



From Accountability to the “mantra” of Social Impact



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Dipartimento di Informatica
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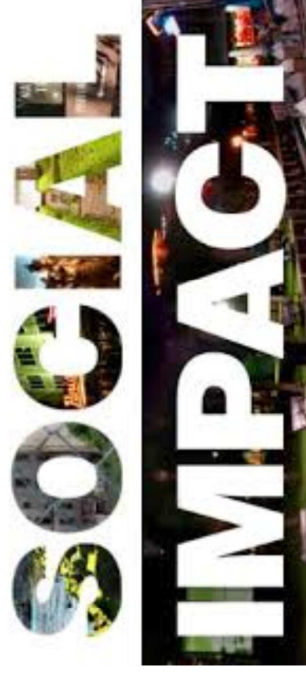
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1. What is the Social Impact?

The social impact is “a logic chain of results in which organizational inputs and activities lead to a series of output, outcome and ultimately to a set of societal impact” (Ebrahim and Rangan, 2010, p. 3).

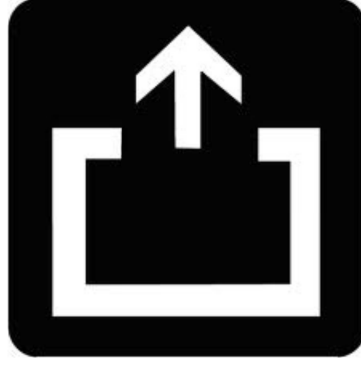
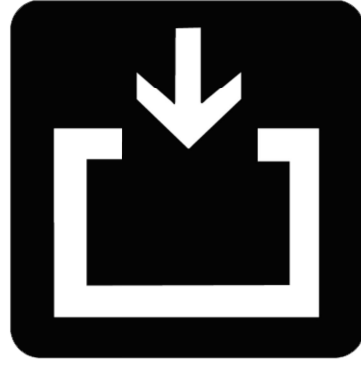


Social impact has been defined as the long-run results of an organization activity in terms of economic, environmental and societal change (Ebrahim and Rangan, 2010; G8 Social Impact Investment Task Force, 2014; Arena et al., 2015).



Input-Output-Outcome-Impact

See: Manetti (2014, p. 450), NONIE (2008, p. 52), GECES (2014, p. 24); EVPA (2012)



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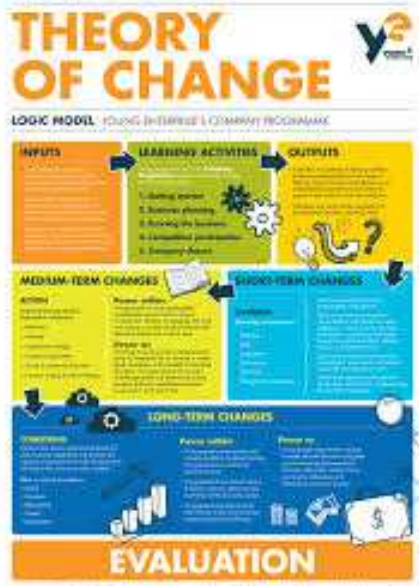


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Social Impact and TOC – theory of change



The concept of impact is anchored in the Theory Of Change – TOC (Keystone, 2008; ActKnowledge, 2010), which refers to the causal logic expected to drive a long-run purpose. The theory of change considers two major types of relationships between cause and effect:

- In a focused theory of change, the relationship between cause and effect is linear and clearly understandable;
- in a complex theory of change, the relationship between cause and effect is explained by multiple causal factors and, therefore, remains only weakly understandable (Ebrahim and Rangan, 2010).

This approach to social impact measurement primarily affects the viewpoint of investors, who are interested in selecting among different options in order to financially support the activity capable of generating the highest social impact (Best and Harji, 2013; Sadownik, 2013; G8 Social Impact Investment Task Force, 2014).



2. What is the Social Impact measurement?



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Why measuring the social impact?

There are at least four reasons for tackling the challenge of measuring social innovation.

1

there is a need to prove that social innovation is an effective and sustainable way to respond to societal needs

2

justifying the allocation of public money as well as attracting other sources of public and private financing requires a shared understanding of what the 'positive and measurable social effects' of social innovations are

3

evidence-based policies require ex ante evidence of the expected impact of the actions involved

4

Social innovations could open the way to developing a new competitive advantage for European economies, showing that social and environmental value creation is central to the human and ecological sustainability of societies.



3. Is there a *unique* and *universal* measure for social impact?



From the investor perspective, there is a desire for comparability and consistency in measurement; therefore, some working groups—such as those of the G8—offer recommendations for the development of a long-term impact measurement conventions, or “a standardized impact measurement and reporting system that enhances the availability of material, reliable, comparable, ‘additional’ and universal impact data” (G8 Social Impact Investment Task Force, 2014, p. 3).



One-size fits-all approach...OR NOT?

The existing academic debate regarding social impact measurement may be summarized into two main approaches:



The one promoting a “one-size-fits-all” measurement of social impact which might be adopted by all social enterprises (Pearce, 1993; Arvidson et al., 2013)



The one promoting the definition of common and shared criteria to be applied to define the most proper social impact measurement for each specific case (Emerson, 2003; Nicholls, 2009).



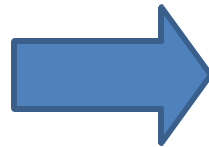
4. who defines the social impact of an organization?

ORGANIZATIONAL EFFECTIVENESS (Kanter and Brinkerhoff, 1981)

RATIONALISTIC APPROACH

building up universal performance

implies that organizations have control over all variables



POLITICAL APPROACH

multiple stakeholders set performance standards based on their viewpoints of organizational effectiveness

organizations cannot control all of the factors that influence how their effectiveness is defined



The ‘multiple-stakeholder-oriented approach’



A single methodology cannot capture all the types of relevant impacts

The **variety of stakeholders** concerned with social enterprises’ impacts requires the use of a **variety of methodologies** that can capture the different impacts and the different stakeholders’ cognitive needs.

it is **not appropriate** to define a single methodology for measuring social impact (European Economic and Social Committee, 2013). Rather, **it seems more effective and appropriate to consider different measurements for different stakeholders with different information needs.**



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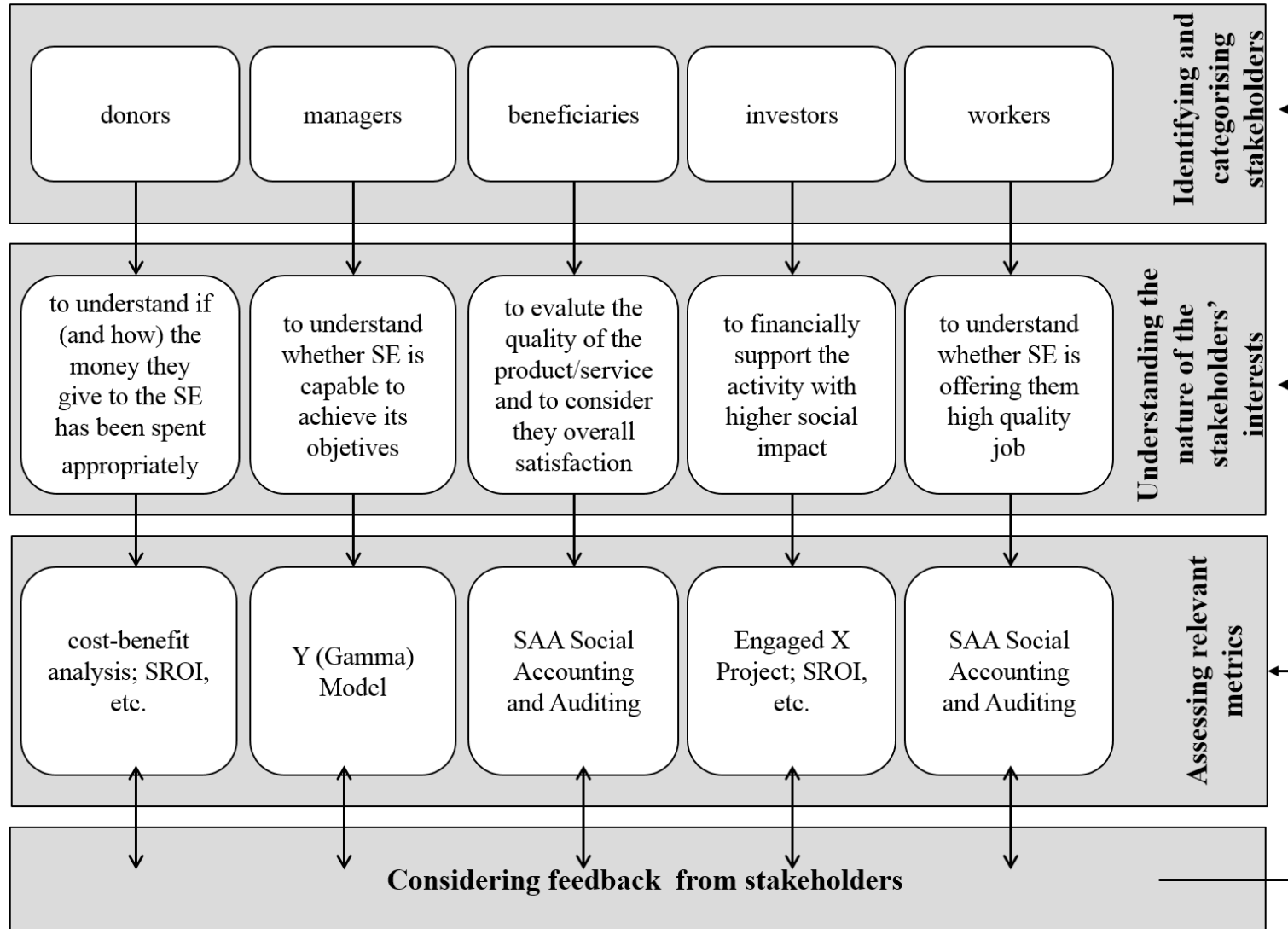
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The 'multiple-stakeholder-oriented approach'



The Logic Model

Inputs	Activities	Outputs
<i>What goes in</i>	<i>What happens</i>	<i>What results — immediate</i>
<ul style="list-style-type: none">• funds• equipment and supplies• knowledge and technical expertise	<ul style="list-style-type: none">• basic needs delivered, such as food and shelter• services delivered, such as training programs• capacity building• construction of infrastructure• policy dialogues and workshops	<ul style="list-style-type: none">• people fed, treated or housed• people trained or educated• roads built• goods transported to market and sold• policy papers written• coalitions and networks built

Outcomes

Impacts

What results — medium- and long-term

What results — effects on root causes; sustained significant change

- improved living conditions, health, etc.
- increased incomes
- enhanced political voice
- sustained drop in poverty
- changes in public policy and regulation
- increased rights and political power
- fundamental changes in social norms and attitudes (on rights, freedoms, governance, and markets)



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Output/Outcome/Impact

Achieving change for children is usually a long term process and can be monitored and evaluated on three levels ranging from output, to outcome, to impacts. We monitor and evaluate these different levels over time in order to learn about whether, and how, our interventions bring about change for children.

We always monitor at the output and outcome level, but less commonly at the impact level, as final impact may not be achieved until after the lifetime of a project or programme.



**Save the
Children®**



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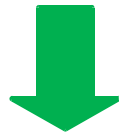
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A contingency framework (Ebrahim and Rangan, 2010)

Conventional wisdom in the social sector suggests that one should measure results as far down the logic chain as possible: outcomes and impacts. This expectation is based on a normative view that organizations working on social problems, especially if they seek public support, should be able to demonstrate impact in solving societal problems.

Yet it is worth considering whether, and to what degree, such measurement makes sense for all social sector organizations



Accountability dilemma: many funders increasingly want to see measures of impact, whereas it may not be feasible for many nonprofits to measure performance beyond outputs and outcomes



WELFARE INDEX PMI

Social Impact for Business: Welfare Index PMI



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How?

Le 10 aree del welfare aziendale

PREVIDENZA INTEGRATIVA

SALUTE

ASSICURAZIONI PER I DIPENDENTI E LE FAMIGLIE

TUTELA DELLE PARI OPPORTUNITÀ E ASSISTENZA AI GENITORI

CONCILIAZIONE DEL LAVORO CON LE ESIGENZE FAMILIARI E IL TEMPO LIBERO

SOSTEGNO ECONOMICO AI DIPENDENTI E ALLE FAMIGLIE

FORMAZIONE AI DIPENDENTI E SOSTEGNO ALLA MOBILITÀ DELLE GENERAZIONI FUTURE

SOSTEGNO AI SOGGETTI DEBOLI E INTEGRAZIONE SOCIALE

ASSICURAZIONI PER I DIPENDENTI E LE FAMIGLIE

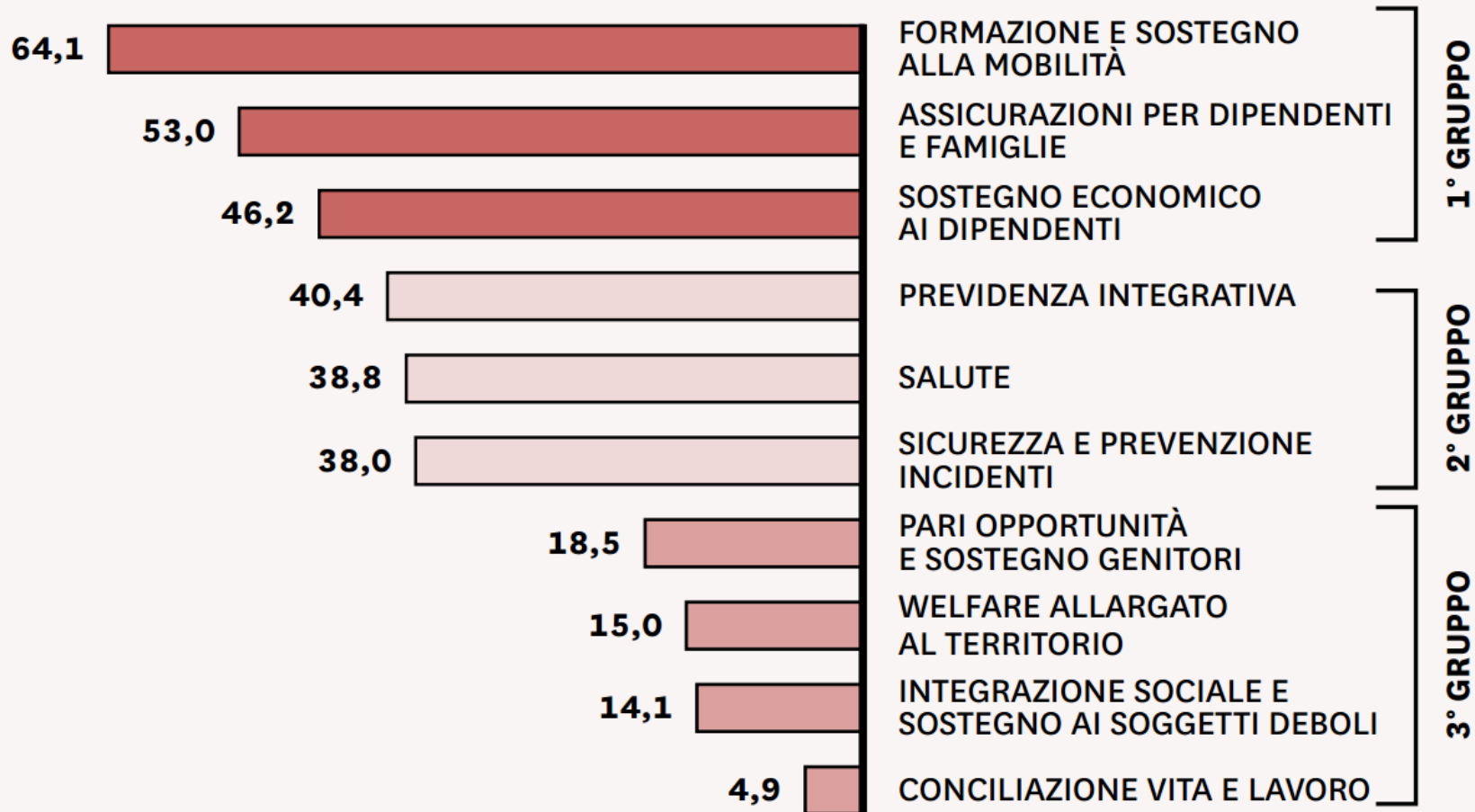
WELFARE ALLARGATO AL TERRITORIO



Results

Diffusione delle iniziative per aree del welfare aziendale

PERCENTUALE DI IMPRESE CON ALMENO UNA INIZIATIVA



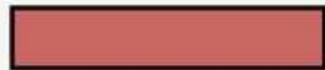
Il costo del welfare aziendale

PER LE INIZIATIVE DI WELFARE AZIENDALE
LA SUA IMPRESA ... (%)

Sostiene costi aggiuntivi significativi

 **7,4**

Sostiene costi aggiuntivi compensati da risparmi fiscali

 **35,1**

Non sostiene costi aggiuntivi significativi

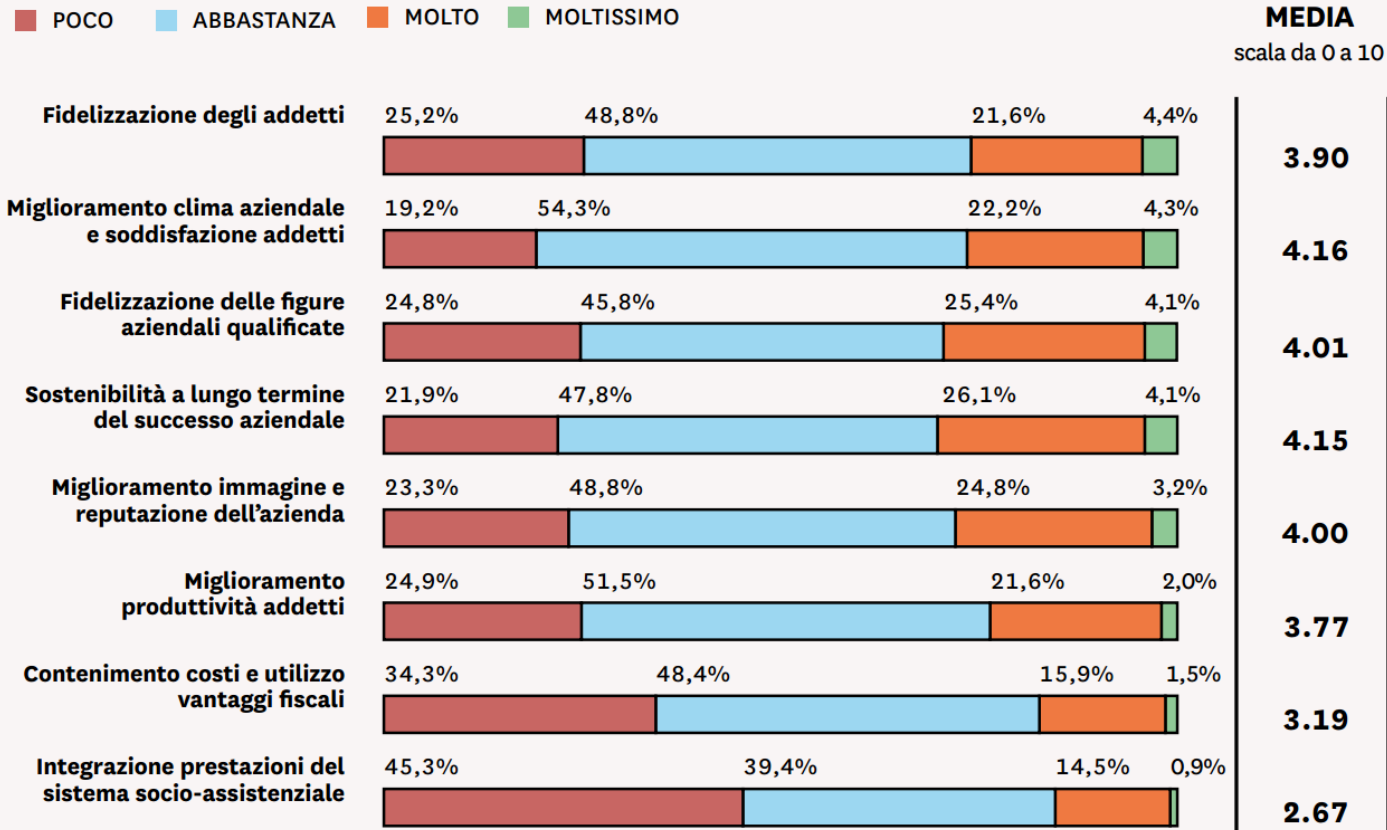
 **57,4**



Results

Efficacia delle iniziative di welfare aziendale

QUANTO SONO EFFICACI LE INIZIATIVE DI WELFARE AZIENDALE DELLA SUA AZIENDA IN TERMINI DI %



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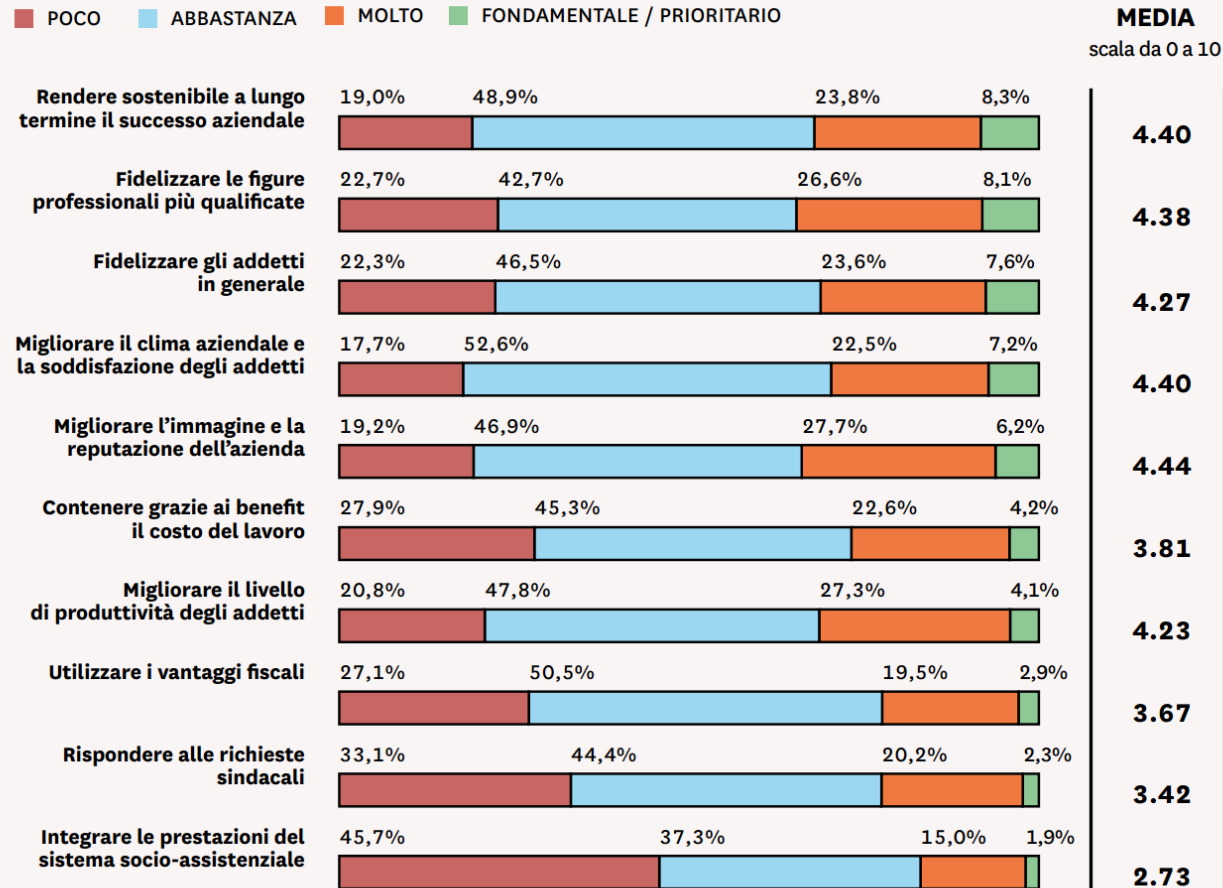
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Results

Obiettivi del welfare aziendale per l'impresa

QUANTO SONO IMPORTANTI PER LA SUA AZIENDA I SEGUENTI OBIETTIVI NELLA SCELTA DI ATTUARE INIZIATIVE DI WELFARE AZIENDALE?



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Welfare Index PMI

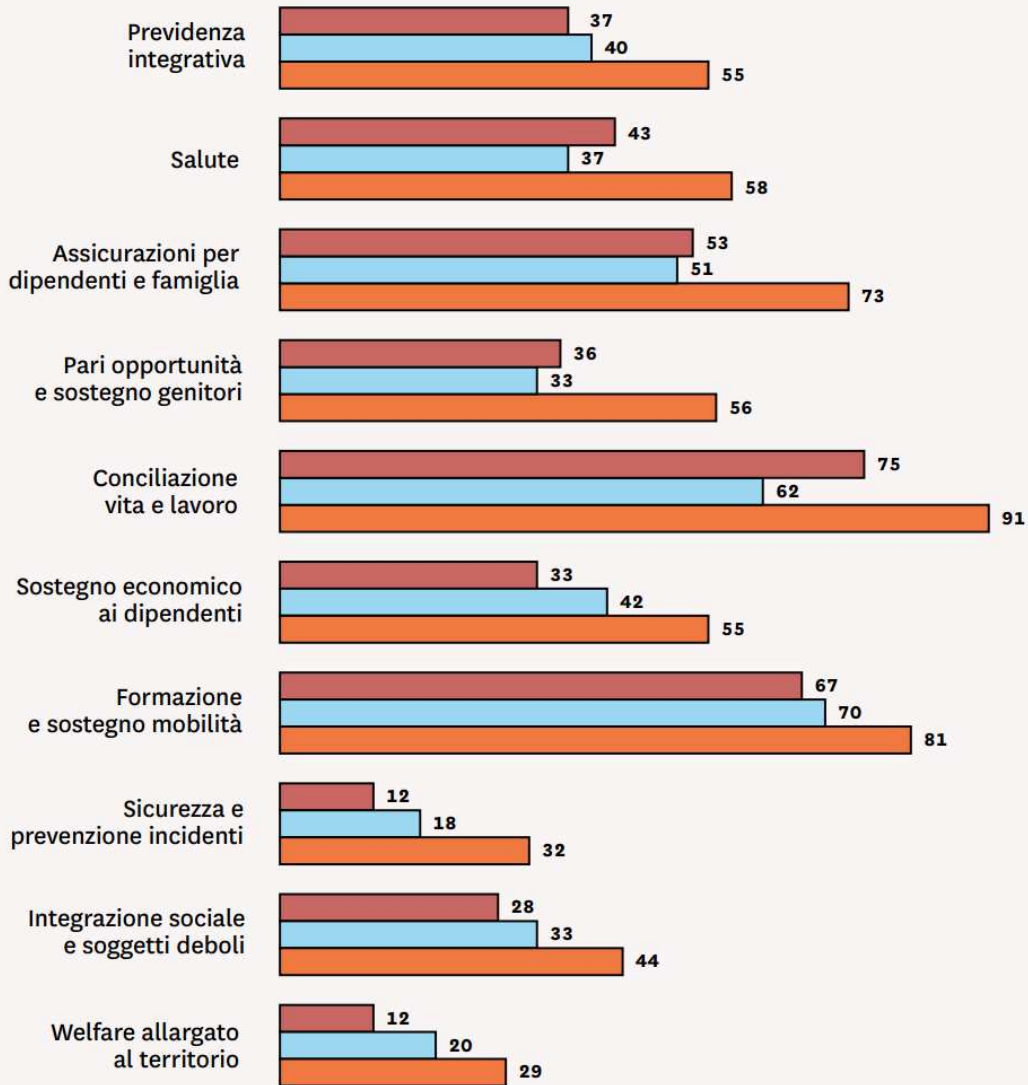
Com'è costruito l'indice



Results

Welfare Index PMI

AZIENDA: ALFA
 CLASSE DI ADDETTI: 10 - 20
 SETTORE: COMMERCIO TURISMO E SERVIZI
 PUNTEGGIO MASSIMO = 100



■ AZIENDA ALFA
 ■ MEDIA DI SETTORE
 ■ TOP DI SETTORE



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Thanks for your attention



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