

# 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

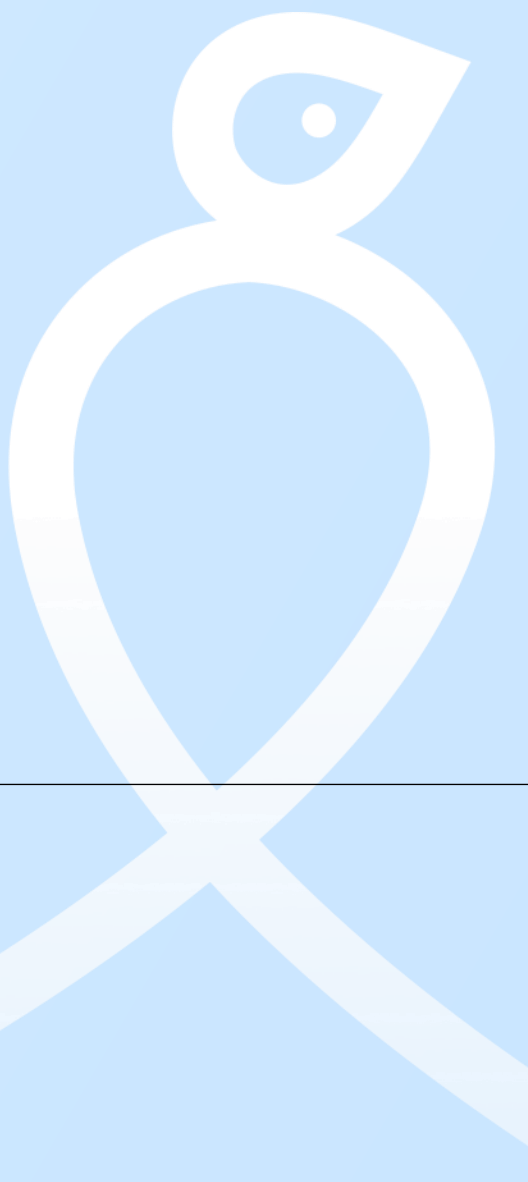
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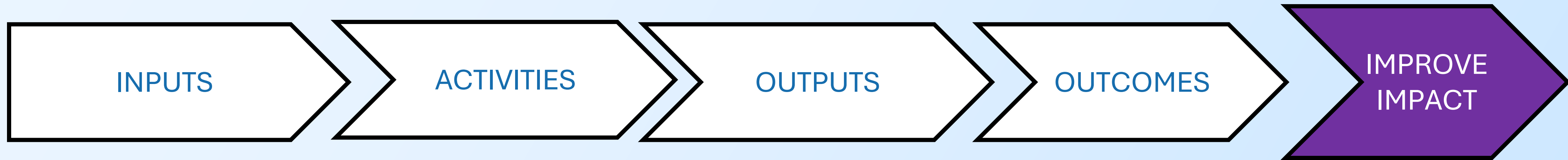


# Step 1. Start with answer the question - WHY assess value?

- 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

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

Use the value chain as a starting point:



Resources needed to fulfill 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

Highligh 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 <sub>1</sub> The magnitude of the problem
	2a <sub>2</sub> The value Proposition/Solution
	2a <sub>3</sub> Outcome area
1b Prove or Improve social value	2b <sub>1</sub> Activities/Participants
	2b <sub>2</sub> Outcomes, Quantitative Objective numbers of changes
	2b <sub>3</sub> Quality of operations/services Subjective, perceived value
1c Ensure sustainability - Follow up	2c <sub>1</sub> Goal achievement - ensure that mission is met
	2c <sub>2</sub> 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<sub>1</sub> 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<sub>2</sub> 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?

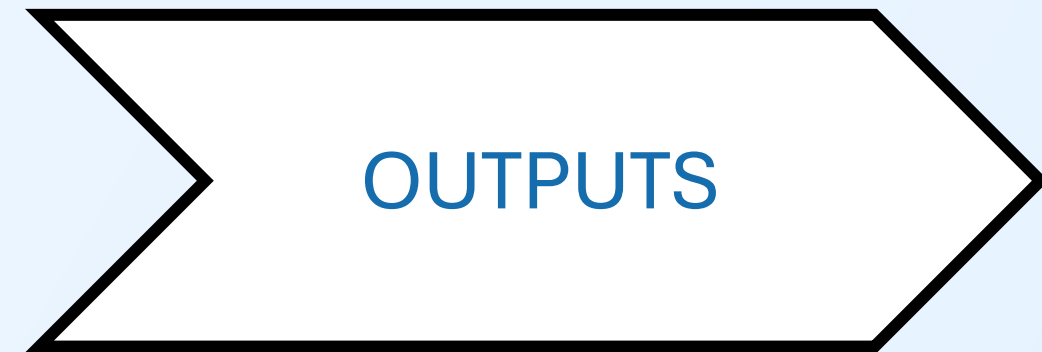
In order to motivate stakeholders – highlight the outcome area

## 3a<sub>3</sub> Relate to SDGS

✓ Outcome area	Related to SDG:S (select from below)
Art, craft & Culture	9, 11, 12
Citizenship and community	4, 9, 11, 12, 13
Environment	11, 12, 13
Equality and gender equality	5, 10, 11
Integration/Migration	8, 10, 11
Mental health and well-being	3, 10, 11
Sport and physical health	3, 11
Social service, education, care and welfare	3, 4, 11
Work integration	8, 10, 11
Other:.....	



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



In order to prove or improve value – Monitoring, outputs

## Objective measurement

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

### 3b<sub>1</sub> 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?



Changes in relation  
to the problem SE  
want to solve

**In order prove or improve value - Monitoring outcomes, Quantitative**

## Objective measurement

### **3b<sub>2</sub> 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<sub>2</sub> 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?



In order prove or improve value - Monitoring outcomes, Qualitative

Subjective measurement

Changes in relation to the problem SE want to solve

## 3b<sub>3</sub> Surveys or/and Interviews with target groups: Beneficiaries, Customers, Funders

### Collect data from key stakeholders

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

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

### 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

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



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

**In order ensure sustainability - Find Weak Spots**

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



1. What do you think works well in the organisation/activities etc.?	
<i>[Open comment box]</i>	
2. What could we improve?	
<i>[Open comment box]</i>	
3. Would you recommend this company to others?	
<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> 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?	



# 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 <sub>1</sub> The magnitude of the problem	3a <sub>1</sub> The demand – survey to stakeholders, Existing data	4a <sub>1</sub> Yearly	5a <sub>1</sub> External reporting
	2a <sub>2</sub> The value Proposition/Solution	3a <sub>2</sub> Show parts of the business model	4a <sub>23</sub> Yearly	5a <sub>2</sub> Internal reporting/External reporting
	2a <sub>3</sub> Outcome area	3a <sub>3</sub> Relation to SDGs		5a <sub>3</sub> External reporting
1b Prove or Improve social value	2b <sub>1</sub> Activities/Participants	3b <sub>1</sub> Number of activities, Number of participants, Activity hours	4b <sub>1</sub> Daily and Yearly	5b <sub>1</sub> Internal reporting/External reporting
	2b <sub>2</sub> Outcomes, Quantitative Objective numbers of changes	3b <sub>2</sub> Big data, statistics, surveys to external target groups	4b <sub>23</sub> Periodically/Yearly	5b <sub>23</sub> External reporting / Internal reporting
	2b <sub>3</sub> Quality of operations/services Subjective, perceived value	3b <sub>3</sub> Surveys or/and Interviews with target groups: Beneficiaries, Customers, Funders		
1c Ensure sustainability - Follow up	2c <sub>1</sub> Goal achievement - ensure that mission is met	3c <sub>1</sub> Compare with goals and with previous year	4c <sub>1</sub> Half-year or yearly	5c <sub>1</sub> External reporting/ Internal reporting
	2c <sub>2</sub> Week spots	3c <sub>2</sub> Evaluate all data collected, compare with others.	4c <sub>2</sub> Yearly	
		3c <sub>2</sub> Interviews /surveys to staff and volunteers/target groups	4c <sub>2</sub> Monthly or Quarterly	5c <sub>2</sub> Internal reporting

