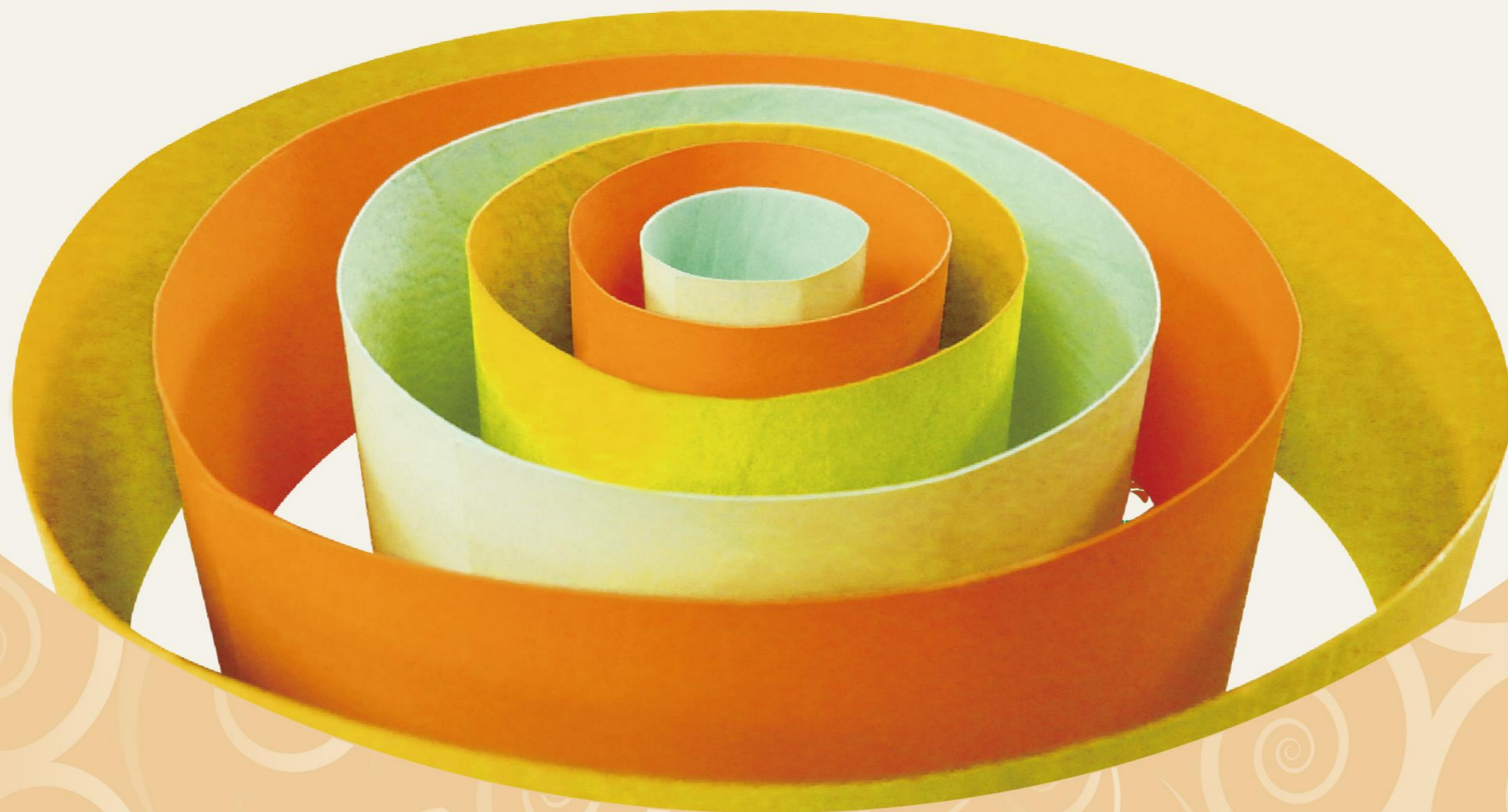


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啟動善行、永續利他

# 人文關懷與社會實踐

## 暨世界公益學論壇





Member Network of  
**SOCIAL VALUE**  
INTERNATIONAL

影響力評估：香港SIA工具分析研究

# Impact Measurement: Comparative Analysis of SIA Tools in Hong Kong

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# Social Impact Assessment Booklet

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# The Eight SIA Tools

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- **B Impact Assessment (B Corp/B Lab)\***
- **SEE Mark (HKGCE)\*\***
- **BACK(S) (HKJC)\*\***
- **SIM Approach (FSES)\*\***
- **SIA Framework (HKCSS)\*\***
- **TIMM (PwC)\***
- **True Value (KPMG)\***
- **SROI (Social Value International)\***

\* used internationally

\*\* developed locally in Hong Kong

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- **SROI (SVI/HKI-SIA)**

*(Used in social sector)*

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*(Used in corporate sector)*

# SIA Tools vs. Social Value Principles

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- The rationale for compiling this Guidebook on SIA Tools...
  - One best tool for all purposes?
  - One should think about (i) the purpose of undertaking social impact assessment; and (ii) what are the criteria for tool selection
  - To use certain criteria for analyzing and comparing different SIA tools – **Social Value Principles**

# SIA Tools: Distinctive Features

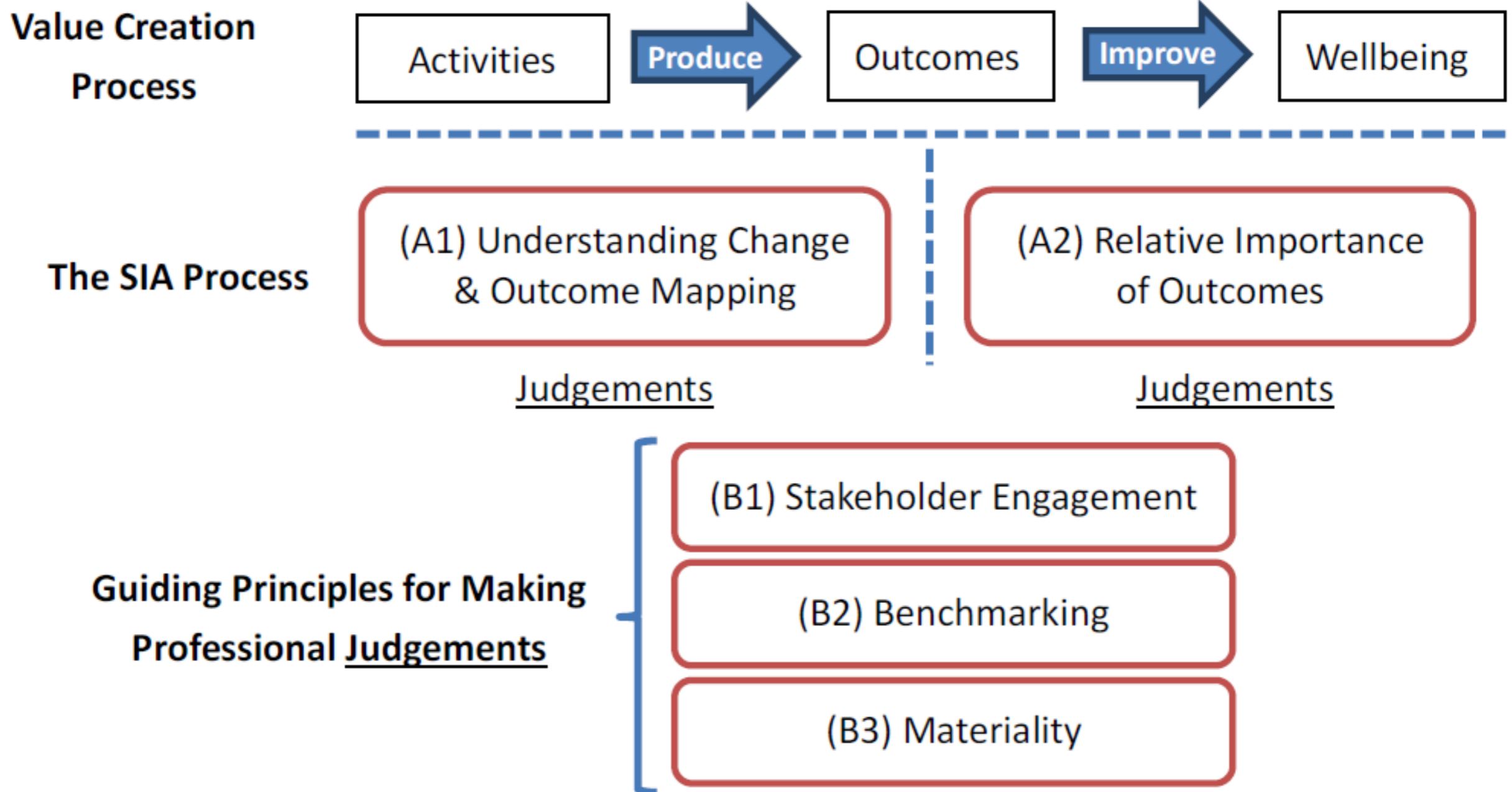
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Relevant Social Value Principles:

- (A1) Understanding Change & Outcome Mapping
- (A2) Ascertaining Relative Importance of Outcomes  
(i.e. Valuation, and in some cases Monetization)
- (B1) Stakeholder Engagement
- (B2) Additionality/Benchmarking (Do not over-claim)
- (B3) Materiality (what's in & what's out)



# Social Value Principles: Conducting Social Impact Assessment



# The Eight SIA Tools

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- **TIMM (PwC)\*\*** [full monetization]
- **True Value (KPMG)\*\*** [full monetization]
- **SROI (SVI & HKI-SIA)\*\*** [full monetization]

\* *non-outcome-based*

\*\* *outcome-based*

# Non-outcomes-based Approaches

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- Among the eight tools, two do not focus on outcomes:
  - **B Impact Assessment / SEE Mark**
  - Scoring systems for certification purpose
- Features:
  - Calculating scores based on a basket of factors that cover inputs, outputs, processes, and maybe some outcome indicators (but “understanding change” not required)
  - Benchmarking against “industrial averages” and “industrial good practices” etc.

# 1. B Impact Assessment (B Corp)

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- BIA is developed by B Lab to promote socially responsible businesses worldwide through the certification of B-Corp
- Establishing a baseline by completing an assessment on the official online platform
- 2 sets of questions (i) The Operational Impacts (covering Governance, Workers, Customers, Community, and Environment), and (ii) The Impact Business Models
- Maximum total score is 200 points

## 2. SEE Mark (HKG CSE)

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### 8 Assessment Domains

SEE Mark requires applicants to provide information regarding the following 8 assessment domains. The self-assessment form comprises two parts, including:

- Part A) Organizational Profile, and  
Part B) Business Strategy and Execution.
1. Social Mission, Value & Innovation
  2. Business Strategy and Execution
  3. HR Policies and Practices
  4. Financial Management
  5. Governance and Leadership
  6. Customer Satisfaction
  7. Community Engagement
  8. Ethical Consumption; and Social Values Education and Communication

# Outcomes-based Approaches #1

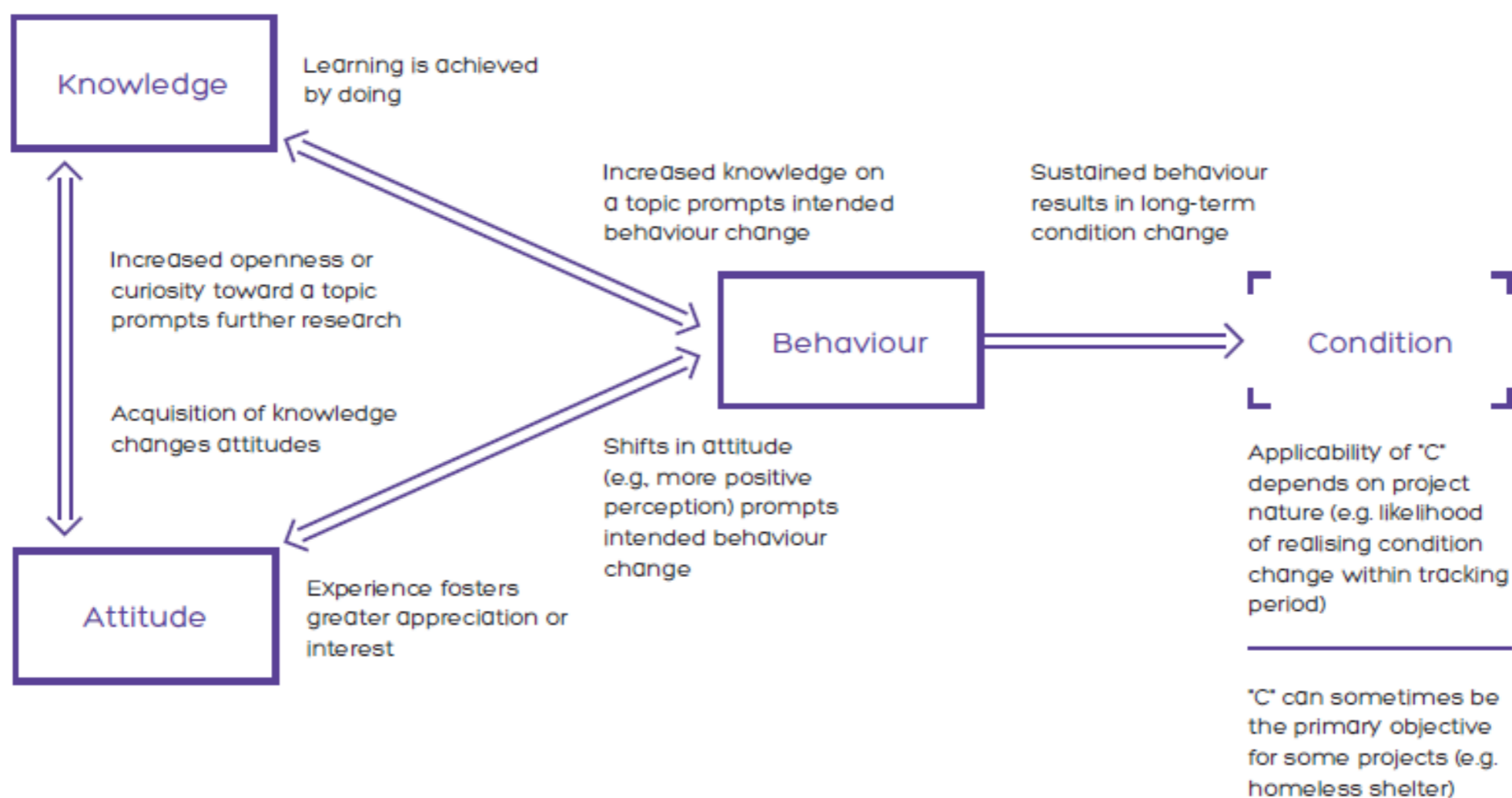
(with pre-defined outcome frameworks)

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- Three approaches under this categories:
  - **BACK(S) / SIM / HKCSS SIA Framework**
  - Specific outcome framework recommended by each framework (e.g. K-A-B, Kirkpatrick model, etc.)
  - Users still need to define the changes involved and select the appropriate KPIs for the outcomes identified
- Other features:
  - Partial or no monetization required
  - Standardized frameworks facilitate “aggregation” of impact of multiple projects

# 3. BACK(S) (HK Jockey Club)

Figure 1. Flow Chart of BACK(S) Model



# 4. SIM Framework (Fullness SE Society)

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Table 4. Four Levels of Measurements of the Kirkpatrick Model

## Level I

### Satisfaction on the activity [Reaction]

Reaction of participants, including relevancy of and favorability to the programme

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## Level II

### Change of attitudes and skills [Learning]

Acquisition of knowledge, skills and confidence of participants via the programme

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## Level III

### Change of behaviour [Behaviour]

Application of knowledge, skills and attitudes to participants' daily life after the programme

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## Level IV

### Investment returns and results [Results]

Quantifying and monetizing selected results and comparing them with initial investments

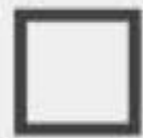
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# 5. SIA Framework (HKCSS)

Levels of Assessment	Dimensions	
Individual	Quality of life	Self esteem
Social/Community	Social participation	Social capacity building and empowerment
Project/Organization	Sustainability	Skills enhancement

Source: The Hong Kong Council of Social Service (2013)



WHAT

What outcomes does the effect relate to, and how important are they to people (or the planet) experiencing it?



HOW MUCH

How much of the effect occurs in the time period?



WHO

Who experiences the effect, and how underserved are they in relation to the outcome?



CONTRIBUTION

How does the effect compare and contribute to what is likely to occur anyway?

# Outcomes-based Approaches #2

(without pre-defined outcome frameworks)

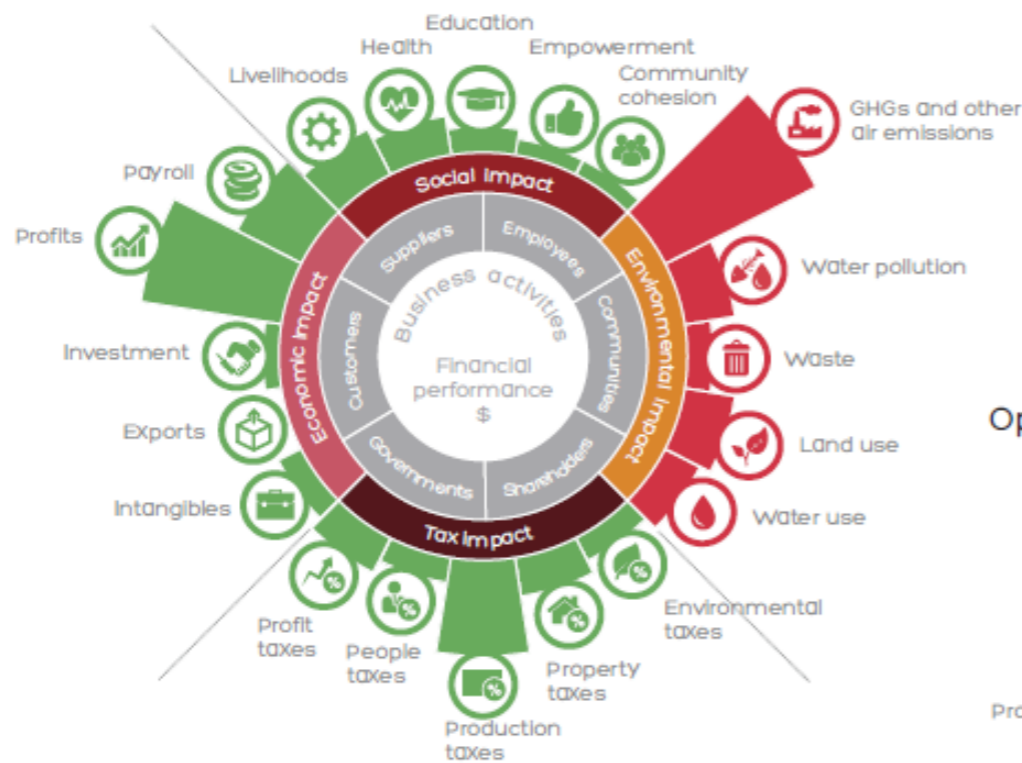
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- The remaining three approaches:
  - **TIMM / True Value / SROI**
  - No pre-defined outcome framework (even though there may be certain theme areas proposed)
  - Users need to map the sequence of events (theory of change) and measure the material changes identified
- Other features:
  - Full monetization required so as to facilitate doing full social cost-benefit analysis (Social CBA)
  - Standardized frameworks facilitate “aggregation” of impact of multiple projects

# 6. TIMM (PwC)

Figure 3. Example of the TIMM Framework

Option 1: Import barley



Option 2: Grow and source locally



# 7. True Value (KPMG)

Figure 4. Illustration of True Value Model

**Economic positive +**

Taxes; wages paid to workers; shareholder dividends; loan interest

**Economic negative -**

Avoided taxes; corruption

**Social positive +**

Provision of infrastructure; healthcare or educational benefits to society

**Social negative -**

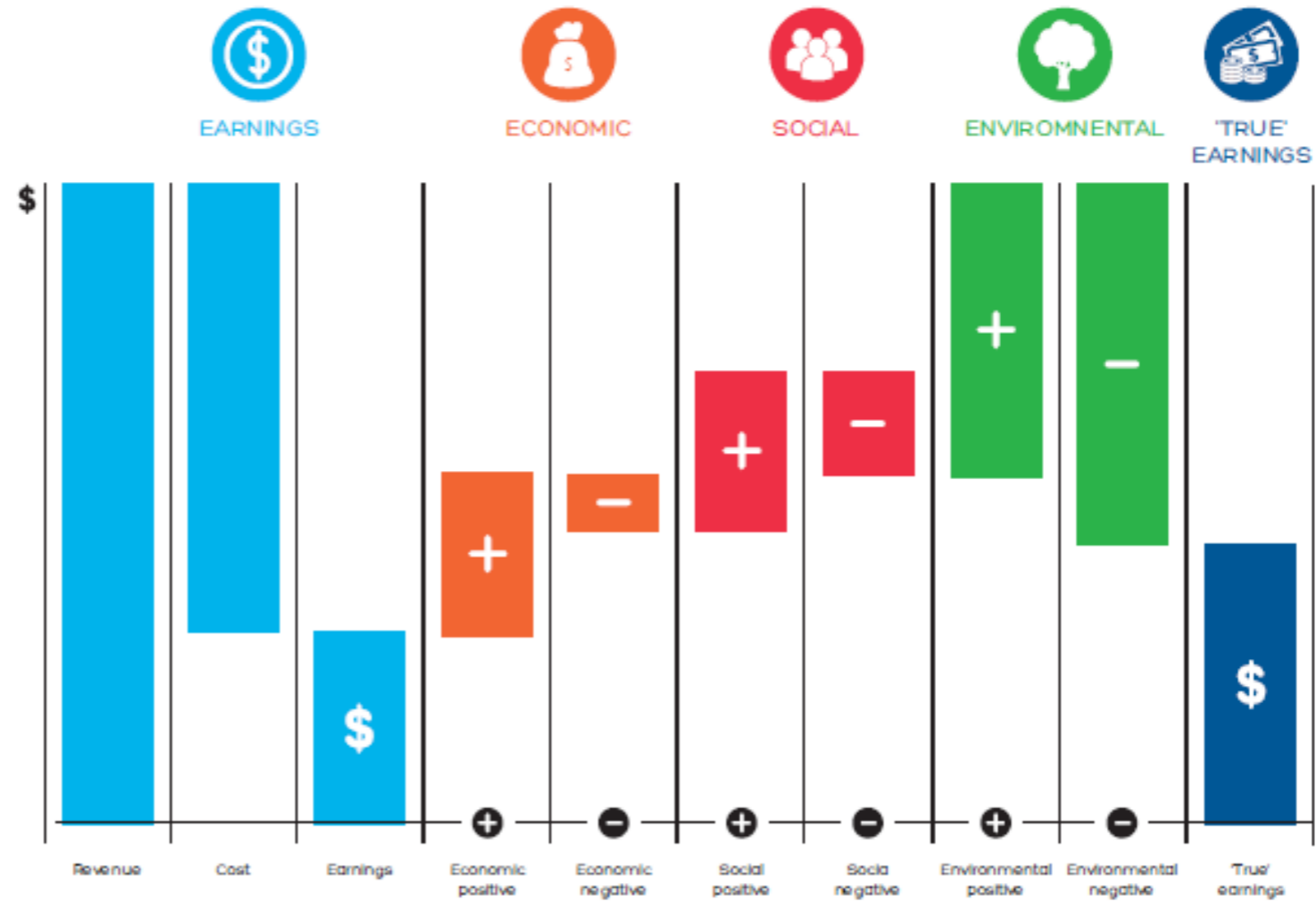
Low wages; negative health and safety effects; damage to societal health through pollution.

**Environmental positive +**

Renewable energy; land stewardship; recycling

**Environmental negative -**

Greenhouse gases and energy use; waste; ecosystem damage; use of water and raw materials



# 8. SROI (Social Value International)

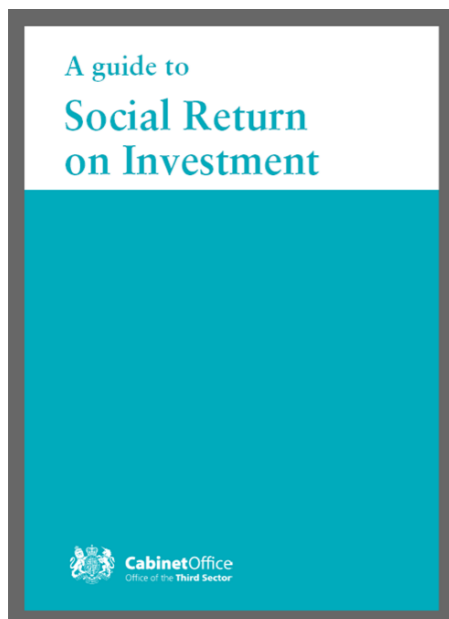
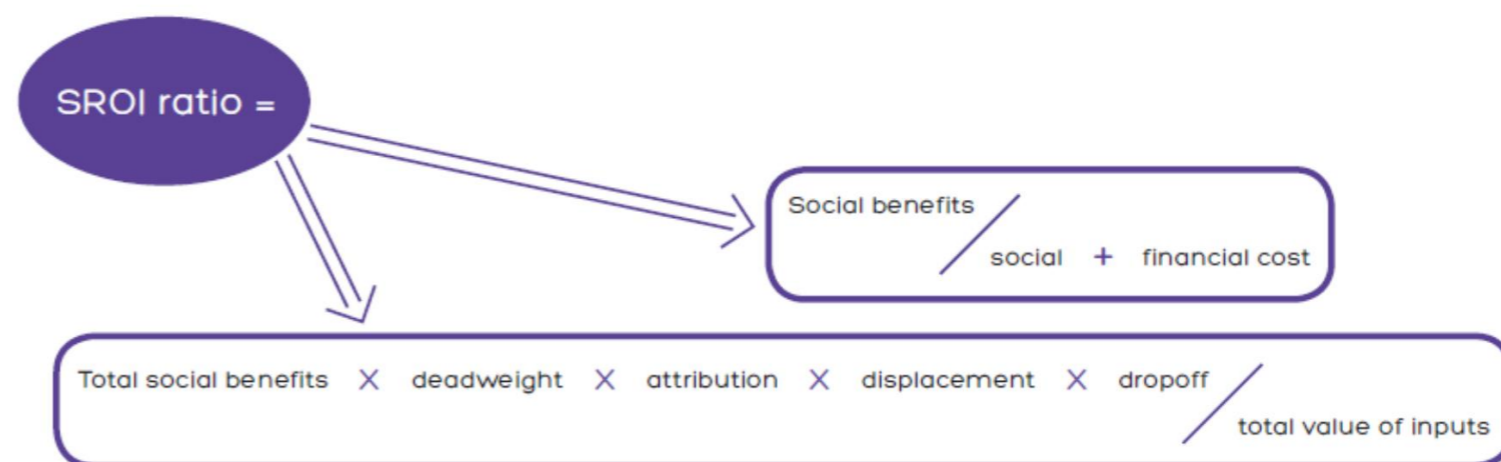


Table 7. Key Questions for SROI Analysis

Who changes?	Incorporating the influences of all the people, organizations and environments
How do they change?	Considering all significant positive and negative changes, including both intended and unintended outcomes
How do you know?	Gathering evidence from all kind of sources apart from individual opinion
How much is you?	Considering all the other influences that might invoke positive or negative changes
How important are the changes?	Valuing the changes to all the affected people, organizations and environments

Source: "Starting Out on Social Return on Investment," Social Value UK, 2014

Social Return on Investment (SROI) fomula



Source: "A Guide to Social Return to Investment," UK Cabinet Office, 2012

# Comparative Analysis of Tools

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Pre-determined KPIs

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B Impact Assessment

SEE Mark

Encouraging tailored assessment

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BACK(S)

SIA of HKCSS

SROI

SIM of FSES

TIMM of PwC

True Value of KPMG

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# Comparative Analysis of Tools

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Focusing on intended outcomes

BACK(S)

SEE Mark

SIM of FSES

Also addressing unintended outcomes

B Impact Assessment

SIA of HKCSS

SROI

TIMM of PwC

True Value of KPMG

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# Comparative Analysis of Tools

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Benchmarking with scoring system

Partial monetization

Full monetization

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BACK(S)

SIA of HKCSS

SROI

B Impact Assessment

SIM of FSES

TIMM of PwC

SEE Mark

True Value of KMPG

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# Comparative Analysis of Tools

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## Baseline and Comparison Group

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Explicitly mentioned

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BACK(S)

SIA of HKCSS

SIM of FSES

SROI

TIMM of PwC

True Value of KPMG

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Not explicitly mentioned

B Impact Assessment

SEE Mark

# Comparative Analysis of Tools

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## Stakeholder Engagement

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Explicitly required

SIA of HKCSS

SROI

TIMM of PwC

True Value of KPMG

Not explicitly required, but encouraged

BACK(S)

B Impact Assessment

SEE Mark

SIM of FSES

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# Comparative Analysis of Tools

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## Materiality

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Reflected in the Scope

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BACK(S)

B Impact Assessment

SEE Mark

SIM of FSES

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Guideline provided

SIA of HKCSS

SROI

TIMM of PwC

True Value of KMPG

# Approaches in Social Impact and Sustainability Reporting

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- Two general trends/directions in social impact and sustainability reporting (beyond statutory requirements on compliance & disclosure):
  - “Indicators-centric” vs. “Outcomes-centric”
  - Index Construction vs. Consequentialist Approach

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THANK  
YOU!

