



S.E.VET
SOCIAL ENTREPRENEURS

S.E.VET
SOCIAL ENTREPRENEURSHIP VOCATIONAL EDUCATION
AND TRAINING PROGRAM - Capacity Building Program

Coordinated & Developed for the Sub-Unit 3: Measuring
Impact and Sustainability (3 hours)
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Contents

Introduction	3
Lesson Content	4

Introduction

In the world of Social Entrepreneurship with focus on the engineering world we enter in a field which was not prioritized by engineers. Therefore, it is very important when we produce seminars that we measure the impact after a seminar for the target group and more importantly to keep it sustain and used in the long run so it can develop to a higher level. We would like to establish an awareness for higher quality, not only in the head of engineers but more than that also in practical usage of the tools. These will be created by this project in all participating countries and over years it should develop to a standard all over the world.

Our focus in this chapter of this capacity buildings project is to measure the impact and how the standards will be used in a sustainable way for the future?

Through a case study and interactive activities, participants will learn how to identify the right tools to measure impact and to keep it sustainable.

The "2030 Agenda for Sustainable Development", which was ratified by all member states of the United Nations in 2015, provides an important framework.

From collaborating with NGOs and academic institutions to forming partnerships with local authorities and private sector companies, this course offers a comprehensive perspective on impact and sustainability can drive innovation and create a lasting influence in the engineering community.

Lesson Content

Mode of presentation of educational material	Power Point Word document
Title	Unit 2: Social Entrepreneurship Methods (10 hours)
<p style="text-align: center;"> (•Sub-Unit 1: Introduction to Social Entrepreneurship (3 hours) •Sub-Unit 2: Developing Social Entrepreneurship Ventures (4 hours)) •Sub-Unit 3: Measuring Impact and Sustainability (3 hours) <i>Planning, analyzing, and reporting Impact measurements.</i> <i>Methods and Standards adjusted to the engineering industry.</i> <i>Impact Reporting & Investment Standards (60 minutes)</i> </p>	
Content of the course	<p>Introduction and Overview</p> <p>In this session, participants will be introduced to the impact measurements and tools to assure sustainability in the engineering industry for social impact in institutions and companies. Content units (themes/content) of the training sessions, focusing on the necessity of such measurement's tools.</p> <p>Social Impact Award (SIA) is a non-profit limited company that recognizes student social entrepreneurs. Special and unique business models are highlighted and honored with an award. Austria is a pioneer within the EU in supporting, promoting, and networking such innovations. These gala awards are used for this purpose. Here is the link: www.austria.socialimpactaward.net</p> <p>Theoretical Framework</p> <p>There is also European wide and Worldwide methods and standards in place to measure the impact for successful social entrepreneurs. This impact to measure is important to often get a large amount for subsidies which we will also explain in that seminar to our learners.</p> <p>We will discuss with the students' following subjects: <u>Impact measurement</u></p> <p>The topic of impact is a central component of the business models of social enterprises. It can basically be divided into three areas:</p> <ul style="list-style-type: none"> -Planning effect -Analyzing effect -Reporting effect <p>Planning is particularly important at the beginning of a project or company and is subsequently important when adjustments are made. The impact analysis accompanies the operational development of the business model and generates strategic information for the social enterprise. The results of the impact analysis are communicated to stakeholders through regular impact reporting.</p>

In our presentation, we use a few selected sources that we recommend for further questions.

- PHINEO (Coursebook Impact and wirkung-lernen.de): especially for impact planning and analysis

- sopact (www.sopact.com): offers a wide range of information and templates (see "Resources")

- Impact Management Project (impactmanagementproject.com): most widely used approach for impact measurement, management and reporting by investors

- SDGs and SDG Impact Standard: as leading standards for impact indicators and integrated impact management

- IRIS/IRIS+: widely used source for impact indicators

Planning effect

Needs and environment analysis

The needs and environment analysis are the first step in impact planning. Even if the identified problem appears very clear, a precise analysis of the needs of the target group(s) and the environment is necessary to develop an impact concept based on this. Good impact planning therefore begins with the involvement of the people affected and an analysis of the status quo.

The needs and environment analysis will help you with this:

- determine the need
- identify the target group
- identify and involve the stakeholders
- to lay the data basis for impact measurement to use resources in the right place

- Present the quality of the concept to investors and sponsors

The task of the needs and environment analysis is to systematically collect and analyze information to plan and implement the project based on this information. Existing data can be used for this (e.g., industry surveys) or the company can conduct its own data collection.

Impact targets

Impact goals form the basis for the business model of a social enterprise. The more concretely the impact goals are formulated, the better the corporate planning, impact measurement, motivation within the team and the approach to stakeholders.

Impact targets should be formulated as specifically as possible and be measurable:

Specifically, try to formulate the impact objectives as precisely and comprehensibly as possible.

Measurable: It must be possible to determine whether the effect has occurred or not.

Accepted: Social enterprises and stakeholders must have a common understanding of the impact goals.

Realistic: It should be possible to achieve the impact objectives with the planned resources.

Deadline: The impact target should be assigned a time frame by which it should be achieved.

Developing an impact model

Impact models relate the impact objectives of a project to the resources used and the services provided. An impact model (or theory of change) enables the schematic and simplified illustration of how activities lead to social change. Other terms for the impact model are impact chain, impact logic or logical model.

The services bring about a short to medium-term change in the target group. This change is referred to as the outcome. Only the **long-term, i.e., sustainable**, social changes that go beyond the changes in the target group are referred to as **impact**.

Furthermore, it must be clarified which effects can be attributed to the social enterprise.

As output is the easiest to measure, many social enterprises focus on this key figure in their impact measurement, although outcome and impact are the actual target figures. This is also supported by the fact that young social enterprises lack the necessary resources for the detailed measurement of outcome and impact. Cooperation with research institutions or non-profit organizations is one way of compensating for these deficits in impact measurement.

The impact model is not a one-off task but serves to continuously review and adjust the assumptions and objectives. Impact targets can be defined according to the individual stages of the impact model. The appropriate key figures for the impact analysis can then be identified from this. Those who can establish a causal chain between the activities of the social enterprise and the positive changes in the target group have good arguments in the search for supporters and in fundraising.

Analyzing effect

In the impact analysis, data is regularly collected, evaluated, and assessed to be able to evaluate the impact of the social enterprise. The impact analysis enables active management of the company, in which it is possible to react to deviations and obtain new information for the impact model with each data set.

To create greater acceptance, it is advisable to involve relevant stakeholders in the impact analysis. Cooperation in impact analysis, e.g., with research institutions or NPOs, can improve the quality of the survey and add an independent perspective to the impact analysis.

Monitoring and assessment

Monitoring and assessment are at the beginning of the impact analysis. Monitoring involves the regular collection of information in order to observe the company's progress. The data obtained during monitoring is assessed to make statements about the company's impact and to be able to react to deviations from the plan. If the data obtained from monitoring shows that the company is not developing as planned, an assessment of the causes is necessary. By assessing and evaluating processes, results and effects at different points in time, important insights can be gained for the impact model.

Develop indicators.

The indicators are the most important tool for assessing the impact of a social enterprise. They can be used to determine whether the company is achieving its goals in accordance with the impact logic. A distinction is therefore made between input, output, outcome and impact indicators. Indicators for internal processes in impact management are also recommended in order to assess the sustainability of the company as a whole.

Suitable indicators for impact measurement are determined as part of the definition of the impact objectives in the planning phase. For an indicator to be meaningful, it should be specifically formulated and measurable in line with the impact objectives. It must be clear which impact is to be achieved for which target group in which period of time. A large number of indicators does not necessarily improve the quality of impact measurement. The rule of thumb is to use a maximum of five indicators per business area.

When measuring impact, a distinction must be made between depth and breadth. The depth of the impact describes the extent of the change and is of great importance for assessing the potential of a socio-ecological enterprise. To estimate the impact potential, the breadth of the impact, i.e. how many beneficiaries can be reached, is also necessary. A very comprehensive (deep) impact is worth less if it only reaches a small proportion of the potential beneficiaries.

Collect data.

If the available data is not sufficient, it must be collected directly by the social enterprise or a partner organization. A distinction is made between quantitative and qualitative survey methods. Quantitative methods include measurements, counting, analyzing statistical data, surveys, tests and structured observations. Qualitative data collection involves

detailed, subjective and individual findings about attitudes and actions, e.g. in the form of interviews.

Evaluate and analyze data

Evaluating and analyzing the data is necessary in order to convert it into useful information. Together with the key financial figures, they form the basis for decisions on the strategic direction of the social enterprise.

Tip box: Integrate impact metrics into your financial plan and link them to operational metrics (e.g. number of products sold). In this form, the financial and social impact of the business model are linked and can be seen at a glance.

Reporting effect

In the impact report, the social enterprise communicates the results of the impact analysis to various stakeholders. This means that the impact report can have a large target group. In many cases, the impact report is also made available to the public. It is the most important source of information for stakeholders. The impact report is also important for internal communication. The impact report must strike a balance between providing transparent, material information and presenting the company in a positive light.

Impact reports should be prepared at least annually. However, the key impact indicators should be integrated into the reporting (monthly or quarterly) and can thus be used on an ongoing basis for internal and external communication (**newsletter, social media**).

The following questions must be answered before preparing an impact report:

- Who is the target group of the impact report?
- What content is relevant for the respective target group?
- What is the aim of the impact report?
- At what points in time is the impact reported?
- What form does the impact report take?

Practical Application:

To apply the theoretical concepts above, learners should participate in a series of practical exercises. For the analysis of the impact measurement methods, students conduct interviews with to the target group of the engineering sector, discussing its potential social impacts. Important is to find out how to transfer the theoretical framework for impact analysis to the engineering market.

	<p>After reading through a rather serious (nearly mathematical) content about standards in impact measurement tools an interactive quiz tool, called Kahoot, for playful competition should be motivate the learners. The trainer uses a projector to present a question and the possible answers on the wall for everyone to see. Participants can respond using their mobile devices (but also via PC) within a certain time. Beforehand, you must register to take part in the quiz using a PIN code. The devices are connected to each other via the Internet. To create the question sets, the trainer registers with Kahoot. He can create his own quiz or select an existing quiz from specific subject areas, such as the topic in this module.</p> <p>Questions which will be important to ask in the Quiz are:</p> <ul style="list-style-type: none"> – What effects should be achieved? – With whom should the effect be achieved? – Which target groups are prioritized? – How are the target groups involved in achieving the objectives? – How are input, activities, output, result, and impact recorded? – Which data sources are used? – Which adjustments will be necessary? <p>During teamwork, learners will put the findings of the quiz results on a pinboard and can work in groups to generate innovative solutions. This can be followed by adjusting exercises where students develop and test their solutions the work within the engineering field.</p> <p>It is important to put the findings into practice, therefore it is important to engage the "real life" target group in interviewing them or to implement role plays where one group is the target group and one group is the institution who wants to implement the measurement tools.</p> <p>The participants will identify impact measurements for the engineering field according to the sources provided above which are already established in different industries. The participants will adjust them to the target group. All participants will present it in groups. The results will be noted on a poster and revisited at the end of the training sessions.</p>
<p><i>Sustainability (60 minutes)</i></p>	
<p>Content of the course</p>	<p>Theoretical Framework</p> <p>Mindset, behaviors, and skills are important for sustainable social entrepreneurs.</p> <p>To be a successful SE requires more than simply donating profits to a good cause-business owners who aim to stand out in the social entrepreneurial field must develop sustainable and effective approaches to addressing broad social issues. To enact their visions for social justice, a successful social entrepreneur often needs robust skills.</p> <p>According to the Ohio University, the main SOFT skills of a SUSTAINABLE SE may be summarized as follow:</p> <p>1. recognizing unjust social issues</p>

Social entrepreneurs start by identifying a problem.

2. identifying business opportunities

So, not only to recognize a fundamental problem, but also to identify how we could use our own capital and resources to address it in a way that would be financially beneficial.

3. inspiring change through participation

To actively involve the beneficiaries in change.

4. Taking direct action

Social entrepreneurs are not likely to be satisfied with merely handing out capital to fix a problem. They take direct action to create positive change.

5. public speaking

For social entrepreneurs to enact their vision, they must be effective public speakers. Change requires inspiration. For that inspiration to take root, social entrepreneurs must be able to effectively communicate their vision.

6. fighting adversity

At the root of most social entrepreneurs is a deep commitment to social justice. Social entrepreneurs must be innovative and persistent, passionate, and pragmatic in the ways in which they fight adversity.

7. creativity

Thinking outside the box.

Above these, there is also a set of technical skills, common to any kind of entrepreneur, that we should consider:

Understanding and working in the market and in team

- to understand the main concepts and the definition of social entrepreneur
- to understand the functioning and mechanism of the labor market
- to develop the capabilities of self-monitoring and self-awareness, skills, motivations and expertise (i.e. skills balance sheet)
- to understand the request of the personal service market in terms of knowledge and skills (i.e. knowledges on social sector)
- to enhance the abilities aimed at the adoption of behaviours and attitudes suitable for the team working procedures (i.e. managing of time, deadlines, etc.)

Functional skills: English and information technology

- to be able to communicate in English in the work environment.
- to deal with the technical language which is relevant to the sector.
- to know and master computer instruments and systems as well as modern digital devices (laptop, tablet, smartphone, etc.)
- to acquire experience in the websites and social services used in everyday life and in work (Skype, LinkedIn, Facebook, Google +, Google Drive, Dropbox, etc.)
- To deal with privacy regulations and information security

Functional strategies and behaviors

- to acquire basic tools to set the activities effectively
- to know and be able to implement rules and methodologies of quality system planning and management
- to know the social sector thoroughly and acquire practical intervention capacity
- to know the legislation of corporate law
- to acquire knowledge, techniques and instruments of Business plan and statistics

Collaborating in implementing a management control system that combines economic-financial aspects with indicators of effectiveness and efficiency of product and process

- to acquire instruments and methods which are useful in the construction and management of the company accounting.
- to know and be able to apply the civil, fiscal rule as well as the accounting principles.
- to know and be able to use management software and computer procedures.
- to know and apply the systems of cost classification.

Managing the control system

- to understand basic concepts, models and tools relating to business organization

- to acquire knowledge and develop competences to design management control systems.
- to acquire techniques for the measurement and analysis of financial data
- to find your way around the legislative regimes governing the life of the enterprise
- to understand the main aspects of labor law

Knowing and understanding the real situation of the S E

- to know the social entrepreneurship and its social evolution at national and international level, organizing system and structure of SE
- to know the main enterprises of national and European territory
- to know and apply the law ruling for S E
- to understand the relationships between the S E and the labor market
- to know the ethics and role of the values in the S E

Managing an SE in its economic-financial aspects and in its administrative-commercial activities

- to learn tools for designing interventions and services
- to know and be able to apply the main organizational, management and strategic tools and models.
- to learn tools for managing economic and financial aspects
- to learn about access to and management of funds
- to know the key elements of account rendering and apply associated tools
- to know the main techniques and strategies in the commercial field
- to employ the main marketing management tools
- to know and apply the principles and tools of administration.

Planning the international dimension of the SE

- to learn and apply international and national regulations.
- to learn how to set up an export plan.

- to know how to internally organize a foreign trade department.
- to know how to organize an international marketing strategy.
- to know how to conduct business dealings with foreign countries.
- to identify and set up sources of finance for export.

Practical Application

In this session, the trainer will challenge participants to a brainstorming session using techniques for proof of sustainability and Identify at least 2 principles of a successful framework for sustainable development in the field of social entrepreneurship with an engineering. The participants will have time to study beforehand articles such as the 2030 Agenda for sustainable Development so they can apply those goals to the engineering world. Not all of them are eligible for the engineering world so certain adjustments must be done.

In our case, to provide trainees with a complete set competences and skills featuring the Social Entrepreneur, a list of starting question is proposed to future SE and a set of small contents and exercises, having in mind these main soft skills and fundamental competences to learn and deepen to gain the opportunity to start planning an SE project and internationally cooperate with success.

We will also introduce students to the framework of the "2030 Agenda for Sustainable Development". This was ratified by all member states of the United Nations in 2015. It contains a total of 17 goals, the so-called Sustainable Development Goals (SDGs). The 2030 Agenda is a vehement mandate to all countries to end poverty worldwide and achieve peace and prosperity for all people on the planet. Sustainable social entrepreneurs can make a major contribution here, and if social entrepreneurs adhere to some of the goals of this framework, they will be sustainably successful and thus bring about positive change in society.



<https://www.un.org/sustainabledevelopment/news/communications-material/>

These are the areas in which Austrian social entrepreneurs are currently most active and achieved a high level of sustainability.



1. **Think** - Take 1 minute to note down ideas.
2. **Pair** - Take 1 minute to discuss the ideas in pairs with a colleague and share identified ideas.
3. **Present** - Each pair will select 2 of the most important principles from the 4 identified and present them to the large group, without repeating ideas already mentioned.

After studying the material, participants will receive reflection questions from the trainer.

1. compare your answers on the poster with the new material from the sheet?
2. do you agree with these goals, shown in the material provided above?
3. can you apply them in the engineering fields, such as companies and institutions you wish to initiate within a social entrepreneurship?

Case Studies and Examples of Best Practices for Sustainable S. E. (40 minutes)

Content of the course

Case Study:

The trainer presents a real case study as a successful example of a sustainable purpose for social entrepreneurship involving students, developing social skills as well as social spirit based on the needs of handicapped employees in the engineering field.

Atempo - Case Study

Impact& Sustainability: To achieve equal opportunities for people with disabilities and thereby contribute to an inclusive society in which all people can participate in a self-determined way.

Walburga Fröhlich and Klaus Candussi had been working with disabled people for a long time and realized that they wanted to develop a new, innovative approach to working with disabled people. They also realized that they could not realize their idea in the company where they were employed. They therefore decided to set up a social business. Atempo was intended to solve the problem of people with disabilities not even having the chance to live a self-determined life. Because they do not understand or have access to a lot of connections and information, they cannot make self-determined decisions and therefore cannot participate in life in a self-determined way. In order to change this, the two wanted to take a new approach and "not just make workshops for the disabled nicer", as they report today, 20 years after their foundation. They founded Atempo, a social business group that encompasses several services:

Atempo Education supports young people with learning difficulties and disabilities to find a job or training.

Nueva: A platform on which people with disabilities can evaluate social services and thereby develop consumer rights.

Capito: A technology that translates difficult texts into a simple and understandable language while reproducing the same content.

What were the most important factors for the success of your project?

Walburga: Many supporters and mentors have accompanied us on our journey and that has helped us a lot! It is very valuable to know people who will accompany you critically and seriously, and you can also look for them specifically! There is a wonderful ecosystem of supporters for social entrepreneurs.

What tip would you like to give young social entrepreneurs?

Walburga: Always have an alternative for yourself! There will be situations where you feel like you're "up against a wall" and it's important to have options for your next steps. Having several pillars to stand on is a key factor for resilience.

Under the strict guidance of the trainer, participants will analyze the key characteristics, impact, and success factors of the case study, making causal connections with other similar situations where impact measurements were implemented and guaranteed the sustainability for the provider Atempo as well as the social entrepreneurs that hired disadvantaged persons.

Practical Application:

Participants will analyze the case study and then answer the following 2 questions:

- What do you think are the results of such cooperations and how can it impact social engineering entrepreneurs?

	<ul style="list-style-type: none"> - What do you think could be factors to lead to the success of the partnership shown above in the case study? - What do you think are the critical factors that led to the failure? <p>Group discussions are facilitated to identify lessons learned and best practices from the case studies. Participants provide their own feedback and interpretation of the case studies.</p>
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Reflections and Final Conclusions (20 minutes)

	<p>Conclusion and Summary</p> <p>Social entrepreneurship/social enterprise is an enterprise:</p> <ul style="list-style-type: none"> - which focuses on the social impact of its work rather than on generating profits for owners and shareholders. - which uses its profits primarily to achieve these social objectives. - which is generally managed by social entrepreneurs in a responsible, transparent, and innovative way, in particular by involving impact measurement and workers, customers and stakeholders affected by the sustainability of enterprise's activities. <p>At the end, 5 important aspects will be highlighted, specifically reflections on social entrepreneurship, the role, and importance of impact and sustainability in implementing entrepreneurial activities in the engineering field. Each group will present the 5 important learnings and assume a forecast what social entrepreneurship skills in the engineering world will bring in the next 5-10 years.</p> <p>Integration and Transition</p> <p>The sub-unit 3 as described above from the Unit 2 “Social Entrepreneurship Methods” means in the broader context of the Capacity Building Program that important impact measurement tools are found which will guarantee a higher level of standardization and will change sustainably the structure and thinking of our society.</p> <p>That new thinking is more needed than ever since we live in a rather individualistic and selfish thinking society.</p> <p>New innovations which will be identified in unit 3, especially are presented in sub-unit 2. will create new partnerships, as described in sub-unit 3 which will show that successful collaborations and new partnerships are needed.</p>
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