

HANDBOOK

ASSESSING **SOCIAL IMPACT**

A source of insight for those funding an activity of social utility



FOREWORD

In recent years, social impact assessment has become part of the terminology and practices of social and solidarity economy (SSE) structures and funders. While there is consensus regarding the need to assess social impact, the associated concept covers different meanings depending on the pluralist players and assessment practices.

For a manager of a social utility structure, assessing its social impact provides a means of showing that its activity is useful for the company, affirming its identity, improving its performance or its practices. For a funder, social impact assessment is an approach that can be harnessed when it comes to selecting actions, gauging their effects and above all establishing new forms of dialogue with the managers of the structures funded.

Behind different terms and purposes of assessment lies the same purpose: to assess the "social value" generated by the structure. As such, it has now become vital to share a common language and objectives regarding social impact assessment, and in particular between managers of SSE structures and funders—especially since the latter have an important motivational role to play in developing these approaches.

This is why the Avise publishes this Handbook, in order to provide keys to understanding and action for funders of social utility activities (State, local authorities, foundations, philanthropists, impact investors, solidarity lending player, companies as part of their CSR strategy, etc.) in order to engage, with the managers of social utility structures, in a shared and relevant assessment approach suited to individual expectations and challenges.

"Co-construction is a strong value supported by SSE players. Assessment should not be a tool for control, selection, exclusion or standardisation. It is possible to turn this practice, above all, into a process for change, promoting innovation and dialogue between all stakeholders (managers, employees, public funders, private funders, beneficiaries, etc.), joined together to support the same corporate purpose, despite the fact that the challenges may be different."»

— Jérôme Saddier

President of Avise

THE CHALLENGES

A major concern for social utility structures...

Placing social, societal and environmental issues at the heart of their actions, social utility structures need to put together appropriate coordination systems. They are required to demonstrate their social added value when it comes to securing funding, maintaining partnerships or supporting their development. And those who implement a continuous improvement approach find in this exercise elements to nourish it.

... but also for private funders...

Those working in solidarity lending and sponsorship, in particular, seek to qualify the actual or potential "social value" of the activities before considering funding. They also wish to establish new partnership arrangements, by becoming more strongly involved with the structures financed in order to help them consolidate and/or secure their economic model over the long term, in their development strategy, beyond the funding period, and also in the very process of assessing their social impact.

Assessing social impact

...for public authorities...

While budgets are being increasingly tightened and new social needs emerge, the State, local authorities and public bodies are taking a strong interest in the efficiency of their policies, namely the results and the effects on beneficiaries in terms of the resources allocated. They seek to support the development of activities that best meet the needs of the local area.

...against the backdrop of the emergence of new forms of funding

New funding methods are emerging, such as impact investing and venture philanthropy. Players put the notion of social impact at the centre of their decisions and the relationship with the funded structure. These funders are committed to demonstrating their "social return". This requires the implementation of assessment procedures.

SOCIAL IMPACT IN A NUTSHELL

Assessing the "social value" of a structure

The concept of social impact has been adopted in recent years by the SSE ecosystem to designate different assessment objects for estimating the "social value" of activities.

Even if the meaning of social impact is not agreed upon and corresponds to multiple realities, all these meanings go in the direction of taking into account the social impact generated by SSE structures in the broad sense, well beyond the mere economic indicators and the beneficiaries of their actions.

Here, we will use the definition of the Conseil supérieur de l'ESS (*see opposite*).



WORK SCHEDULED BY THE ORGANISATION		EXPECTED RESULTS / WHAT CAN BE ASSESSED		
	What are we doing?	What are we producing?		To what are we contributing?
RESOURCES Resources (human, financial) making it possible to implement activities	ACTIVITIES Structure-related actions to achieve objectives	ACHIEVEMENTS Products achieved as a result of actions taken.	RESULTS Immediate effects of actions on their targets	IMPACTS Social, economic, environmental consequences attributable to actions

Example An environmental education association is conducting an awareness-raising project on waste sorting

€50k raised and 3 people working on the project.	Awareness-raising objectives regarding waste sorting put in place	80 participants – 1 awareness-raising handbook created.	23% increase in the number of households sorting waste.	11% increase in the tonnage of sorted waste through the awareness-raising plan.
--	---	---	---	---

© Avise - adapted from "Un guide pratique pour la mesure et la gestion de l'impact". EVPA (2015)

Social impact is one of the objects, along with achievements and results, that make it possible to analyse the value of an activity. It should be noted that processes, the "how do we produce?", are often poorly observed; however, they also contribute to creating value.

Definition

"**SOCIAL IMPACT** consists of all the consequences (evolutions, inflexions, changes, disruptions) of an organisation's actions both on its external stakeholders (beneficiaries, users, customers), be it direct or indirect from its local area and internal (employees, volunteers), and on society in general." »

— Conseil supérieur de l'ESS

In reality, for players, social impact assessment often refers to different assessment objects, responding to particular issues, which, in fact, involve different methods.

Different assessment objects and methodology types

RELEVANCE

of the structure's objectives in relation to the needs of a given local area or population. Are the objectives of the action always adapted to the needs?

Example: theory of change.

EFFICIENCY

with the relationship between the resources used and the results obtained. For every euro invested, how is the value created for the various stakeholders in the project distributed?

Example: SROI analysis.

EFFECTIVENESS

with results/target ratios.
Have the result objectives been set?

Example: method based on the use of indicators.

IMPACT

Observed changes due to action. Does the project create a significant difference from the existing one?

Example: Randomised controlled trial.

Adaptation Emeline Stievenart, Anne-Claire Pache, "Évaluer l'impact social d'une entreprise sociale : points de repère", Recma, n° 331, 2014.

Social impact or social utility?

Conducting a social impact assessment, in the strict sense of the term, involves observing and analysing the changes produced by a structure and determining the effects that are directly and solely attributable to the action of that structure. Conducting such an approach is sometimes complicated, even impossible, without significant resources and a scientific research protocol. As such, the social impact, in the strict sense of the term, is rarely assessed.

In practice, the assessment approaches cover a broader scope than the social impact. We will focus on social utility, without necessarily using this term. Social utility is defined by stakeholders and is assessed in terms of results, achievements, processes and, last but not least, social impacts. As such, social impact is a component that contributes to assessing social utility.

↳ Social utility is a relative notion

related to a given context.

The geographical context exacerbates some social needs here and undermines them there; the temporal context also, just think of the need for digital access over time. The values held by the players (structure managers, funders and other stakeholders) also determine their vision of the social utility of the activity.

↳ Social utility is defined by exchange/dialogue

between stakeholders.

This dialogue often takes place between the managers of a structure and its funders. However, a discussion extended to other stakeholders (employees, volunteers, beneficiaries, etc.) will be richer.

"Assessment responds to a real expectation on the part of patrons, because it is one of the responses to the search for increasing social impact. Against the backdrop of a proliferation of methodologies and approaches, Admical's role is to help them set up or structure their approach. Providing instruction, taking an interest in this subject from angles that are not very well addressed - the role of trust between patrons and patrons, the importance of qualitative assessment - these are two of our priority."»

— Sylvaine Parriaux

Executive Director of Admical

Multidimensional approach to social utility

Social utility is multidimensional. It cannot be reduced to a single field.



©Avisé - adapted from *Évaluer l'utilité sociale de son activité*. Avisé, Culture et promotion (2007) et *Inscrire l'utilité sociale au coeur des politiques publiques*. Avisé, Régions de France, RTES, Caisse des Dépôts (2012)

These dimensions and the items that specify them (for example, social connection or equal access) are not exclusive. They are provided for information purposes only.

Focus

SOCIAL UTILITY ACCORDING TO THE ESUS AGREEMENT

The law of 31 July 2014 on the social and solidarity economy established the approval of the *Entreprise Solidaire d'Utilité Sociale* (ESUS, or social utility solidarity company). It provides official recognition to companies that benefit from it in order to claim specific funding, in particular access to solidarity-based employee savings schemes and tax reductions. One of the criteria for obtaining this accreditation is the search for social utility. The law describes the social utility, in this context, according to three dimensions: support for vulnerable groups, territorial cohesion and sustainable development.

THE IMPORTANCE OF SOCIAL UTILITY AND SOCIAL IMPACT

Questioning the social utility and the assessment thereof can help funders at different key moments in their approach to support actions.

↳ Before

a funding decision is made, when a programme is launched
or when developing an investment strategy



Determine or refine fields of intervention E.g.: the scope of intervention of a foundation determined on the basis of criteria of social utility.

**Select actions to be funded:
characterise the social utility of the actions,
choose between several actions**

E.g.: an analysis grid for activities of social utility



Agree: reach an agreement on social utility, objectives and how to assess it

E.g.: a reference framework that defines social utility through shared criteria and indicators that can be specified in a partnership agreement or in a shareholders' agreement.

Qualify a structure with regard to its social utility and have it recognized by funders

E.g.: a qualifying reference system.

"When we created the fund, we defined our areas of intervention. This was the result of putting our heads together with our shareholders, but also external stakeholders. We wanted to be in line with the United Nations' Sustainable Development Goals while being in line with our identity: our history, the values we hold, our areas of expertise.

To select the structures we finance, we have developed an analysis tool. The mandatory criterion is the adequacy between the expected or actual societal impact of the structure and our areas of intervention. We ask the structure to provide us with evidence. »

— Philippe de Moustier

Chairman of the Colam Impact Investment Committee

↳ During

the funding of an action



Establish a close partnership relationship with the managers of the funded structure

E.g. co-construction and monitoring of criteria and indicators of social utility.

Monitor and support the actions funded as part of a continuous improvement process

E.g.: monitoring of criteria and indicators of social utility via reporting tools and/or within the framework of a steering committee.

Promote sustained action

E.g.: harnessing of the results of the action throughout the financial support, with some key indicators.



Coordinate public policies in the local area

E.g.: factoring in of social utility criteria in the allocation of assistance in the various public policies.

↳ Downstream

Know the impact of the funding

E.g.: an impact study on sustained action or on a project portfolio.



Consider continued funding

E.g.: a social impact study to analyse the effects of the action, ex-post assessment to identify new perspectives for action.

Make the use of funding more visible and readable

E.g.: communication tools targeting the general public, partners, investors, etc., based on the results of the assessment.



Prepare for a change of scale

E.g.: a social impact study with a qualitative assessment of the processes put in place.

POSITIVE EXTERNALITIES OF AN ASSESSMENT APPROACH

- **Shared vision:** the dialogue initiated around social utility with the various stakeholders improves internal cohesion, project-related communication and the involvement of all of the stakeholders.
- **Consolidation:** the adoption of indicators and the implementation of reporting bolster operational management and the professionalisation of players.
- **Sustainability:** assessment and valuation of its social utility means that structures will find it easier to find funding and partners, a guarantee of sustainability.

HOW TO LEAD A SOCIAL UTILITY ASSESSMENT PROCESS

Social utility assessment can be harnessed at different phases of the project and caters to various challenges. Such an approach is a real opportunity to foster dialogue between funders and managers of social utility structures.

Here is a typical, simplified approach based on three main steps.

A PARTNERSHIP-BASED AND DYNAMIC PROCESS



Promise



Proof



Deliberation

**Defining
what
matters**

Measuring

**Building
a shared
point of
view**

Defining what matters

Defining what matters is a fundamental step in assessing activities of social utility. The aim is to define social utility, in particular by agreeing on how it will be assessed. For this purpose, a reference system will be defined.

↳ With whom and how to define what matters?

At the very centre of this dialogue is the funder and the structure's managers. Depending on individual challenges and expectations, it is relevant to involve other stakeholders (beneficiaries, employees, local authorities, other partners - financial or otherwise, etc.). Together, they will identify "what the structure is used for" in its environment, what specific things brings or intends to bring for each type of player affected by its activity, for the local area, or more broadly for society.

↳ The deliverable: a shared social utility reference system

Criteria are defined. They are not neutral, they reflect values to which we will refer. These criteria will then be specified by indicators in the Measuring step (*see next page*). It is important that they are adapted to the context and that the aims and objectives of the action are considered.

Any examples? A sports association will probably be interested in the "equal access to sports activities" and "diversification of relational networks" criteria; a structure of integration through economic activity will focus on the "social link and social diversity", "professional integration" and "citizenship" criteria.

"One of the assessment tools developed takes the form of a progression radar with "Markers" of sustainable and solidarity-based local development determined by the players involved in a local area project, with the scientific support of the Godin Institute. The purpose is to collectively define the areas of progress pursued on the basis of a projected ideal. The "Markers" aim at deliberation and consensus. They are a tool for dialogue between stakeholders. They make it possible to share a vision and to assess the progress of the project in relation to it. We're here, that's where we want to be."»

— Emmanuelle Besançon

Godin Institute

↳ Example

From criteria to indicators

CRITERIA FOR SOCIAL UTILITY	Context indicators	Achievement indicators	Performance indicators	Impact indicators
Social link and social mix	Increased tensions between communities in local areas	Diversity of employees' cultural backgrounds Space and time of conviviality organised during the activities	Effective mix of employees in all activities	Exchanges outside the framework of the structure between people from different cultures
Relationship network	Report staff at work (motivation, absenteeism, etc.)	Teamwork Encounters between families of employees as part of the of the structure's activities	Frequent and friendly exchanges between employees	Sustainability of the relations between employees outside of work
Professional integration	Unemployment rates in the local area and trends Degree of autonomy in the performance of tasks	Number of people hired and supported Number of training courses undertaken	Number of employees who have developed a realistic career plan at the end of their time in the structure / total number of employees	Number of employees in integration who have found a job with a contract of more than three months in the six months following their departure Number of employees in integration, who entered qualifying training upon leaving the company structure
Citizenship	Taking part in the functioning of the structure		Number of employees taking part in the bodies and decision-making process	Rate of employees becoming involved in other structures since joining the integration association

Example of an integration reference system in: *Évaluer l'utilité sociale de son activité. Avise, Culture et promotion (2007).*

Measuring

Measuring can be complex. This is why, at this stage, it is particularly important to be ambitious and to allocate the necessary resources to carry out this measurement in the light of the stakes of the assessment. Without neglecting operational feasibility.

↳ Indicators adapted to the challenges, context and resources

Concrete and observable measuring instruments to assess a resource, an opinion, a change, an action, indicators are all the more relevant as they are developed and decided jointly to adapt to the context.

Two questions can be of assistance when it comes to selecting indicators: do they reliably and accurately reflect the criterion? Is it possible to collect the data easily?

Before building new collection tools, priority should be given to pre-existing sources of information in the funded structure, as well as available external data (INSEE statistics, employment, etc.).

↳ Quantitative and qualitative indicators

Quantitative indicators often seem easier to share. While they make it possible to estimate the importance of a trend, they deserve to be supplemented by qualitative analyses, which are essential to understand **how** value is created.

To meet monitoring requirements, the funder and the structure may jointly choose three or four relevant indicators to be monitored on a regular basis during the duration of the funding, and possibly with objectives to be achieved. They will serve above all as a pretext for dialogue, rather than as instruments of control.

"We combine both quantitative and qualitative assessment elements. First of all, because there are not always quantitative indicators that are sufficiently reliable or universal to measure this social impact, but above all because it often seems to us that measuring social impact cannot be reduced to a succession of figures."»

—Lombard Odier private bank

Annual Social Impact Report, 2015

Building a shared point of view

Building a shared point of view is the crucial step in ensuring ownership of the outcome of the assessment and making it useful and usable for all.

↳ Sharing time around the outcome of the assessment and follow-up actions

Discussions and debates can be organised with those in charge of the structure, based on a clear, accessible and complete presentation of the results. The objective is not necessarily to reach a consensus, but to discuss and understand the results together and to learn from them. It is at this stage that hypotheses or results will be identified that require further investigation and therefore an *ad hoc* assessment.

↳ Harnessing the assessment results in an instructive way

Finally, at this stage, it is generally expected to be able to communicate on the results, in order to highlight the "contributions" of an activity, a fund or a public policy. The more attractive and instructive the methods of rendering the results, the easier it will be to understand them. As far as possible, we will not limit ourselves to restating a series of figures. More qualitative feedback, with testimonials, can say a lot more.

"AT mid-term and at the end of the investment period, we carry out a review of all the impact indicators initially identified with the structure's managers. This allows us to monitor the evolution of the impact and to assess it. We also carry out an annual follow-up of four or five key indicators, for which we had set objectives with the structure. The interpretation of the results provides a basis for dialogue. This roadmap is evolving. Finally, because we also seek to question and value our overall performance, we aggregate cross-sectional data at the fund level." »

— Jean-Michel Lécuyer

Deputy Chief Executive Officer of Inco

Inco co-designed the Mesis tool with Caisse des Dépôts and BNP Paribas (with Kimso's methodological support).

THE CASE OF PROGRAMMES WITH SEVERAL ACTIONS

If the challenge is to enhance the value of a programme with several actions, the case is more complex, as the actions funded are generally very varied. Some funders, in addition to the indicators specific to the actions funded, will choose some indicators common to the same social issue addressed in order to aggregate them. Nevertheless, to better understand the social utility of your fund or public policy, we will prefer a dedicated study, with a specific assessment question.

FEEDBACK



City of Brest

Working together to establish social utility
assessment of digital mediation actions

For more than twenty years, the City of Brest has been helping its residents to get to grips with digital technology uses. In 2014, it initiated a process to assess the social utility of the local area's digital mediation projects in order to ensure better visibility and readability.

A City initiative, led by a group of players

Five associations and two projects in Brest with digital mediation activities were involved, assisted by two experienced consultants.

Initial work to understand social utility was undertaken by building a cross-cutting reference framework for assessing social utility, with indicators of achievement, result and impact for each association or project.

An assessment based on four shared principles

- A voluntary approach from structures.
- The stakeholder association.
- Collective identification of social utility.
- A logic of accompanied self-assessment.

Short- and long-term contributions

"While most associations minimised the impact of their actions, they became aware of their real impact, increased their capacity to define their actions and are of more value in the eyes of their partners.

Beyond the results, the implementation of this reference framework made it possible to bring all the people involved in the project (partners, funders, beneficiaries, etc.) to the table and to trigger a link that facilitates long-term dialogue." »

— Elisabeth Le Faucheur

Head of the Internet service and multimedia expression for the City of Brest.

A FIVE-STEP SOCIAL UTILITY REFERENCE FRAMEWORK

- Identification of the stakes and identification of the social utility of the projects with the project leaders.
- Construction of criteria for assessing social utility.
- Construction of indicators of results and impact of social utility.
- Capitalisation and identification of a cross-cutting reference framework for digital mediation.
- Capitalisation of the work and construction of a reference framework for the social utility of digital mediation.

The Daniel and Nina Carasso Foundation aims to support projects related to sustainable food and civic art. In 2014, it launched a call for projects enabling 20 projects in the artistic field to be better equipped to assess their social impact.

Funding an assessment process

At the centre of the "Art and Territory" call for projects, a question: "How can a demanding artistic approach contribute to living together in a local area?"».

The support, spread over two years between collective and individual working time, has made it possible to develop an assessment framework and collection tools (questionnaires, interview kit, etc.) to introduce project leaders to the social impact assessment process.

Method of constructing the assessment reference system

The approach was co-constructed with the foundation, project leaders and partners, accompanied by the firm Nuova Vista specialised in social commitment.

Prior to the process, stakeholders shared their objectives and expectations for the assessment and agreed on the way they would interact and the work schedule. The work to develop the reference framework was organised in four main stages:

- 1 Mapping of impacted stakeholders;
- 2 Definition of expected impacts;
- 3 Development of indicators to measure impact at three levels:
 - during the project => activity indicators,
 - at the end of the project => result indicators,
 - six months to one year after the end of the project => indicators of longer-term effects;
- 4 Selection of data collection methods.

"Assessment often helps associations to ask themselves the right questions. This collective journey has made it possible to give ways to bring impact assessment to life within the structures we fund and to highlight good practices.

As a funder, supporting associations in assessing the social impact renews our position, we move from that of donor to that of partner."»

— Marie-Stéphane Maradeix

Executive Director of the Daniel and Nina Carasso Foundation

The process ended with the publication of the guide "Self-assessing the social impact of artistic projects", aimed at preparing the assessment of future projects funded by the foundation. This work will be enriched by the project leaders of a second cohort, always accompanied by Nuova Vista, as part of the assessment of the "Résonnance" call for projects, dedicated to innovative practices in the conservatories and music schools.

FEEDBACK



Voisin Malin

A 360° assessment

for the benefit of the project

Since it was set up in 2010, Voisin Malin ('smart neighbours'), an association whose objective is to improve the daily lives of people living in working class neighbourhoods facing many difficulties, has started to monitor its actions. Its assessment approach covers all aspects of its activity and involves its partners. The impact is estimated on three axes: the inhabitants met, the Voisins Malins and the partner organisations.

The combination of three approaches

This approach is divided into three concrete approaches, qualitative and quantitative (randomised study, sociological study, self-assessment approach), which combine and complement each other with common objectives:

- Improve the relevance of the actions developed and maximize their impact;
- Assist in the management of the activity and strategic orientations (e.g. missions to be given priority);
- Show the usefulness of Voisin Malin's intervention to increase the partners' motivation to work with the association.

"Assessment is an investigative tool, it allows us to look around the project, to know its action and the essential dimensions of its impact. We observe what is really happening, if our action produces the change we are aiming for." »

— Anne Charpy

Founder of Voisin Malin

Involvement of partners at several levels

Each intervention of Voisin Malin is carried out within the framework of a mission established in partnership with local and national players, who co-construct and finance door-to-door information missions. This partnership approach allows them to participate directly in value creation by taking part in the strategic, operational and assessment decisions related to missions.

- They help to build the message to go door-to-door and train 'smart neighbours';
- They provide their opinion in the development of assessment monitoring indicators;
- The assessment data are shared at a review meeting bringing together 'smart neighbours', managers, sponsors and partners of the action.

Focus

Impact measurement within the framework of a social impact bonds (SIBs)

First introduced in the United Kingdom in 2010 and being tested in France since March 2016, social impact bonds (SIBs) are a new financial tool that aim to raise private funds to finance innovative social actions. The achievement of the objectives in terms of the social impact of the programme determines its reimbursement, hence the crucial importance given to its measurement.

A five-step process

- 1 A social problem is identified.
- 2 A social player proposes to set up an action that will improve the situation of the beneficiaries.
- 3 A private investor provides the funds necessary for the implementation of the programme.
- 4 Impact objectives are set by the contract, which are subject to assessment by an independent player.
- 5 If the objectives are met, the public authority undertakes to repay the capital committed by investors, in addition to the interest rewarding risk-taking.

Main terms of the assessment

An independent position

The appraiser is subject to a call for competition. Selected by all the parties involved in the contract (social actors, investors, public authorities), it has a total independence from each of them.

A co-constructed

The assessment principles, method and indicators are chosen in consultation with the stakeholders. They are alone decision-makers of the expected level of performance by the program.

Control negative incentives

The assessor ensures that the social worker does not exclude a portion of the intended beneficiaries by in order to guarantee its results.

Presence of a counterfactual

The programme is reimbursed with regard to the effects directly related to it.

The implementation of a control group not benefiting from the action makes it possible to demonstrate the causal links.

Expansion of the program

Studying the results via one or two indicators does not make it possible to analyse and identify conditions for the development of the program. These conditions can be understood by other more qualitative indicators or by dedicated assessment work.

A FEW CONSIDERATIONS BEFORE YOU START

Ensure that funded structures are not encouraged to turn away from the most vulnerable groups.

The way in which indicators and associated objectives are determined can encourage funded structures to target beneficiaries for whom positive results can be achieved quickly. This can be done at the expense of more disadvantaged groups. It is recommended, where appropriate, to properly identify the target audiences and select indicators and adapted objectives.

Use assessment to promote social innovation.

Assessment can be a real tool for social innovation. To do this, we will ensure that we co-construct a participatory, dynamic and learning approach. The criteria chosen will best reflect the aspirations of the stakeholders. The "right to experimentation" will be the rule.



Also look at areas where tangible measures are difficult to achieve.

Many structures seek to address challenges in response to deeply rooted social, societal or environmental issues, where evidence of results may take time to materialize. This may be the case, for example, when seeking to promote social cohesion. The fact that these impacts are not quantifiable to date does not mean that they do not exist. Involving funders in the assessment process can provide a good understanding of the social change taking place.

Take part and involve others.

This may, for example, be based on the process of assessing the social utility of the activity in order to get to grips with it more effectively and enter into discussions with other stakeholders. Similarly, the involvement of all stakeholders in the process enhances it, be it in relation to defining what matters or only when sharing results.

Ensure that the funded structures have sufficient capacity to carry out assessments.

Implementing an evaluation approach requires the use of specific resources and skills. The majority of social utility structures do not have them. It is important to align the assessment requirements with the assessment issues on the one hand and the capacities of the structures on the other. Taking part in the funding of ad hoc studies or providing expertise can help the funded structure to go further.

Encourage structures to get involved in assessments

In a dynamic and partnership-based evaluation process, questions and assumptions emerge: a possible change of scale, the expansion of activities or a strategic shift in focus of the structure. More targeted and in-depth assessment studies will make it possible to go even further. Funders have a role to play to encourage this type of practice, which will contribute significantly to the consolidation and to the development of the structure. As Anne Charpy, founder of Voisin Malin, says: *"To prepare for change of scale, it is very important to be able to dedicate resources to assess social impact in order to identify considerations."* »

5 WAYS TO ACT NOW



SEND this publication to the stakeholders of the funded structures. Then begin to start to talk about it.

FIND OUT

about existing methods and tools on the portal www.avise.org



TALK to peers and counterparts about their experiences in this area, to learn from others about the mistakes to avoid and the pragmatic solutions applied to specific obstacles.

CHALLENGE what you think assessment is, based on the most recent studies and publications. The subject is the subject of debates, but also concrete progress.



CONTRIBUTE to the «Évaluation de l'utilité sociale» (assessing social utility) project by Avise, which harnesses the best practices of a large number of funders.

POUR ALLER PLUS LOIN

GUIDES ET DOSSIERS

- « Dossier : impact social » 2015 Avise
- « Un guide pratique pour la mesure et la gestion de l'impact social » 2015 EVPA
- « Inscrire l'utilité sociale au cœur des politiques locales » 2012 Avise, RTES, Régions de France
- « Guide du retour social sur investissement » 2011 ESSEC
- « Évaluer l'utilité sociale de son activité : conduire une démarche d'auto-évaluation » 2007 Avise, Culture et promotion

ÉTUDES DE CAS

- Évaluation du Social impact bond de Peterborough 2016 Avise, Impact Invest Lab
- Évaluation de l'utilité sociale de la médiation sociale 2016 Avise
- Le retour social sur investissement de Passeport Avenir 2016 Avise

ENQUÊTES

- « L'expérience de l'évaluation d'impact social. Pratiques et représentations dans les structures d'utilité sociale » 2017 Avise, Agence Phare
- Baromètre 2017 de la mesure d'impact social 2017 KPMG

À télécharger sur avise.org

CONTACT

Si vous souhaitez plus d'informations, être accompagné ou orienté vers un interlocuteur qualifié, ou encore recevoir de la documentation, n'hésitez pas à contacter l'Avise :

! contact@avise.org

Dans la même collection :

- « **MODE D'EMPLOI** : Les achats socialement responsables » Avise 2015
- « **MODE D'EMPLOI** : L'innovation sociale » Avise 2015
- « **MODE D'EMPLOI** : L'économie sociale et solidaire en Région » Avise 2016
- « **MODE D'EMPLOI** : La création d'activités d'utilité sociale » Avise 2016

Assessing social impact is a growing concern, shared by all SSE actors, first and foremost funders. In this Handbook, Avise provides semantic and methodological benchmarks, based on field experience, to make their assessment processes a tool for strategic management and dialogue between stakeholders.

This Handbook is intended for all decision-makers, sponsors or funders of social utility structures: the State, local authorities, philanthropists, impact investors, companies as part of their CSR strategy and those involved in solidarity lending. They will find material to guide themselves in the debates and get started with the most appropriate tools.



The engineering agency Avise was set up in 2002 to promote the development of the social and solidarity economy by supporting the creation, consolidation and scaling up of social utility structures that create innovative activities and quality jobs www.avise.org



Cette action est cofinancée par le Fonds social européen dans le cadre du programme opérationnel régional « Emploi et Inclusion » 2014-2020