

Module Design: Measuring Social Impact

1 Overall Aim

1. To explore what distinguishes a 'social enterprise' from other types of 'business', and to ensure that this focus on 'social impact' is deeply embedded within all visions, missions, business plans and strategies [LO1, LO2, LO4] *
2. To consider a range of tools and techniques for evaluating effectiveness and measuring social impact [LO3]
3. To identify practical steps that participants will take to measure the social impact of their new ventures and projects [LO2, LO3, LO4]

2 Learning Outcomes

LO1 Participants will be able to understand why making and measuring 'social impact' is essential to social enterprises

LO2 Participants will be able to articulate their vision, mission, values, and what types of social impact they are hoping that their ventures will make

LO3 Participants will be able to understand and use a range of tools and techniques for measuring social impact

LO4 Participants will be able to identify practical steps that will help with measuring social impact within their own ventures

3 Duration

This module has been run over two sessions (10am-2pm, including lunch) and as one full day (10am-4.30pm, including lunch). The schedules for both of these models are included here. There are two sets of PowerPoint slides to reflect this.

4 Start Date

Piloted in Jan/Feb 2020 (Dartington, Devon). Piloted in Feb 2020 (Carhaix, France). Rolled out to other partners for using from April 2020.

5 Module Structure

TWO HALF-DAY MODEL Session 1: (piloted in Devon)	
9.45am	Arrival and refreshments
10.00am	WELCOME / GETTING STARTED
	<p>Welcomes Icebreaker</p> <p>Aims for today Negotiating ground-rules Aims / structure / expectations Support structures Practicalities (claiming expenses, sending apologies etc.)</p> <p>[This can be adapted, depending on the context and needs of the group]</p>
10.30am	
	<p>Vision, Mission, Values Presentation (PowerPoint) Work on own</p> <p>Initial pitching to group</p>
	<p>What is Business Plan? What is a Business Model? (emphasise importance of social impact as well as generating profit) Intro to Business Model Canvas Presentation (PowerPoint) Video – Sammy’s Sandwiches</p>
12.00pm	Lunch Break
12.45am	
	<p>Intro to Social Enterprise Model Canvas Presentation (PowerPoint)</p>

	<p>Use WOW as example</p> <p>Work on own</p> <p>Facilitators to go to individuals to support</p>
1.45pm	CLOSING / ENDINGS
	<p>Looking ahead – state intentions on what participants might reflect on before next session</p> <p>Closing round</p> <p>Brief Feedback Activity</p> <p>[This can be adapted, depending on the context and needs of the group]</p>
2.00pm	End

TWO HALF-DAY MODEL Session 2: (piloted in Devon)

9.45am	Arrival and refreshments
10.00am	WELCOME / GETTING STARTED
	<p>Welcomes / Icebreakers</p> <p>Check-in</p> <p>Brief reminder of aims / structure / expectations / practicalities / groundrules</p> <p>Brief recap on previous session</p> <p>Aims for today</p> <p>Definition of 'social impact' and importance of this within social enterprises</p>
10.30am	LEARNING FROM OTHERS
	<p>Margolis Wheel [Activity sheet attached] – chairs set up in two concentric circles.</p> <p>Timed responses to specific questions, in lively and energising format.</p>
11.30am	Developing my enterprise idea

	<p>On own – tightening up Vision / Mission / Values</p> <p>Each person invites to give 1 minute pitch to explain what they want their social impact to be. ‘What change do you want to make in the world?’</p> <p>[Need to be as clear as possible about this as it sets up the activities after lunch]</p>
12.00pm	Lunch Break
12.45pm	MOVING FORWARD – next steps
	<p>Measuring Impact: How will you know if you are making the impact that you want to make?</p> <p>Quick-fire on range of tools that can be used to measure impact</p> <p>Handout with action plan for measuring social impact [attached]</p>
1.45pm	CLOSING / ENDINGS
	<p>Looking ahead – state intentions on what participants might reflect on before next session</p> <p>Closing round</p> <p>Detailed Feedback Activity</p>
2.00pm	End

FULL DAY MODEL (piloted in France)

FULL DAY MODEL (piloted in France)	
9.45am	Arrival and refreshments
10.00am	WELCOME / GETTING STARTED
	<p>Welcomes Icebreaker</p> <p>Aims for today Negotiating ground-rules Aims / structure / expectations Support structures Practicalities (claiming expenses, sending apologies etc.)</p> <p>[This can be adapted, depending on the context and needs of the group]</p>
10.30am	
	<p>Vision, Mission, Values Presentation (PowerPoint) Work on own</p> <p>Initial pitching to group</p>
	<p>What is Business Plan? What is a Business Model? (emphasise importance of social impact as well as generating profit) Intro to Business Model Canvas Presentation (PowerPoint) Video – Sammy’s Sandwiches</p>
12.00pm	Coffee Break
12.15pm	
	<p>Intro to Social Enterprise Model Canvas Presentation (PowerPoint) Use WOW as example</p> <p>Work on own Facilitators to go to individuals to support</p>

1.15pm	Lunch Break
2.00pm	
	Margolis Wheel [Activity sheet attached] – chairs set up in two concentric circles. Timed responses to specific questions, in lively and energising format.
3.00pm	Coffee Break
3.15pm	
	<p>Measuring Impact: How will you know if you are making the impact that you want to make?</p> <p>Quick-fire on range of tools that can be used to measure impact</p> <p>Handout with action plan for measuring social impact [attached]</p>
4.15pm	CLOSING / ENDINGS
	<p>Looking ahead – state intentions on what participants might reflect on before next session</p> <p>Closing round</p> <p>Detailed Feedback Activity</p> <p>[This can be adapted, depending on the context and needs of the group]</p>
4.30pm	End

6 Detailed outlines of proposed activities

6.1 Margolis Wheel

6.2 Handout with action plan for measuring social impact [separate document]

6.1 Margolis Wheel

Stage 1: [up to 10 mins]

Instructions from facilitator:

- 1 Divide participants up into groups of about 8-16 (must be an even number).
- 2 Now divide each group into two equal halves, with an 'A' half and a 'B' half.
- 3 Have the 'A' half sit in a tight circle facing outwards.
- 4 Have the 'B' half sit in a wider circle around the 'A' half, with each person from the 'B' half directly facing another person in the 'A' half.

Time is given as 10 mins so that there is room to move chairs and get everyone into the right position in the room

Stage 2: [up to 30 mins]

Whole group:

5 When everyone is ready, the facilitator asks a question [and could also display it on a slide so participants can remember it], and then asks the 'A' participants to repeat this question to their 'B' partners. The 'B' participants have two minutes to answer the question, in whatever way they want, with the 'A' participants actively listening.

6 After another two minutes, the facilitator sounds a bell, and shouts 'Change', and the participants on the outside of the circle (the 'B's) to move around one place to the right.

7 The facilitator asks another question, and this time, the 'B' participants repeat to the question to the new 'A' partners. The 'A' partners have two minutes to answer the question, in whatever way they want, with the 'B' participants actively listening.

8 Repeat this process until all the questions have been addressed. It does not matter whether participants return back to their original partner

[Facilitator needs to be flexible to make sure that the pacing is right. Could slow down or speed up. Could add more questions. Could repeat some questions so that each partner gets to answer]

Stage 3: [up to 20 mins]

Small groups / Whole group:

Invitation to share reflections on the process, especially in relation to the following:

- Was there anything you wanted to talk more about?
- Did any of the questions inspire or surprise you?
- What was it like to listen to other people, without being able to speak?
- How did it feel to be on the spot, without time to prepare?
- How did this help you understand what is meant by 'social impact'?
- Other open-ended questions?

Resources

Questions (on slides, or can be on index cards to give to participants if this feels easier than reading them out)

Timer / bell

Sample Questions

- [A-B] Can you tell me a story of when an organisation, business or charity has impacted on your life in a positive way?
- [B-A] Have any companies or charities benefitted your local area, and in what ways?
- [A-B] Which companies or charities have made the most significant impact across the world, and why?
- [B-A] Can you tell me a story of when an organisation, business or charity has impacted on your life in a positive way?
- [A-B] How does the world need to change?
- [B-A] What drives you?
- [A-B] What drives you?
- [B-A] How does the world need to change?
- [A-B] What difference do you want to make with your enterprise
- [B-A] If someone was to say 'your project / venture has really made a difference to me', how do you think you would feel?
- [A-B] What does 'success' mean for you?
- [B-A] What difference do you want to make with your enterprise
- [A-B] How could you prove that you have made a difference?
- [B-A] How would you like to be remembered?
- [A-B] How would you like to be remembered?

6.2 Handout on measuring impact