

Development and Implementation of Social Impact Assessment framework for Acceleration of Innovation

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- **Project Research Associate, Graduate School of Media and Governance, Keio University**
- **Japan Advisor, Asian Venture Philanthropy Network**
- Involvement in SE field for past 8 years both as practitioner and researcher
- 10 years in private sector including finance manager position in GE Capital
- Director at Center for Social Innovation, Institute for Strategic Leadership organized Social Entrepreneur of the Year Japan program (2008-2010)
- Teaches "Social Finance" and "Product Development and Marketing of Social Business" at Keio University, "Social Entrepreneurship" at Chuo University (2010-2012)
- Executive Director, SROI Network Japan
- MBA, Thunderbird Global School of Management (Arizona, US)

- Broad range of discussion on evaluation
 - Fragmented theories and practices

- Evaluation or Assessment?
- Qualitative or Quantitative?
- Governance or Performance?
- Different fields of practice – Government, Schools, Official Development Assistance, Non-profit Organizations, etc

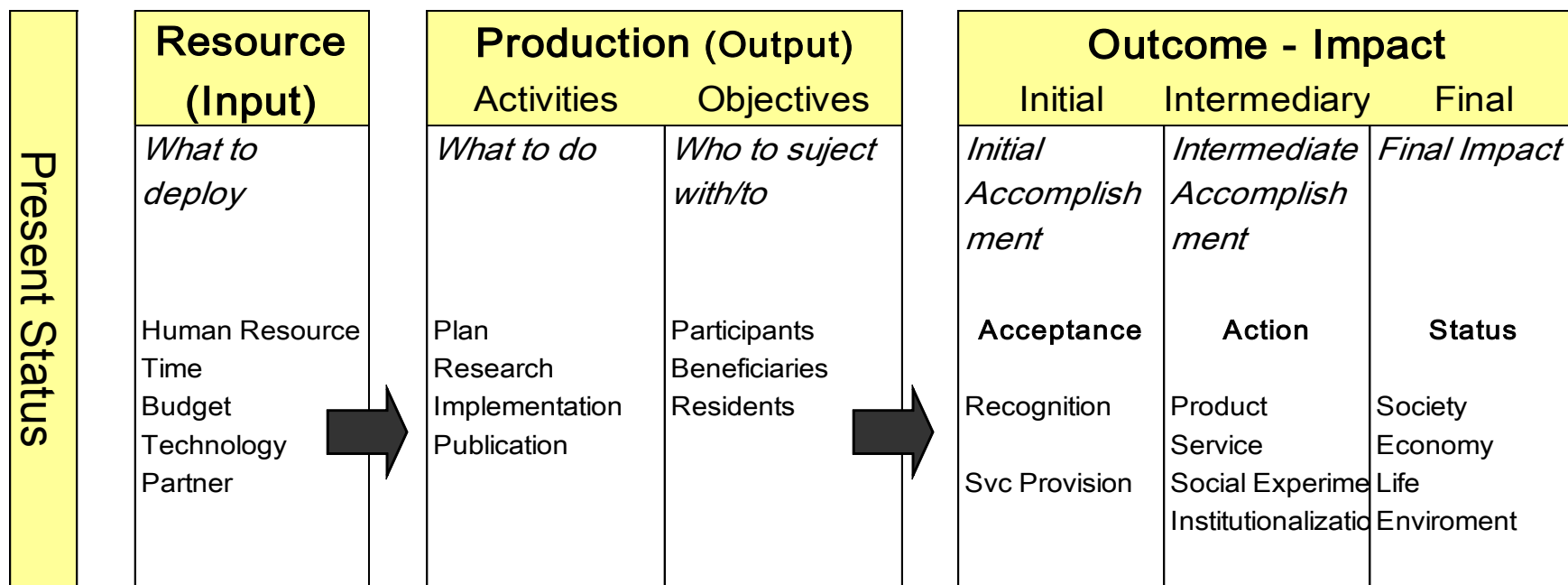
■ Objectives of Social Impact Evaluation

- Establishing measurement standard for social impact
- Creating a market environment for maximized social impact



- **Optimized resource allocation** for high impact organizations / projects
- Achieve **improved social productivity** for **accelerated social innovation**

■ Different levels of evaluation – Logic model



- Most of evaluation stay at the level of Input or Output
- Limited number of practice on Outcome evaluation – mostly qualitative approach
- Outcome evaluation in quantitative method is rarely conducted

■ Quantified Evaluation of Outcomes

- Different sets of KPIs for Outputs and Outcomes
- Quantification doesn't necessarily mean monetized value (ie. IRIS)

■ Social Return on Investment (SROI)

- Developed by REDF in late 1990s and flourished in Europe by nef and SROI Network in 2000s
- Monetization of social impact using financial proxies
- Emphasis on stakeholder involvement to share values
- Institutionalization by UK government as Social Impact Bond, Social Outcomes Fund or Social Value Act

■ SROI Research Project by CPRD (2010-2011)

- Conducted more than 20 interviews on SROI practitioners and researchers in related fields in Europe and US
- Organized two days training on SROI inviting Jeremy Nicholls, SROI Network
- Held a seminar in Tokyo and Osaka with more than 100 participants
- Created 5 case studies on Japanese non-profit organizations

■ SROI Trainings and establishment of SROI Network Japan

- Conducted 3 two days training from 2011 to 2012
- Trained more than 30 people from consulting, university, think-tank and non-profit
- Formulation of Japan chapter of SROI Network for further research and promotion of practice

■ Non-profit case study : NEET issues (2011)

- SROI analysis on social impact on non-profit “Sodateage-Net” which provide job trainings for youth in NEET
- Estimated 5.6 of SROI score as its social productivity
- Conducted by Prof. Ichiro Tsukamoto of Meiji University
- Funded by Microsoft Japan

■ Government case study : Elderly care (2012)

- SROI analysis on elderly care service by Ministry of Health
- Conducted by Nomura Research Institute for 8 different locations across Japan

■ Social Impact Assessment for Sci-Tech solutions

- Project conducted by SFC Research Institute, Keio University funded by Japanese government for three years
- Application of outcome based social impact evaluation in public (government) spending and private investment
- Focus on social interventions which utilize both social and technological solutions
- Build up a assessment and evaluation framework with combination of three different methodologies to identify expected outcomes(social marketing), validate the intervention(deliverable polling) and quantified social impact analysis(SROI)
- Pilot project on-going at a smart-city planning in Kanagawa prefecture in Japan, to develop technological and non-technological measures to maximize social value created by both social and technological measures

■ Objectives of the Project

To **develop methodologies to visualize and quantify** social expectation towards **social and technological interventions** for **evidence-based policy and program** formulation

■ Background

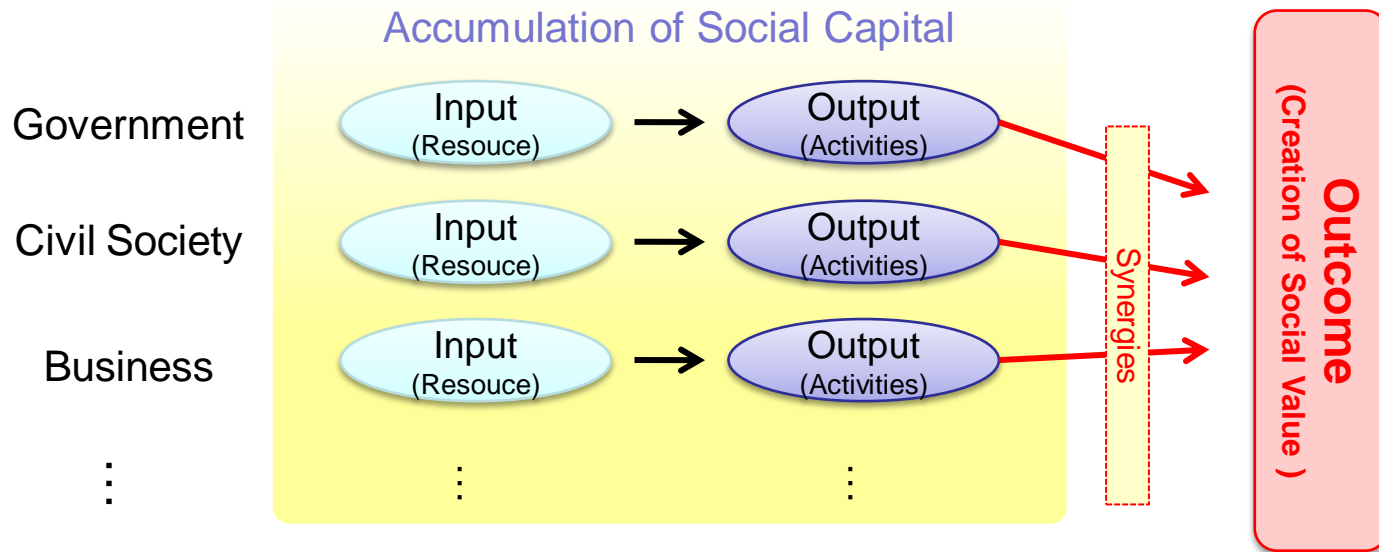
- Social challenges in Japan gives us a unique opportunity **to develop solutions which might be applied to other developed countries**
- In order to achieve social progress expected, we need **to utilize social innovation and technological innovation to pursue synergy** between two
- **Evidence based setting** of “Social Expectation” and evaluation of “Social Impact” is required for **policy and program formulation** to bring effective solution to social issues as well as for communications

■ Expected Outcomes

- **Optimized allocation and maximized utilization** of social resources to resolve social issues
- **Increased synergy** between **social and technological interventions**

- Accelerated social productivity by synergies from proactive involvement of diversified stakeholders

$$\text{Social Productivity} = \text{Outcome} / \text{Input}$$



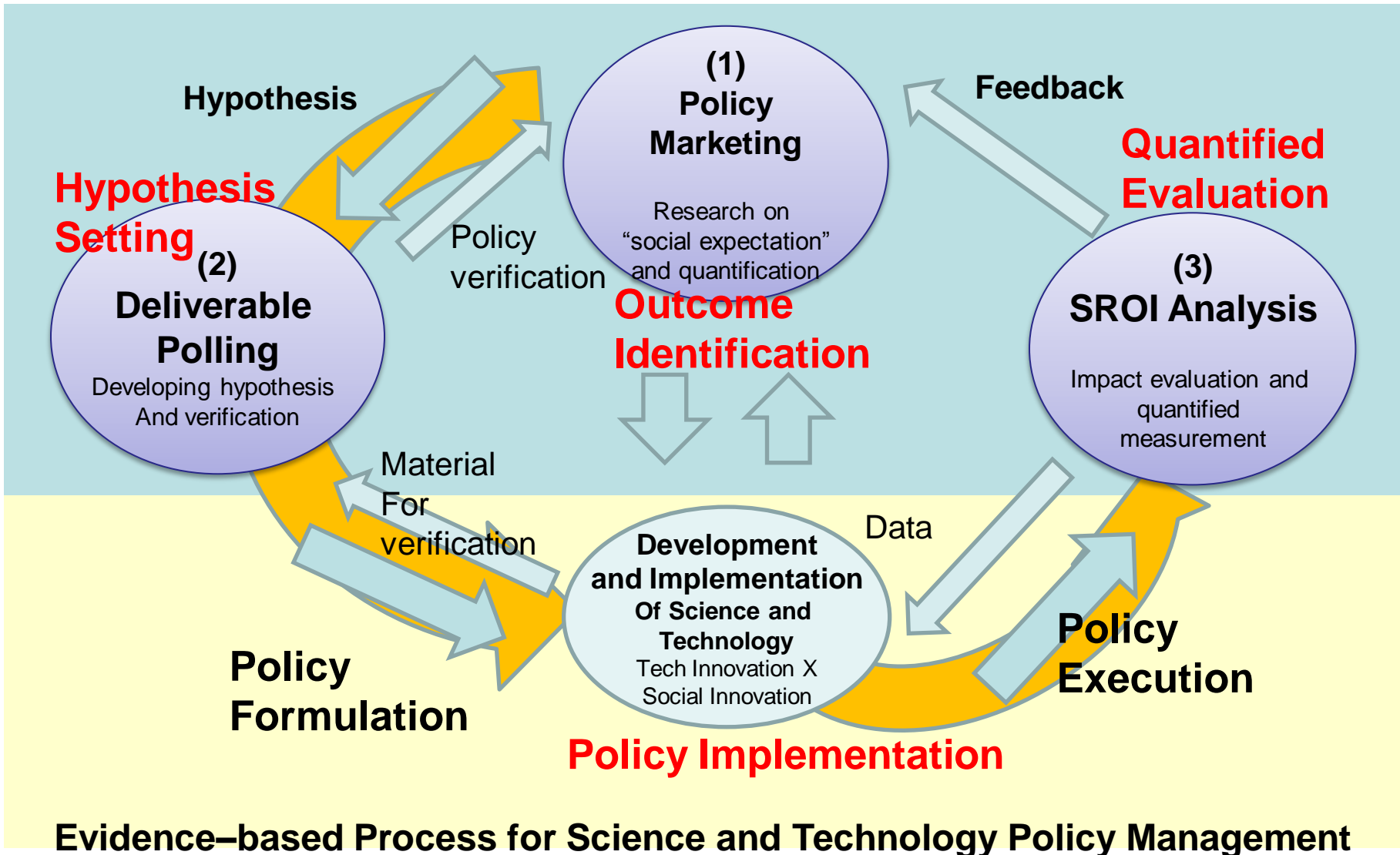
- Higher outcome is achieved by synergies from proactive involvement by diverse stakeholders
- Accumulation of Social Capital leads to co-operation of related stakeholders and results in higher social productivity

■ Project Breakdown

The project comprise of three sub-projects, which is Policy Marketing, Deliverable Polling and Social Return on Investment

	Policy Marketing	Deliverable Polling	Social Return on Investment (SROI)
Research Focus	Application of marketing process to identify key expected outcomes	Application of DP process to science and technology field to validate possible solutions	Quantified analysis of expectation and impact of social/technological intervention
Contribution to the Study	To identify expected social outcomes with a set of key indicators	To validate possible solutions through consensus making process	To evaluate the cost-effectiveness and social impact of the intervention
Implementation at	Government agencies or think-tanks which create policies on social and technology development	Policy makers, industry organizations, government agencies	Intermediary organizations, government agencies, non-profit

Methodology for visualization and quantification of “social expectation” towards science and technology



■ SIA Joint Research Project in Asia

- Potentiality of joint-research project assuming common aspect of methodology development
- Comparative study on different methodologies, based on case studies in Asia
- Development of application guidelines with accumulated knowledge
- Development of case study archives
- Exchange with other regional organizations in Europe and North America

■ Scheduling Meetings in combination with other events

- Beijing SIA conference (British Council, March 2013)
- Asian Venture Philanthropy Network Annual Conference (AVPN, May 2013)

Thank you very much!

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