting a Social Enterprise and are not thinking about how you are measuring the “social”.... You may be in trouble.
- Need to truly understand the issue you want to solve. What is your WHY?
- Need to find the right balance between measurement needs and practicality.



Questions?



United Way Centraide Windsor-Essex County