

Focus :

IMPACT EVALUATION

WORKSHOP

[AP7]

Room Bill Drayton  
Palais Brongniart

Thursday Septembre,  
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## FROM PRINCIPLES TO PRACTICE: IMPLEMENTING A SOCIAL IMPACT EVALUATION FOR A SOCIAL ENTERPRISE

### MAIN OUTLINE

In a context in which resources are becoming increasingly scarce, ever greater enthusiasm for evaluation can be seen. Evaluating social impact is still at an early stage in France and its scope for improvement is significant. During this workshop, three methods for evaluating impact within a social enterprise were presented: the SROI method, a tool which allows a project to assess its social value by expressing it in monetary terms; the societal report, a tool for real internal dialogue, and finally, random evaluation, the most scientific method for long-term projects. These three methods do not all have the same analysis perimeters. Assessing the impact of a social enterprise requires great investment in terms of time, money and human resources. However, today there are too few social solidarity economy stakeholders who are willing to pay for their impact to be evaluated.

### SPEAKERS

**Gérard Leseul**

Head of Public Affairs and CSR Department,  
Confédération Nationale du Crédit Mutuel

**Sarah McCoy**

Senior Researcher, SROI Network

**Zohra Redjem**

Project Manager, AFIJ)

**Brigitte Riberolles**

Head of Department for Mutualist Life CCMSA

**Nikki Wilkinson**

Campaign Manager, St Oswald's Hospice

**Philippe Zamora**

Researcher, CREST

### MODERATORS

**Bernard Bazillon**

Partner, National Director

for Social and Solidarity Economy, KPMG

**Eve Durquety**

Social and Solidarity Economy Consultant, KPMG

## SUMMARY OF INTERVENTIONS

### The SROI method

Sarah McCoy explains that the SROI method is a flexible one, even though there is a set of necessary stages to pass through. This method should really be considered a tool. It involves an analysis of the social value of the activities of a company and aims to consider their added value in the **company's** strategic decisions. This method allows positive and negative changes to be understood in light of their social value. It places a particular emphasis on analyzing certain data using indicators while prioritizing aims. However, it also means that one must settle for using averages because it is very difficult to put together a precise and totally objective result.

Nikki Wilkinson has applied the SROI method in *St Oswald's Hospice*, where she works, in order to convert the **hospice's social impact on the patients** into monetary value. As a matter of fact, she explains that in the social and medico-social sectors in England, competition for subsidies is fierce and donors expect more and more proof to be provided of the work being carried out and its added value within care institutions. Therefore, Nikki Wilkinson came to see the SROI method as a way of proving the social value of the team members' and volunteers' **work at St Oswald's Hospice**. After applying the method for one year, she was able to pinpoint the total social value created by the institution – the equivalent of 2,600 pounds per person. This then allowed her to provide evidence of the added value of the hospice and to draw attention to the monetary worth of the work carried out by the volunteers by providing figures.

### The societal report

Gérard Leseul notes that the societal report is a tool to enhance decision making for an organization committed to progress. This method consists of carrying out a diagnostic of the extent to which the business is involved in society and goes beyond the idea of a rating, measure or scoring system. It rather allows for a collective dynamic within the organization and favours social dialogue. In his view, self-assessment is not

enough; evaluation requires cross-referencing to be carried out both within the business and externally: directors, employees, management, suppliers, etc. The societal report is therefore both an approach and a tool. It takes the form of a long questionnaire with 350 items (in its longer format). These are grouped together into nine main fields of **the company's responsibilities**. Gérard Leseul states that the advantage of this tool is that it can be put to use both in large organizations as has been the case for instance with Crédit Mutuel or la Maif, and in much smaller organizations such as associations or VSBs, since the length of the questionnaire and its administration procedures can be adapted to **a company's** size. The main purpose of the cross-referencing method is to allow for accuracy to be checked and to aim towards collective objectivity. The approach therefore has to be one of a shared building process rather than one which is critical of ratings agencies. Moreover, the issue of cost cannot be separated from the method used, in order to aim at developing society-based approaches among organizations. The societal report is carried out by an analyst external to the company, and an average of 15 man-days of work must be factored in (for an SME, for example) in order for the societal report to be carried out and to ensure that satisfactory results are provided both to the management team that had commissioned the report and to the other stakeholders.

Brigitte Riberolles has set up the mutualist report for the Central Agricultural Social Mutual Fund (CCMSA), through an itemization of the societal report. At a time when social protection is going through a crisis and insurance funds are being merged, it has become important to question the values and governance systems of mutual social insurance funds for agriculture (MSAs). The need for evaluating this governance system was therefore clear, and the evaluation was carried out with the help of two external auditing firms. Brigitte Riberolles explains that objectives and a timescale had to be set. The work was carried out from July 2003 to January 2004. After spending six months conducting the questionnaire and putting together the report, a strategic action plan was put in place. The questionnaire was conducted in two

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phases: the first was focused around joint briefings on the questionnaire while the second consisted of discussions on the first set of results. In total, 300 people were chosen in order to correctly represent the diversity in professions and the different roles. Those selected then took the questionnaire. It consisted of 167 questions and 10 assessment criteria such as efficiency, competitiveness, solidarity and respect for **one's surroundings, as well as 21 open questions**. The exercise took one year to complete and cost 92,000 Euros. The conclusions of this report were then used for the 2006/2010 strategic plan.

### The random evaluation method

Phillippe Zamora applied the random method within the AFIJ (Association for the Professional Integration of Young Graduates). He compares this method with tests carried out in order to assess the effectiveness of a form of medication before its release onto the market: one group benefits from a social policy while a randomly selected control group does not. In this case, the subject of the evaluation is the social policy. Phillippe Zamora explains that the research protocols must be very precise in order to evaluate the cost and benefits of a social policy. This type of evaluation is to be used for long-term projects and requires a high level of mutual understanding among the evaluators and those working on the ground. He stresses that clearly defining what is to be evaluated is essential.

Zohra Redjem intervenes by saying that AFIJ has existed since 1994 and has been providing individual support for young people in finding suitable work since 1997. She works to improve its practices and writes up action reports for each project led by the organization.

Through a lack of funding, these reports are often restricted to a description or an explanation without having any real scientific value. What's more, given that AFIJ is 95% financed by public funding, it was deemed necessary for the organization to prove its added value and effectiveness for young graduates. The random evaluation was carried out with 2,367 young people who benefitted from the project in 33 locations across 15 regions, all of whom had abandoned their undergraduate degree studies. The project was run for two years, from 2009 to 2011. The evaluation was carried out in the following way: a group of young people received additional support while another control group received the conventional collective support offered by AFIJ. Zahra Redjem admits that this type of evaluation can pose ethical problems, which is why a great deal of communication had to be carried out with the teams in question. This communication allowed explanations to be provided; pointing out that all the young beneficiaries of the experiment had received an initial level of guidance and support. There was therefore no unfairness in what each young person could potentially receive. The cost of the evaluation was 210,000 Euros. A random evaluation of this type allowed for both qualitative and quantitative feedback to be provided. The qualitative feedback was on the effectiveness of the support methods used, the social abilities of the young people during the reorientation process, their "state of mind" when they began receiving support, etc. The quantitative feedback was on factors such as the typical profile of a young dropout, the reasons behind them leaving their studies, etc.

*[Given that the time allotted for this session ran out, the presentation was not given in its entirety.]*

REPORTER

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Assistante Communication, KPMG

## MORE ON THE TOPIC

- E.Stievenart, "Quelle approche pour évaluer l'impact social des entreprises sociales ?", working paper, ESSEC Business School
- **'Mesurer l'impact social: un défi majeur pour l'entreprise sociale indépendante'**, *Economie-Avenir* : <http://www.economie-avenir.com/finance-responsable/mesurer-l-impact-social-un-defi-majeur-pour-l-entreprise-sociale-interdependances/>
- **Axes de recherche sur l'évaluation de l'impact social**, ESSEC: <http://entrepreneuriat-social.essec.edu/axes-de-recherche/evaluation-de-l-impact-social>
- SROI Network : [www.thesroinetwork.org/](http://www.thesroinetwork.org/)