Measurement and communication tool for Small Rural Social Enterprises and Communities

Instructions to the tool:

Why, What, How, When & to Whom?

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Background

There is a need for a tool that can help social enterprises in rural areas to communicate the value they provide. Only to a small extent do social enterprises measure the value they create. This applies to both large and small social enterprises.

The aim is to provide an easy and useful tool to communicate social value.

The assessment tool contains five different steps.

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Impact Assessment Principles –in 5 steps

- **Make it simple, and Remember…**

It's never too early, or late to think about impact!

Why are you doing this?

What are you offering?

What results can you show?

When &

for whom?

Step 5 - to WHOM?
The different data collections may have different stakeholders.
Decide for whom data shall be communicated

Step 4 -- WHEN?
You need to have a plan for when data collection shall be done.

Step 3 - HOW?
Review your available data and if you need to add new data(input, output, outcomes),
Be transparent about where your data came from

Step 2 - WHAT?
In relation to WHY, find out WHAT you want to communicate
Start by defining the data you'll need to assess your impact

Step 1 - WHY?
Think about WHY you want to assess and communicate value

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Step 1. Start with answer the question - WHY assess value?

a) Motivate stakeholders (e.g. for attracting funding, building new partnerships)
b) Prove or Improve value (e.g. keeping you customers)
c) Ensure sustainability (e.g. meet the social goals)
d) Other reasons

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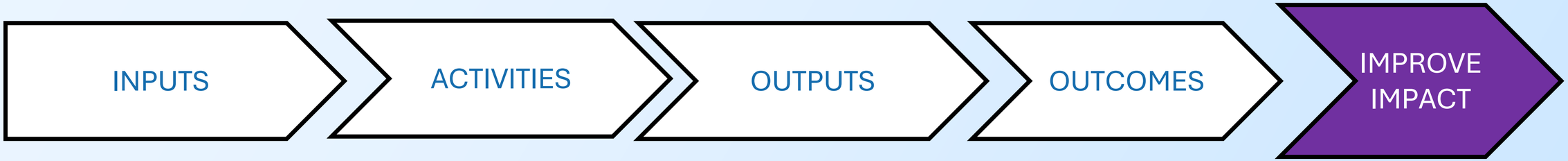
Step 2. Decide WHAT to measure, in relation to WHY

Use the value chain as a starting point:



Resources needed to fullfill the social mission	Activities like services and products provided to meet the social goals	Numbers of: activities,products, participants, events people reached etc.	Changes in relation to the problem SE want to solve

Identify required resources

Monitor outputs

Monitor outcomes quality & quantity

Find Weak spots in operation

Highligth Outcomes in relation to SDGs

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Step 2. Decide WHAT to assess, in relation to why.

WHY assess and communicate value?	WHAT should be assessed and communicated?
1a Motivate and reach out to potential target groups	$2a_1$ The magnitude of the problem
	$2a_2$ The value Propostion/Solution
	$2a_3$ Outcome area
1b Prove or Improve social value	$2b_1$ Activities/Participants
	$2b_2$ Outcomes, Quantiative Objective numbers of changes
	$2b_3$ Quality of operations/services Subjective, perceived value
1c Ensure sustainability - Follow up	$2c_1$ Goal achievement - ensure that mission is met
	$2c_2$ Week spots

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Step 3. Find out - HOW different things can be measured

In order to Motivate - Make visible the magnitude of the problem:

$3a_1$ Show the demand, – Use existing data, or conduct survey to stakeholders

Examples:
In rural regions, about 60% young people left their villages last year to find work in cities, while at the same time small farms and businesses closed due to labor shortages. A rural social enterprise could tackle these challenges by creating local jobs — for example, through food processing, eco-tourism, or cooperative farming — helping to keep young people in the community and support local livelihoods.

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Step 3. Find out - HOW different things can be measured?

In order to motivate stakeholders- Explain the value proposition

$3a_2$ For example, show parts of the business model

WHO do you help, who is your target group/s?
HOW do you solve the PROBLEM?
WHAT SOLUTION do you offer?
WHAT MAKES YOU DIFFERENT to other providers?

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Step 3. Find out - HOW different things can be measured?

In order to motivate stakeholders – highlight the outcome area

$3a_3$ Relate to SDGS

✓	Outcome area	Related to SDG:S (select from below)
	Art, craft & Culture	
	Citizienship and community	
	Environment	
	Equality and gender equality	
	Integration/Migration	
	Mental health and well-being	
	Sport and physical health	
	Social service, education, care and welfare	
	Work integration	
	Other:……	

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Step 3. Find out - HOW different things can be measured?

OUTPUTS

The tangible numbers from selling the product/service like number of people reached or the number sold

In order to prove or improve value – Monitoring, outputs

Objective measurement

$3b_1$ Number of Key Activities Delivering Value

- Count number of activities you offer in your company
- Count hours of activities
- Count number of participants

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Step 3. Find out HOW Outcomes can be measured?

OUTCOMES

Changes in relation to the problem SE want to solve

In order prove or improve value - Monitoring outcomes, Quantitative

Objective measurement

$3b_2$ Business level statistics

- Number of people transitioned from social assistance to employment
- % of trainees who gain employment or start a business post-training
- Reduction in social isolation
- Reduced drop in hospital admissions
- % reduction in energy/water usage per household served

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Step 3. Find out - HOW different things can be measured?

In order to prove or improve value - Monitor Outcomes, Quantitative

Objective numbers of changes

$3b_2$ Business level statistics

1. Employment & Economic Empowerment

# of people transitioned from social assistance to employment
# of jobs created (direct hires and indirect through partners)
# of beneficiaries employed thanks to the program (e.g., marginalized youth, refugees)
Average income increase among participants (% or amount)
Job retention rate after 6/12 months

2. Skills & Capacity Building

% of trainees who gain employment or start a business post-training
# of certifications obtained
Training completion rate
Pre-/post-assessment scores (e.g., skill tests or self-assessment scales)

3. Community & Social Inclusion

Reduction in social isolation
Participation rate in decision-making or local governance

4. Health-Linked Outcomes

Reduced drop in hospital admissions
Reduction in self-reported anxiety levels
Decrease in suicide ideation cases
Decrease in smoking rates

5. Environmental

# of eco-friendly products/services provided
% reduction in energy/water usage per household served
# of people with improved access to clean water, etc.
Tons of waste diverted/recycled

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Step 3. Find out HOW Outcomes can be measured?

OUTCOMES

In order prove or improve value - Monitoring outcomes, Qualitative

Subjective measurement

Changes in relation to the problem SE want to solve

$3b_3$ Surveys or/and Interviews with target groups: Beneficiaries, Customers, Funders

Collect data from key stakeholders

- Show changes
- Target group level
- Customers
- Neigbourhood
- Company
- Municipality/Local village

Personal development	How is your overall experience with the program?	1. Disagree in very low extant	3. Neither disagree or Agree	5. Agree in a very high extant

Experience of the Organization

1. I feel welcome and included when I participate in the activities.
2. The staff treat me with respect and listen to me.
3. I feel safe and comfortable in the environment.

Impact on My Health and Well-being

4. Since joining the program, my physical health has improved.
5. Since joining the program, my mental well-being has improved.
6. I have learned new strategies to take care of my health.

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Step 3. Find out - HOW different things can be measured?

In order ensure sustainability - Goal achievement

3c1 Evaluate all data collected, compare with goals, with other organisations, and with previous year

What did we do? Did everything go according to plan? *If not, why not and what remedial action did we take? (Reflection and Analysis)*	**Planned outcomes**

IMPROVE IMPACT

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Step 3. Find out - HOW different things can be measured?

In order ensure sustainability - Find Weak Spots

IMPROVE IMPACT

3c2 Interviews /surveys to staff and volunteers/target groups/

1. What do you think works well in the organisation/activities etc.?
[Open comment box]
2. What could we improve?
[Open comment box]
3. Would you recommend this company to others?
☐ Yes ☐ No ☐ Not sure

What could have been done differently?	
Change over time in activities	
Change over time in outputs	
Change over time in outcomes	
Compare with similar companies	
Bottle necks?	

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Step 4. Decide WHEN data should be collected

In order to motivate stakeholders

In order to prove or improve value

In order ensure sustainability

Other motive to assess value

It is important to have a plan when data should be collected and how often.

Data collection should be regular and ongoing, not just done once. This helps you to see changes over time and improve your activities and services

Begin to make a plan for each motive, and perspective.

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Step 5. Decide to WHOM data should be communicated to

In order to motivate stakeholders

In order to prove or improve value

In order ensure sustainability

Other motive to assess value

A good communication plan uses this data to tell the right story to the right people, for example:

- For funders: Show impact, outcomes, and success.
- For the community: Show how their lives are improving.
- For your team: Show progress and areas to improve.

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Summary:

5 steps to begin (or improve) the way of assess and communicate social value and impact of the social enterprise

Step 1: Develop your impact assessment objectives – WHY should it be assessed and communicated?

Step 2: Determine a metric for each objective – WHAT should be assessed and communicated?
For each objective, determine a metric (or a couple of metrics) that will accomplish that objective

Step 3: Find a way to assess - HOW can it be assessed?
What is the best way to assess the metrics you identified in step 2.

Step 4: Frequency of assessing – WHEN to assess?
Decide how frequently data should be collected,and assessed.

Step 5: Decide which data you will report and internally and externally – to WHOM?
Develop a communication plan. Communication builds transparency, trust, and accountability.

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Communication Plan – in 5 steps

Step 1	Step 2	Step 3	Step 4	Step 5
WHY assess and communicate value?	**WHAT should be assessed and communicated?**	**HOW can it be assessed?**	**WHEN should it be assessed?**	**Communication to WHO?**
1a Motivate and reach out to potential target groups	$2a_1$ The magnitude of the problem	$3a_1$ The demand – survey to stakeholders, Excisting data	$4a_1$ Yearly	$5a_1$ External reporting
	$2a_2$ The value Propostion/Solution	$3a_2$ Show parts of the business model	$4a_{23}$ Yearly	$5a_2$ Internal reporting/External reporting
	$2a_3$ Outcome area	$3a_3$ Relation to SDGs		$5a_3$ External reporting
1b Prove or Improve social value	$2b_1$ Activities/Participants	$3b_1$ Number of activities, Number of participants, Activity hours	$4b_1$ Daily and Yearly	$5b_1$ Internal reporting/External reporting
	$2b_2$ Outcomes, Quantiative Objective numbers of changes	$3b_2$ Big data, statistics, surveys to external target groups	$4b_{23}$ Periodically/Yearly	$5b_{23}$ External reporting / Internal reporting
	$2b_3$ Quality of operations/services Subjective, perceived value	$3b_3$ Surveys or/and Interviews with target groups: Beneficiaries, Customers, Funders		
1c Ensure sustainability - Follow up	$2c_1$ Goal achievement - ensure that mission is met	$3c_1$ Compare with goals and with previous year	$4c_1$ Half-year or yearly	$5c_1$ External reporting/ Internal reporting
	$2c_2$ Week spots	$3c_2$ Evaluate all data collected, compare with others.	$4c_2$ Yearly	
		$3c_2$ Interviews /surveys to staff and volunteers/target groups	$4c_2$ Monthly or Quarterly	$5c_2$ Internal reporting