



# **S****CIAL VALUE**

## **T****O L K I T**



A toolkit developed to help social enterprises measure their social value in a simple and effective way.



**#partofthegood**

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## About Us

The Singapore Centre for Social Enterprise, raiSE Ltd was set up in 2015 to develop the social enterprise sector in Singapore.

### **Vision**

Sustainable social enterprises for a caring and inclusive society in Singapore

### **Mission**

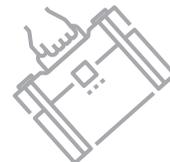
To raiSE awareness on social entrepreneurship  
To raiSE support for social enterprises



## Social Value

Social value are **outcomes** created via direct means to beneficiaries as well as indirect means to related parties including the beneficiaries' families and society.

To measure social value, a table with an initial list of metrics and indicators is drawn out to enable social enterprises to **monitor, assess and articulate** their social value. This list is built on the existing reporting metrics and indicators that are used by our portfolio of grantees and investees.





# Objectives of the Social Value Toolkit

The Social Value Toolkit (SVT) seeks to be a **common language** for social value measurement among social enterprises (SE)s. It is a **guide** to help social enterprises determine and measure their social value to monitor and assess their social outcomes. The SVT can be used to generate a social value report for social enterprises to articulate their social value to **relevant stakeholders** such as the public and funders.

To start measuring your social value, please visit our website, [www.raise.sg](http://www.raise.sg) to download the toolkit.





## Monitor

To assist social entrepreneurs in collecting data to continuously assess their work. The SVT provides an oversight of the social enterprise's operations and allows for early detection of operational issues.



## Assess

To help social entrepreneurs make an assessment of the social value created, whether it is on, above or below target, through data collected over time. This will allow them to make informed decisions on the directions and strategies to undertake for the social enterprise.



## Articulate

To help social entrepreneurs report and communicate to stakeholders i.e. management, staff, the public or investors, on the performance of the social enterprise in a consistent format on a regular basis.



# 8

## Human-Centred Outcome Areas

(SEs seek to achieve social outcomes to serve communities or persons who are facing problems, or are susceptible and at risk of facing problems, that will affect their well-being.

This usually occurs when there is deprivation in at least one of the following areas (i) Economic, (ii) Physical, (iii) Mental, (iv) Social.)

No.	Outcome Areas	Description
1	Provision of employment opportunities	Empowering the underprivileged to be independent, self-sufficient and financially sustainable.
2	Provision of education	Providing access to academic resources, educational support and toolkits to enhance learning capabilities.
3	Provision of skill development	Providing training and mentorship to enhance individuals' self-development, leadership and life skills.
4	Provision of basic human needs	Providing universal access to basic human needs such as housing, water, food, transportation and sanitation to increase the quality of life for disadvantaged communities.
5	Provision of economic tools & services	Enhancing access to economic tools and services such as finance, crowdfunding and e-commerce platforms.
6	Provision of healthcare/social care products & services	Providing access to quality healthcare and social care through products and services for disease prevention and mitigation.
7	Provision of products & services to improve the mental health & well-being	Providing products and services to holistically enhance the mental health and well-being of individuals and to address social exclusion.
8	Capacity building for organisations in the social sector	Providing social service organisations and social enterprises with technology, skills, knowledge and training to enhance internal organisational capabilities.

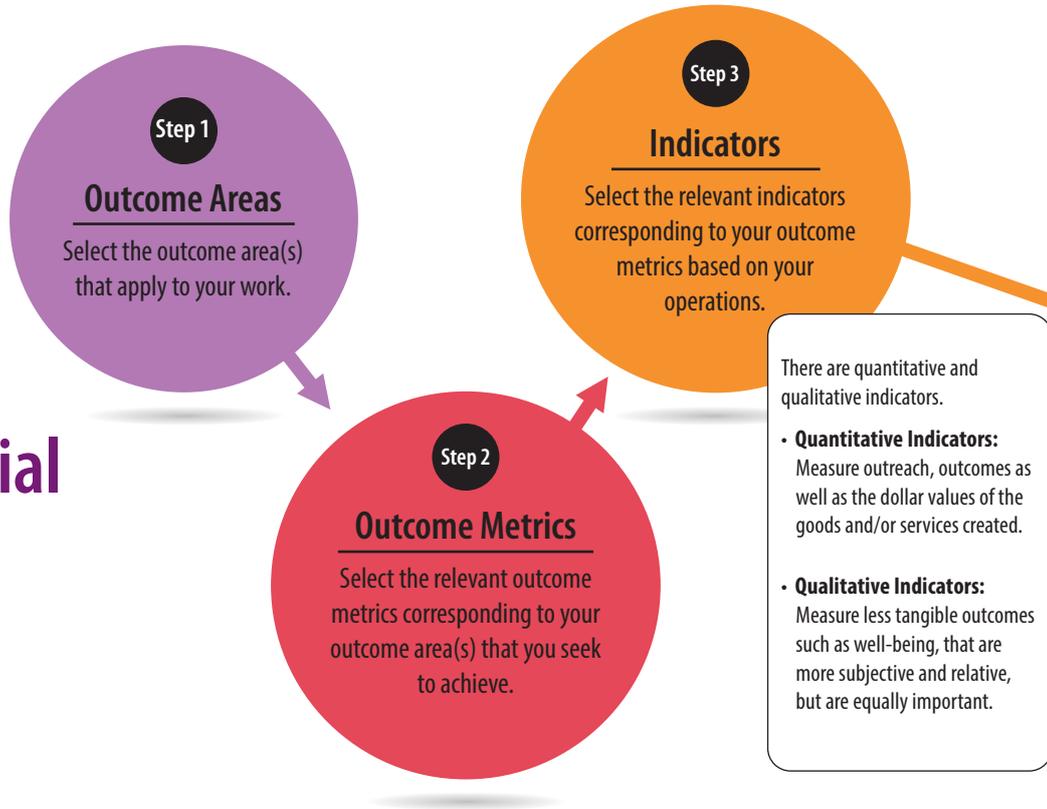
# Overview of the Social Value Toolkit

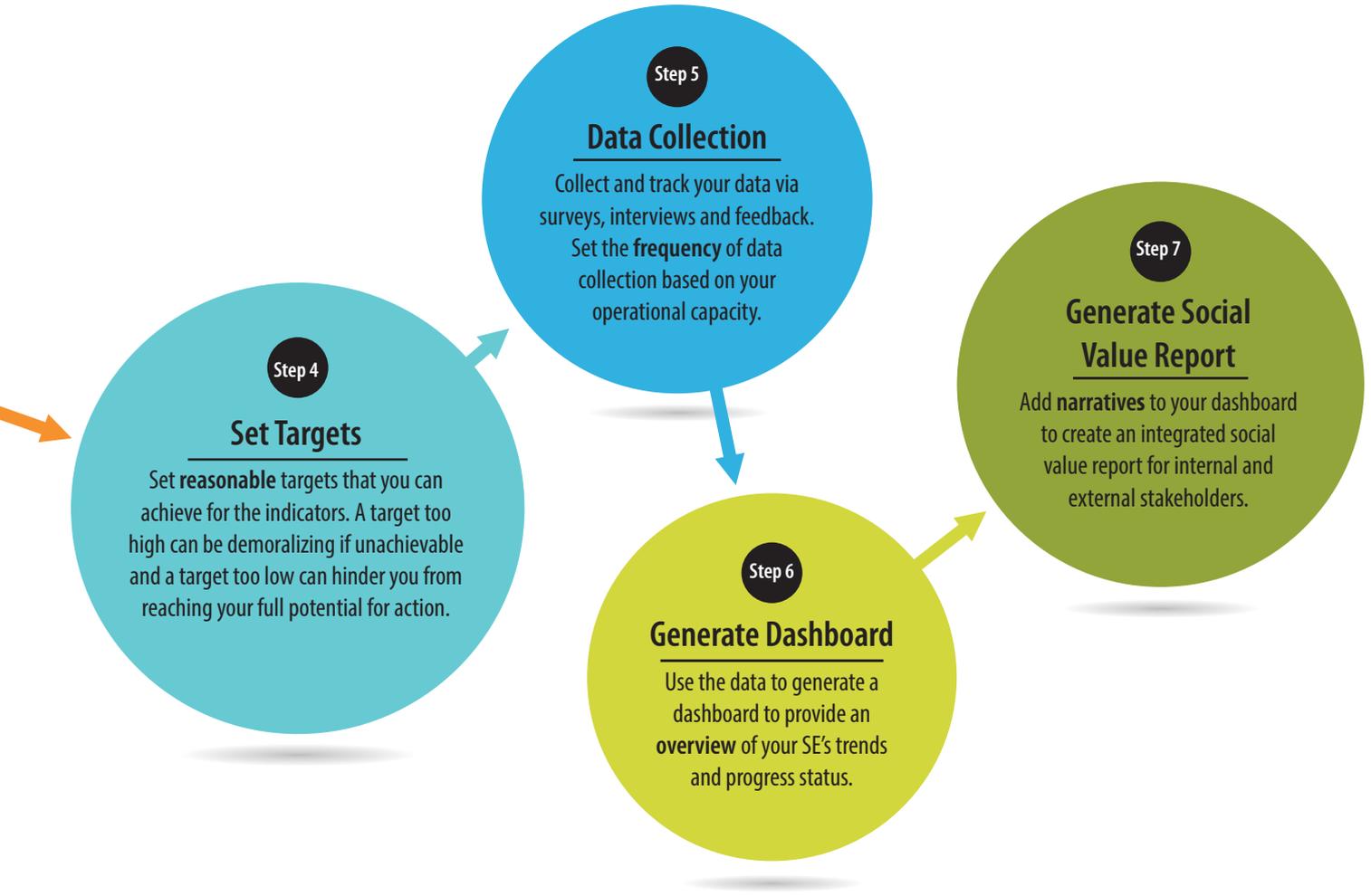
The SVT is **not intended to be prescriptive**. The list of outcome areas, metrics and indicators is just a starting point for social enterprises to produce a social value report of their work. This list is also **not exhaustive** and can be **adapted and built upon** based on your operations. There is a continuous exercise to refine this list.

Please share your feedback with us via [info@raise.sg](mailto:info@raise.sg)

Outcome Areas	Outcome Metrics	Indicators	Data Collection	Priority
1) Provision of employment opportunities	Improve employment opportunities	Number of employment opportunities. Please also indicate the type of employment opportunities.	Tracked Data	1 <sup>st</sup> Tier
	Improve employment opportunities	Dollar value of employment positions for beneficiaries (i.e. the total income and allowances of the beneficiaries in last 12 months).	Tracked Data	1 <sup>st</sup> Tier
	Improve employment opportunities	Number of beneficiaries provided with employment opportunities in last 12 months.	Tracked Data	1 <sup>st</sup> Tier
	Improve employment opportunities	Job retention rate of beneficiaries in past 6 or 12 months.	Tracked Data	2 <sup>nd</sup> Tier
	Increase security of income	Number of beneficiaries with a higher income/disposable income level compared to previous period.	Survey/Tracked Data	1 <sup>st</sup> Tier
	Increase security of income	% of beneficiaries with a higher income/disposable income level compared to previous period.	Survey/Tracked Data	1 <sup>st</sup> Tier

# Steps to Using the Social Value Toolkit







# Choice of Indicators and Data Collection



## A. Choice of Indicators

The set of different tiers of priority tagged to the indicators is a possible reference to help social enterprises choose the indicators based on their operational constraints. **Tier 1** indicators are **basic indicators** that should be preferably measured, while **Tier 2 and 3** indicators could be measured if the social enterprise has the resources to do so.

## B. Considerations for Data Collection

### Why? Purpose of Collecting Data

Is the data actionable? Will it lead to decision-making?  
Or is it just nice to know?

### How? Ways of Collecting Data

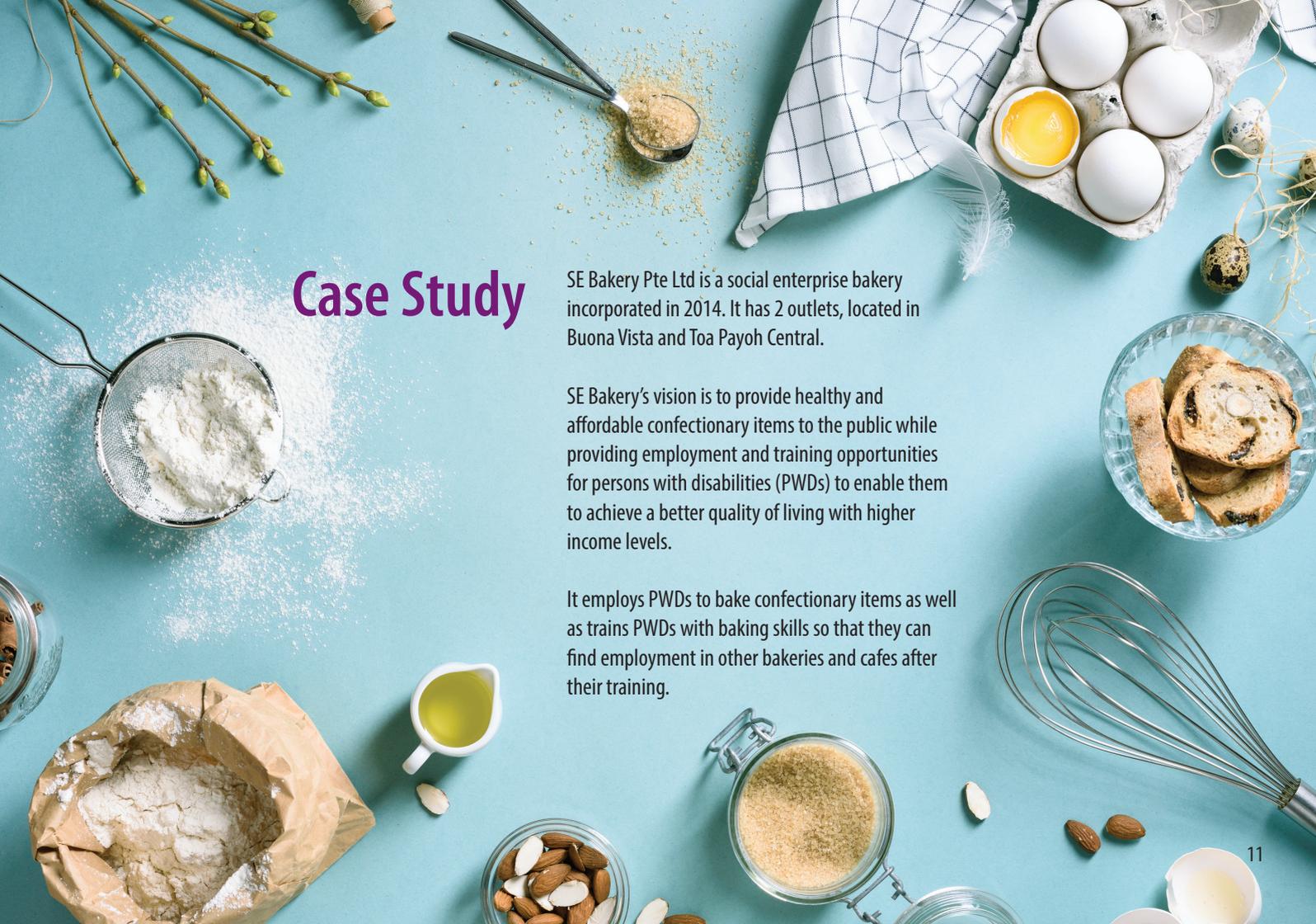
Is it practical & cost-effective?  
Can we use technology to help us?  
Will resources be needed?

### When? Frequency of Collecting Data

Can this be collected as part of existing processes, or  
does it require a special, devoted study?

### Who? Party Responsible for Collecting Data

Does the organisation have the capacity to implement this?  
Will external resources be required?



## Case Study

SE Bakery Pte Ltd is a social enterprise bakery incorporated in 2014. It has 2 outlets, located in Buona Vista and Toa Payoh Central.

SE Bakery's vision is to provide healthy and affordable confectionary items to the public while providing employment and training opportunities for persons with disabilities (PWDs) to enable them to achieve a better quality of living with higher income levels.

It employs PWDs to bake confectionary items as well as trains PWDs with baking skills so that they can find employment in other bakeries and cafes after their training.



## Select relevant and corresponding outcome areas, outcome metrics and indicators

Outcome Areas	Outcome Metrics	Indicators
1) Provision of employment opportunities	Improve employment opportunities	Dollar value of employment positions for beneficiaries (i.e. the total income and allowances of the beneficiaries in last 12 months)
	Improve employment opportunities	Number of beneficiaries provided with employment opportunities in last 12 months
2) Provision of skill development	Acquire relevant skills development (i.e. technical, vocational and business skills) that they are able to use productively	Number of beneficiaries provided with the training opportunity
	Improved feeling of security and well-being	% of beneficiaries who report a higher sense of security/well-being in life (i.e. feel more positive about life) due to skills acquired.

Step 4 — Step 5

Set your targets, collect and input historical data, and start to build processes into day-to-day business to track indicators identified.



■ **Outcome Area 1:** Provision of employment opportunities

■ **Outcome Metrics:** Improve employment opportunities

	2014	2015	2016
Dollar value of employment positions for PWDs (i.e. total no. of beneficiaries x income per month x 12 months x 1.17 Employer CPF)	42120	42120	77220
<b>Target</b>	<b>37908</b>	<b>56160</b>	<b>96876</b>
Number of PWDs provided with employment opportunities in last 12 months	3	3	5
<b>Target</b>	<b>3</b>	<b>4</b>	<b>6</b>

Currently SE Bakery pays an income of \$1100 a month before Central Provident Fund (CPF) to each PWD. This is an increase from the previous 2 years where the PWDs were paid \$1000 a month before CPF.

As of 2016, SE Bakery hired 5 PWDs, 2 more than the previous years, after undergoing a baking course which equipped them with sufficient skills and experience.

Step 4

Step 5

Set your targets, collect and input historical data, and start to build processes into day-to-day business to track indicators identified.

■ **Outcome Area 2: Provision of skill development**

■ **Outcome Metrics:** Acquire relevant vocational skills that they are able to use productively

	2014	2015	2016
Number of PWDs provided with a month-long baking course	10	18	25
<b>Target</b>	<b>10</b>	<b>15</b>	<b>20</b>

SE Bakery provides a comprehensive month-long baking course for its beneficiaries to train them with relevant skills. It has trained 25, 18 and 10 PWDs in 2016, 2015 and 2014 respectively.

■ **Outcome Metrics:** Improved feeling of security and well-being

	2014	2015	2016
% of PWDs who report a higher sense of security/well-being in life (i.e. feel more positive about life) due to skills acquired	40%	67%	80%
<b>Target</b>	<b>60%</b>	<b>67%</b>	<b>70%</b>

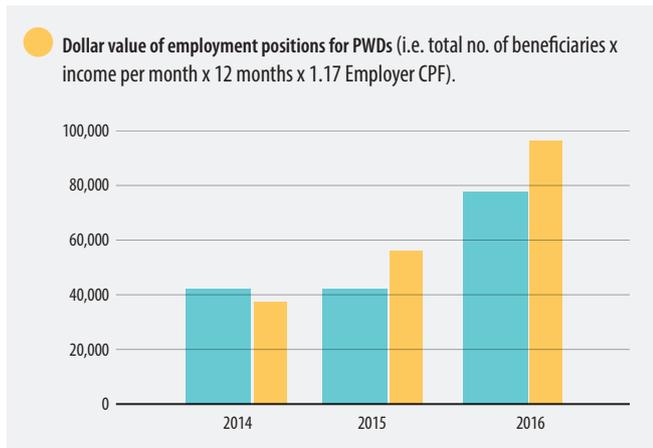
The trainees were asked to do a well-being survey before the course as well as 6 months after the course to assess whether their well-being had improved. Overall, the surveys show that on average 62% of the trainees reported a higher level of well-being over the last 3 years.

## Step 6

Generate a Dashboard: The charts will allow stakeholders to identify trends, track target progress, and more importantly, facilitate conversations around the trends and outputs.

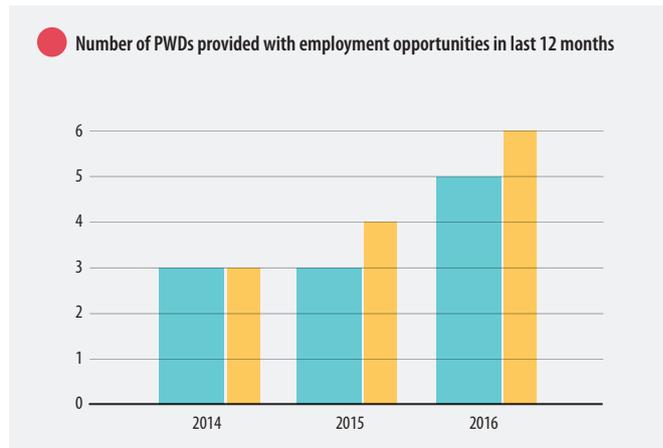
### ■ Outcome Area 1: Provision of employment opportunities

■ Outcome Metrics: Improve employment opportunities



■ Actual  
■ Target

(For this case study, a pre-established threshold is set at 10%.)



■ Actual  
■ Target

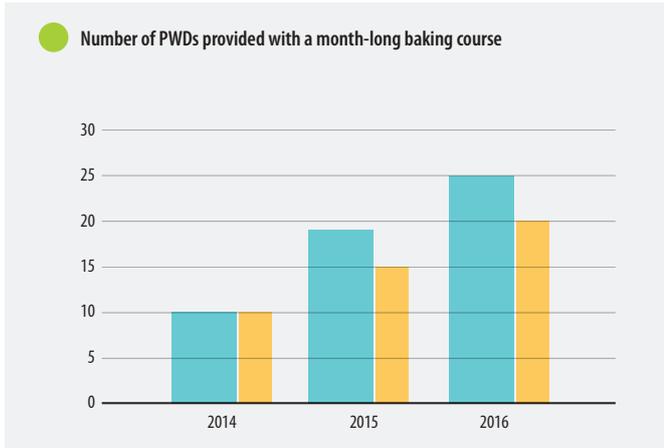
## Step 6

Generate a Dashboard: The charts will allow stakeholders to identify trends, track target progress, and more importantly, facilitate conversations around the trends and outputs.

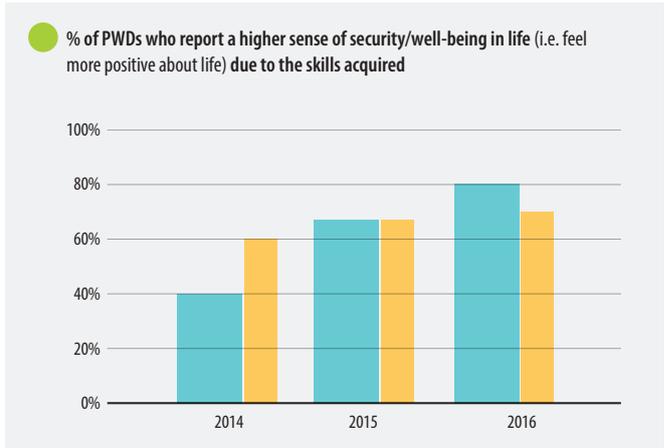
■ **Outcome Area 2:** Provision of skill development

■ **Outcome Metrics:** Acquire relevant vocational skills that they are able to use productively

■ **Outcome Metrics:** Improved feeling of security and well-being



■ Actual  
■ Target



■ Actual  
■ Target

# Interpret the Dashboard

The charts of the dashboard provide the progress of social outcomes over time vis-à-vis targets set out by social enterprises.

It helps to **identify trends, track progress and facilitate conversations about actionable plans.**

To monitor your performance, you can set up cues such as a traffic light system that demonstrates different colours depending on your performance for the current period of assessment.

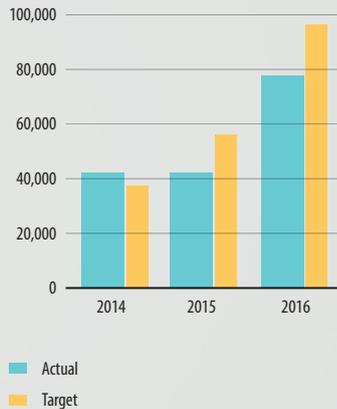


## Traffic Light Status

What it Means?	Actions to be Taken
<span style="color: red;">●</span> Indicator is performing below plan or below pre-established threshold	Need immediate action to analyse the root cause of the problem to improve performance
<span style="color: orange;">●</span> Indicator is performing within pre-established threshold	Need to monitor closely to understand the reasons for underperformance
<span style="color: green;">●</span> Indicator is performing on plan or above target	Maintain current good performance

# Interpret the Dashboard

● Dollar value of employment positions for PWDs (i.e. total no. of beneficiaries x income per month x 12 months x 1.17 Employer CPF).



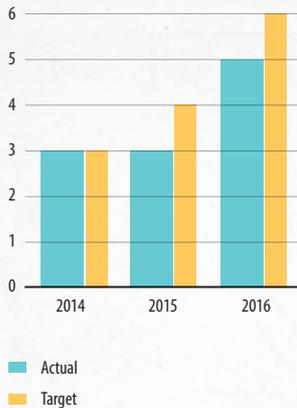
## SE Narrative:

In the first year of operation, SE Bakery remunerated PWDs above their targeted salaries.

However, 2015 was a challenging operating environment for SE Bakery. It was unable to provide a pay increment for their staff. It was only in 2016 that SE Bakery managed to provide a pay rise of \$100 per month for all the PWDs hired, though this was lower than the initial targeted pay rise of \$150 per month, which was difficult to achieve.



Number of PWDs provided with employment opportunities in last 12 months

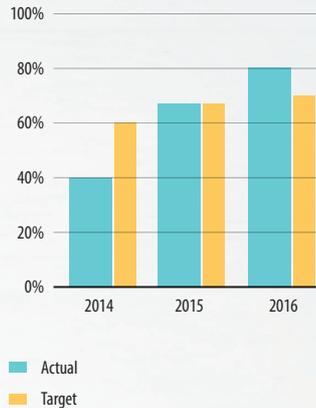


**SE Narrative:**

In 2014, SE Bakery managed to hit the target in hiring a small team of 3 PWDs. Due to operational constraints, SE Bakery had insufficient resources to hire an additional PWD in 2015.

In 2016, the business picked up and 2 additional PWDs were hired as in-house bakers, although this number was below the intended target of hiring a total of 6 PWDs in 2016.

% of PWDs who report a higher sense of security/well-being in life (i.e. feel more positive about life) due to skills acquired



**SE Narrative:**

As SE Bakery was in its initial business operations, the trainees had difficulty coping with the new working environment. As a result, the percentage of trainees who experienced higher levels of security and well-being in life fell below target in 2014.

After receiving feedback from the trainees, more resources were channeled in 2015 to improve their welfare.

As of 2016, the percentage of trainees who reported a higher sense of security and well-being in life improved beyond target as the trainees were more accustomed and well adjusted to working life.



## Step 7

## Generate a Social Value Report

With the narratives and charts generated from the SVT, you should be able to create a one page social value report to articulate your social value.

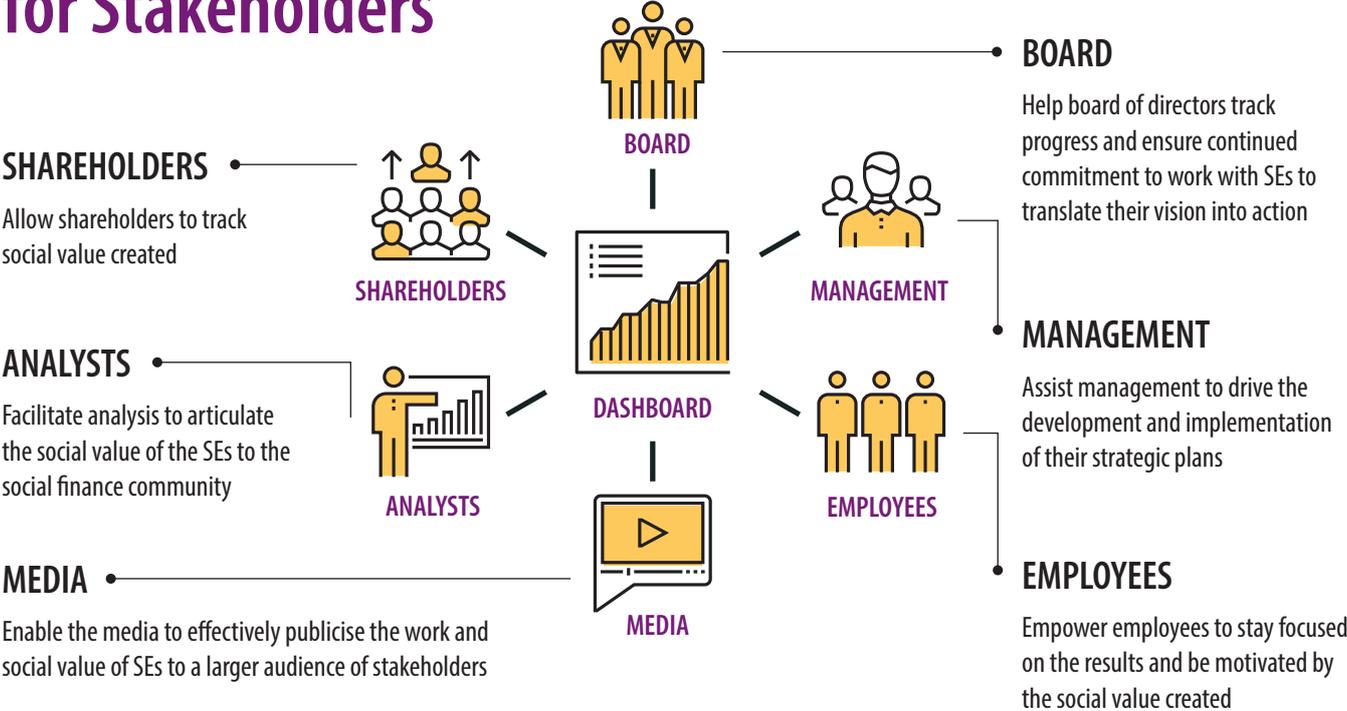
A sample is created for your reference. *(please refer to page 22 & 23)*



## Enhance your Social Value Report with these 3 Steps

1. Create a powerful introduction of your SE
2. Input insights/quotes from different stakeholders to enhance the credibility of your SE
3. Highlight your future plans and pitch your "ASK" to potential partners

# Social Value Report for Stakeholders



# SE Bakery Pte Ltd Sample Report

is a social enterprise bakery incorporated in 2014. Our vision is to provide healthy and affordable confectionary items to the public while providing employment and training opportunities for persons with disabilities (PWDs) to enable them to achieve a better quality of living.



## ■ Outcome Area 1: Provision of employment opportunities

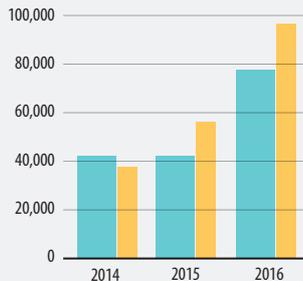
■ Outcome Metrics: Improve employment opportunities

## ■ Outcome Area 2: Provision of skill development

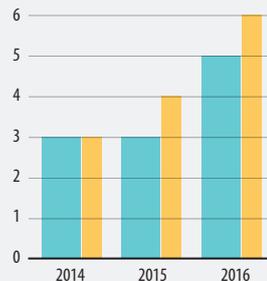
■ Outcome Metrics:  
Acquire relevant vocational skills that they are able to use productively

■ Outcome Metrics:  
Improved feeling of security and well-being

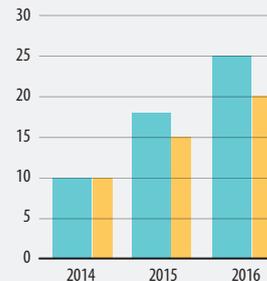
● Dollar value of employment positions for PWDs (i.e. total no. of beneficiaries x income per month x 12 months x 1.17 Employer CPF).



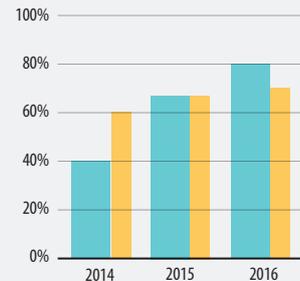
● Number of PWDs provided with employment opportunities in last 12 months



● Number of PWDs provided with a month-long baking course



● % of PWDs who report a higher sense of security/well-being in life (i.e. feel more positive about life) due to skills acquired



■ Actual    ■ Target

# Our Social Value (A Year in Review 2016)



**80% of trainees in 2016 reported a higher level of well-being and security in life** 6 months after the completion of the baking course. The percentage of trainees who experienced higher levels of well-being and security had increased two-fold since 2014, from 40% to 80% in 2016. This was a result of continuous improvements being made to the training programme after incorporating feedback received from each batch of trainees.



**25 PWDs provided with training opportunities in 2016** after undergoing a month-long baking course. 2016 saw an increase of 150% in the number of PWDs trained since 2014. A total of 53 PWDs had been trained over the past 3 years.



**10% pay increment** for PWDs employed in 2016 from \$1000 to \$1100 per month, before employer CPF. We are working towards the target of increasing their pay to \$1150 when operations pick up further.



**5 PWDs employed in 2016**, 2 more than the previous years.

## Aspiration and Potential Partnership:

We aim to increase the number of training opportunities for PWDs in the subsequent years. If you are a bakery or a cafe that will like to partner with us by taking in our trainees, please contact us.

## Contact Information:

10 Toa Payoh Central, #01-589 Singapore 123456  
connect@SEbakery.sg | www.SEbakery.sg

## Quotes from Stakeholders:

*"It is hard to find an enabling company such as SE Bakery. With its positive working environment and supportive colleagues and team, time spent working is always rewarding."*

Javier, Employee of SE Bakery

*"SE Bakery has a team of passionate culinary coaches. The trainees come home happy and content, with an optimism in life like never before."*

Fly Family Service Centre

## **Let's Get Started!**

Access our Social Value Toolkit at

**[www.raise.sg](http://www.raise.sg)**

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Singapore Centre for Social Enterprise, raise Ltd  
79 Ayer Rajah Crescent  
#02-01/02  
Singapore 139955  
Contact us at **[info@raise.sg](mailto:info@raise.sg)**

We would like to thank Bain & Company for its valuable inputs in the initial phase as well as the 9 social enterprises who have participated in the pilot phase of the toolkit.

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