Social Value Matters 2017

Conference summary report

Contents

Introduction

Social Value International is the global network focused on social impact and social value. Our members share a common goal: to change the way society accounts for value.

All too often key decisions about resources and policies are made using a limited economic concept of value, which fails to consider important effects on people and the environment. As the gap between rich and poor increases and the effects of climate change become more apparent, our work has never been more urgent.

Social Value International works with our members to embed core principles for social value measurement and analysis, to refine and share practice, and to build a powerful movement of like-minded people to influence policy.

This pioneering community contains members from 45 countries, drawn from a huge range of different sectors and disciplines. Our goal at Social Value International is to support, connect, and represent our members through training, knowledge-sharing and networking.

Social Value International is much more than a professional network. Together, we are building a movement for change.

Our vision

A world where decision making, ways of working and resource allocation are based on the principles of accounting for value leading to increased equality and well-being and reduced environmental degradation.

Our mission

To change the way society accounts for value through principles, practice, people and power:

1. **Principles:** Our principles will lead to the inclusion of social, environmental and economic value in decision making.
2. **People:** We will build and support a network of like-minded individuals who want to work with us to put these principles into practice.
3. **Practice:** We will develop guidance, tools, and support to help put the principles into practice.
4. **Power:** By connecting these individuals and supporting their learning, growth and influence we will build a movement to change the way society accounts for value.

Background

We host an annual international conference bringing together members and supporters from across the world to discuss topics around social value and social impact.

- Our 2012 Annual Conference, The Emerging Profession, took place in Berlin.
- In 2013, Beyond Measurement held in Paris.
- 2014, Talking Data: Measurement with a message, took place in Toronto on in partnership with Social Asset Measurements and Charity Intelligence Canada.
- Held in October 2015 in partnership with Matter & Co, Critical Mass brought together over 400 people in London.
- Our 2016 conference took place in partnership with American Evaluation Association (AEA), IMPCON 2016, was an opportunity to bring Social Value International's global expert membership on Social Value alongside AEAs membership expertise on evaluation to promote, listen and learn from the sharing of our successes, our failures and the invaluable knowledge gained at our local levels.

2017: Social Value Matters – More Than Ever

On 10th and 11th April 2017 Social Value International and Koç University Social Impact Forum (KUSIF) co-hosted Social Value Matters 2017 at KUSIF's beautiful campus in the hills of Sarıyer, Istanbul. 250 delegates and speakers from 25 countries gathered to discuss how best to amplify voices, inspire change and maximise value.

Against a backdrop of increasing inequality and global uncertainty Social Value Matters 2017 focused on what needs to happen to amplify stakeholder voices to inspire change and maximise value. Following feedback from our members and the community the sessions began to take shape.

The conference had mix of roundtables and workshops. The roundtables were small group discussions lead by members that focused on debate and experience sharing.

Workshops involved participants in exercises and activities to encourage debate and learning.

The below pages provide some of the highlights from those activities, discussions and exercises.

Roundtables

Amplify voices

Taking ownership: what happens when stakeholders own resources and make decisions

Ideas

- How do we move from reporting on contractual requirements that are mainly outputs to measuring outcomes?
- What changes need to happen to build a cohesive organisational workforce and embed a culture of working together?

Issues

- There is a general misunderstanding around social impact management (e.g. social media refers to impact in different ways).
- It remains a challenge to explain the need for cultural change, valuing and impact management.
- It is important to explain the difference between positive and negative value.
- Participants suggested the use the Global Value Exchange (GVE) to learn and adapt to new culture.

How do we balance the tension between user defined and funder-defined outcomes? How can aggregation help?

Ideas

- Innovative and disruptive ways to collect more data about impact including using technology to gather information directly from stakeholders (beneficiaries).

Issues

- Standardised outcomes (like SDGs) or KPI's are not that useful for delivery organisations.
- Granular and standardised data are not mutually exclusive.
- Organisations have limited resources and tend to privilege cost effectiveness in their decisions.

Developing social impact networks

Ideas

- Social impact networks help to increase resource efficiency and to share impact measurement tools amongst different players within a country/market/sector.
- Networks make knowledge sharing possible.

Issues

- In certain markets people think that "it is too early" to start a network but they find it very useful after it is formed.
- Difficult to find alignment between different actors/stakeholders: government, corporates.
- Level of understanding around impact varies.
- Problems with existing data / lack of adequate data
- Challenging for organisations to accept negative values/impact after measurements.

Solutions

- Start measuring! At all levels. Using tools, sharing data, sharing measurement practices.
- Start a network for small tasks/specific objectives without trying to address all issues at once.
- Socialising the idea and concept of social value creation/management, helped organisations convince others to join.

Authentic engagement: hearing from those we seek to help

Ideas

- Founding, investment, and advice: the importance of authentic engagement.
- Why do we require authentic engagement? What does that mean? e.g. non-profit public services create value, but a few have effective engagement.

Issues

- Loss of trust in power and money in a currency-based global system

Solutions

- Reflect with founders about value in community
- Empower communities by including them in outcomes design.

Stakeholder involvement in the evaluation process

Ideas

- How can we engage with stakeholders more efficiently during the evaluation process?
- How do location changes affect data analysis?
- The importance of holding discussions with stakeholders rather than focusing on simple data analysis.
- Use of tools such as Theory of Change (ToC). How would a ToC workshop be used to involve stakeholders within the evaluation process?

Issues

- How to develop more impactful evaluations?
- Risk of involvement.

Solutions

- Create networks with beneficiaries and organisations.
- Using social impact maps/tools to assess each stakeholder's impact.
- Permanent contact with stakeholders (with beneficiaries in particular) – including the evaluation process.

Partnering corporates and third sector

Ideas

- How the third sector can learn from the private sector in terms of efficiency and being results-driven. And what the private sector can learn from the third sector. Mutual benefit.
- Private sector gaining recognition of the need to engage differently with the third sector – affecting issues such as staff retention and staff satisfaction. Corporates also growing appetite in growing their own theories of change and understanding the impact they create
- Third sector organisations are under increasing pressure to delivery more for less. Under-resourced and tackling ever more complex social issues

Issues

- Context of each country is key. Lack of political support to the third sector in different countries in Europe – lack of recognition of the sector – also lack of culture of a third sector –

where culture exists it is largely about the potential for tax incentives and other financial benefits

Solutions

- Brokerage between third and private sector – establishing ground rules and codes of conduct, helping to establish effective roles for each sector
- Encourage buy-in from corporates to view CSR as integral, rather than a bolt-on.
- Need for a platform to demonstrate the value to the corporate firm – monetarily or through other metrics

How can companies and the third sector collaborate?

Ideas

- When working with NGOs, the organizations must include their employees and upper management in the project.
- If possible, employees of the organization should make field visits to observe the work of the NGOs they support on site.
- The partnership should be set up according to the win-win formula.

Problems

- The organizations view the workers of NGOs, especially if they give donations, as their own workers.
- When corporate social responsibility projects are mandatory, and the workers are not asked to contribute their opinion, the participation is insufficient.

Solutions

- In partnerships with organizations, determination of the collaboration terms by the NGOs beforehand and asking for compliance with these terms
- Including the workers of the organization in the process of selection of the partner NGO and the project to be carried out.
- Encouraging the workers of the organization (e.g. Allowing for volunteering leaves)
- Getting support from organizations such as "Adım Adım", "Açık Açık", "STGM", which bring together organizations and NGOs.

Evaluation of institutional elderly care from the perspective of different stakeholders

Ideas

- Although there are elderly people waiting to be admitted to a retirement or nursing home, there are institutions in Istanbul with underutilized capacity.
- There is a negative perception associated with long term nursing homes.

Problems

- Lack of clear policies on elderlies in Turkey.
- Lack of financing for elderly care.
- The need for a change in society's views on old age and elderlies.
- Elderly people being outcast from society.

Solutions

- Finding different solutions to various needs (health care, social, psychological) of elderly people.
- Improving inter-generational communication to make young people learn about elderly people and old age.
- Facilitating the retirement process.

How to engage different stakeholders to allow Syrian refugees to enter into the Turkish labour market

Ideas

Refugee influx prior to 2014 was different than it is today. In the old days, it was centred on unskilled labour, today there is a conflict of sharing similar jobs. South-eastern region where the refugees are high in numbers is already suffering from a poor economic outlook.

Problems

- Quota problem: Businesses cannot employ enough people due to work permit situation
- The decision by the public sector to implement a quota is encouraging informal economy
- The alternatives proposed to refugees are not sustainable.
- Ghettoization is preventing social harmony.

Solutions

Opening new areas of employment.

- How can public and private sector take part?
- NGOs should act as intermediaries to include public institutions.
- Academia can work on eliminating prejudice, campaigns may be carried out to raise awareness.
- The language based on a temporary period should be eliminated. They must be viewed as our citizens and this must be imposed upon everybody, individuals and organizations alike. The problem of social acceptance must be solved.
- Programs used abroad may be analyzed.

Increasing impact of youth employment efforts through participation by stakeholders

Ideas

"Gelecek Daha Net" (Future is Brighter), is a youth platform that offers e-mentorship to young people. Mentorship is provided online over the site, adult volunteers help regarding this issue. Young people can use the surveys on the site and get directions when they are making occupational choices. When making strategic decisions, Gelecek Daha Net asks the opinion on young people with impact questionnaires every six months; the outputs direct the actions. Stakeholder profile is very broad; young people, NGOs working with young people, adults... In application forms, young people are asked about the biggest problems they face and answers from 10 different provinces serve as a guide for stakeholder relationships.

Problems

- Isn't it hard not being able to work with the public sector, which is a stakeholder?
- Recognition and visibility problem of NGOs during the process of finding a job for young people.
- The schools do not emphasize the announcement and promotion of youth related projects.
- How can companies be more effective when working with young people?

Solutions

- Collaboration with the public sector may make matters easier.
- Effective use of social media would help with visibility.
- When working for young people, including them in the process and taking their opinions is vital.

- In mentor interviews, impact and benefit oriented aspects of occupations may be emphasized rather than their status and prestige.
- Enhancing communication with student clubs to reach more young people may be possible.
- A monitoring mechanism may be developed regarding the occupations preferred by young people who receive mentorship support.

Inspire change

How can you communicate impact effectively to different stakeholders?

Ideas

- Bringing stories and data together to bring truth, visualisation and change in to the field.
- Humanising data is critical for understanding of marginalised groups. The use of personas helps
- Understanding what changes rely on both statistical data and the story behind those data

Issues

- Data without stories and stories without data make no sense
- There is pressure to get scientific evaluation and perfect research
- Impact analysis look at both: qualitative and quantitative data
- Governments are heavily interested in rational data. We should transform rational data into emotional data to find a balance

Solutions

- Being brave when communicating. Economic valuation should be engaged with social value improvement.
- Discussions and data at micro and macro level should be conducted.
- Visualisation increases ability to relate. Context of change and data are important. Incorporate other frameworks. Involve stakeholders into the issues

Evaluating the evaluators: stakeholders also matter to us

Ideas

- Evaluating and measuring impact is key for any organisation in order to understand the impact of their activities. When it comes to evaluators, we are constantly enhancing and promoting social impact measurement to our clients. But do we measure our own activities?
- We identify our contribution to social value creation by evaluating ourselves
- Evaluating evaluators is critical to enhance productivity and sustainability

Issues

- How do we make sure that our activities have a positive social return? It is time consuming and the engagement should be continuous which is hard to sustain.
- Evaluating our performance from just accessibility to fundraisers is not enough
- Measuring impact can be biased in self-evaluation

Solutions

- Evaluating ourselves will provide us with very important information that will help us improve and progress creating more social impact
- We should look into the impact rather than just providing satisfaction surveys to clients. There should be correlation between the questions in the surveys and the impact that clients say are experiencing.
- Being honest and transparent is essential to avoid bias when evaluating. Be simple but not simplistic when conducting and evaluating and impact survey.

Turkey specific model approaches for social impact measurement

Ideas

- Measuring the impact of the efforts in the field through a standard model.
- How big should be the target audience groups for impact measurement?
- It is important for civil society and the private sector to develop a model they can discuss.
- When organizations are measuring their social impact, the ways in which they can take into account the damage they inflict upon the society/world was questioned.

Problems

- It is hard to evaluate the private sector and civil society under the same scope. One focuses on the business results while the other prioritizes the impact on the program's beneficiaries.
- How to measure the damage alongside the benefit? Which organizations would want it to be known?

Solutions

- Carrying out an inventory study across Turkey.
- Performing regular social impact measurement.
- To make project and research results accessible by the public in a single portal and to use this portal for common benefit.

Procedural differences, limitations and discussions on social impact measurement

Ideas

- How to measure social impact, what are procedural differences and what value do they hold?
- What is the object of our research, what do we measure, how do we measure it?
- There are two different measurement methods: Realist and Nominalist.
- Realist approach criticizes nominalist approach for being too subjective.

Problems

- It is impossible to measure social impact but it is very valuable to get a fragment of it and reach a conclusion.
- The value of social impact efforts lies in the process; result oriented approaches are not very healthy.
- Impact measurement efforts should not be driven by success (shouldn't be focused on revealing success either), individual success indicators do not make impact measurement efforts successful on their own (a good project on female homicides can be considered a failure with a single murder.)
- In impact evaluation efforts, mistakes should be measured as meticulously as the successes.

Solutions

- Collection of data is important but accurate evaluation of it is even more important.
- In social impact efforts, no matter which approach is adopted, the important thing is to evaluate the problem completely in itself and thoroughly considering all impact of the works that will be carried out.
- In addition to the theoretical measurement results, possible impact of these results must also be analyzed very well.

Communications: the main component of social benefit

Ideas

- How to improve communication without allocating cash resources?
- How the organization and its actions are known in the public?
- What is the best way to reach the target audience?

Problems

- Reaching to all target audience.
- An organization's internal communication problem
- Internal workings of the organization being different than how it is perceived in the public

Solutions

- Achieving stability in social communication
- As the work is multifaceted, taking a step by step approach is important; where we want to arrive must be identified
- An action plan must be prepared by carrying out a study on the target audience. The strategy is vital. It is more important for the message to reach the right place in the right way rather than having far-reaching visibility.
- A corporate memory is necessary and a system needs to be established.

Impact measurement of refugee integration policies

Ideas

- Assessment and impact measurement on refugee integration
- Instead of treating refugees as a problem, we need to improve the ways to integrate them into the society
- Measuring impact in active labor market, education and society integration.
- How should we measure the social cohesion?

Problems

- Funding NGOs is an objective for some organizations, but do they evaluate or measure the impact properly?
- What kind of different impacts did the migration policies have?
- Integration policies cannot go beyond the local level.

- 90% of Syrian Refugees live outside the camps.
- Lack of data collection in the first place makes it difficult to evaluate refugee problems such as unemployment - we don't have a definite number of refugees, or ones with disabilities, etc.
- Indicators (labor market, education, health care, housing, etc.) that are the important for the evaluation of refugee integration.

Solution

- Social inclusion, a welcoming society should be built for refugees.
- Integration between locals and refugees: i.e. establishing a program or a research/project to bring them together with community activities and measuring their interaction.
- Refugees do not know about the labor market here; therefore, they need a system to find the information they need, i.e. how to apply for a job, where to apply, etc.

An application model to improve the level of preparedness to school for Syrian children

Ideas

The starting point for the educational model is Mother Child Education Foundation's summer preschool activities that they have been carrying out in the southeast region since 2002. Preschool education program used here was adapted for Syrian children. Social goal: Improving the Turkish language level of the children, helping them achieve an equal footing when starting education. This was targeted with a structured preschool educational program that assists children in all developmental areas. The children were supported with regards to peer relationships, post-traumatic communication, etc. Thanks to contributions by Children's Educational Program, cognitive development of children was supported. Interviews with mothers revealed that such developments in children were observed in their social environment outside the school as well. Mothers have realized the learning potential of their children. It was found that the biggest desire and need of the mothers was also learning Turkish.

Problems

- Since fathers are primarily concerned with earning an income, they are hard to include in the project.
- When the children are not very skilled in Turkish, going through the same education as children whose native language is Turkish, is psychologically challenging.

- Finding bilingual teachers is very hard.

Solutions

- Fathers can be channeled to capacity development
- Building collaborations with stakeholders is very important. (Other organizations that work with Syrians)
- Children from Turkey and Syria can come together often and improve their relationship.
- Continued Turkish language support to Syrian children through additional courses may be effective.

Maximise value

Using SROI as a tool to measure inclusion of people with disabilities in education and the workplace

Ideas

- How to engage and get meaningful information about changes from people with additional needs, challenges and barriers?
- How to engage stakeholders with additional concerns – a big challenge for people from disadvantaged communities, cultural barriers, language, religion, perspective such as socio-economic perspective, abilities (different abilities/disabilities), those you cannot access e.g. deceased or imprisoned
- How can we get data from these groups?

Issues

- Working with 'the last mile' geographic accessibility (issues of ensuring reasonable samples), language barriers, cultural context (e.g. different appreciations of empowerment), and pressures to respond to questions being asked by analysts
- Is there a way in which academia and SROI work together effectively? Lack of available spaces to share data, as not academically rigorous

Solutions

- Use existing primary and secondary data, share results and be transparent about limitations

Who decides what is material, the organisation or the stakeholder?

Idea

- Materiality and its purpose
- Tools for engaging stakeholders and/or defining materiality?
- How do you decide how to engage stakeholders? Which stakeholders?
- Materiality refers to the size of change rather than the size of impact. Big change is more material than small change

Issues

- Materiality is very difficult to identify and most organisations lack a definition/good understanding of materiality
- Size of the organisation also matters

Solutions

- Leaner research is needed to define Materiality
- Effective communication inside and outside of the organisation
- Find sources of information to address materiality properly and try to push this agenda

Credible and reliable impact data

Ideas

- Credible and reliable social impact data requires stakeholder involvement
- The Social Value International Report Assurance Criteria sets out a standard for stakeholder involvement to ensure that stakeholders are involved in certain aspects e.g. identifying other stakeholders, defining outcomes, understanding counterfactual, relative importance of outcomes and verifying results

Issues

- Sometimes open questioning, when asking stakeholders to define outcomes, is very difficult for them to answer. The challenge is to tease the information out and strike a balance between probing for answers and asking leading questions
- Stakeholder involvement is an art form and requires practice to perfect

- Proving that stakeholder involvement has taken place is often not requested by boards or investors
- Difficult to get a fair 'unbiased' sample of stakeholders
- It is important to gain the trust and confidence of stakeholders

Solutions

- Consider different standards/requirement of stakeholder involvement for different audiences and purposes.
- Important for transparency to reveal the questions asked in stakeholder involvement and the method for recruiting participant

How to maximise social value by involving stakeholders in decision making

Ideas

- Stakeholder involvement is an iterative process and needs to happen at all stages; identifying needs, designing solution, testing solutions, measuring impact and re-design of programme
- To maximise social value it is necessary to identify sub-groups or 'segments' within each stakeholder group and understand their different preferences and priorities
- Understanding what stakeholders 'value' or 'find most important' is essential if you are to maximise the social value of your activities
- At board level, conversations should also focus on information collected from stakeholders

Issues

- It is difficult (or impractical) to involve all stakeholders and so there is a challenge to get an accurate sample
- Saturation point, stakeholder committees and representative sampling as solutions
- What actual decisions should stakeholders take?

Solutions

- Involve stakeholders at different stages of decision making
- Include board members/senior management in discussions with stakeholders
- Ask for evidence of stakeholder involvement to support any decisions

What are the risks that your social impact won't happen

Ideas

- Risks associated to impact
    - Lack of data to carryout a risk assessment
    - Managing risk implies finding a balance between risk vs. impact
    - Who should assume those risks? Whom do those risks affect? Organisations? Evaluators? Individuals?
- Success factors whilst managing experienced impact
- Strategy design and delivery issues/success factors

Issues

- There are many risks:
    - The evidence we are getting is not good (representative, etc)
    - External, issues
    - There is an execution risk (e.g. wrong skills)
    - Stakeholder participation risk
    - Drop off, counterfactual, displacement, segmentation, negative externalities, social risk disclosure/analysis
- Organisations normally undertake all these risks and not those responsible for delivering outcomes
- Distinction between the actual outcome and the evaluator's perception
- Funders' aversion to risk

Solutions

- Setting adequate impact expectations (assessing all risks associated)
- Transparency in social impact (including why it may --or did not-- occur as expected): regulations, investors, regulators, standards
- Include risk assessment/mitigation and identification in impact reporting/strategy design. Include risk analysis within our practitioner's culture
- Include risk assessment/mitigation and identification in impact reporting/strategy design and consider risk across dimensions: planning, strategy design, execution

Innovative approaches to valuation in an international development context

Ideas

- Valuation approaches can be challenging. There are two sets of approaches that can be used: Stated preference vs. revealed preference
  - Revealed preferences technique: research the market and see how much people are willing to pay
  - Stated preferences technique: ask people how much they are willing to pay or to accept in compensation.
- The stated preferences approach helps the researcher understand what is really important for a group of people versus what we understand to be generally important for everyone

Issues

- Good indicator data vs. good proxy data?
- Poor evaluated preferences as bad as poor evaluated data
- Additional value: a delivered service could only be understood with additional indicators. Also, to understand those indicators, revealed preferences should be understood
- Revealed preferences should be based on what people actually pay and not what they say they would pay
- Self-estimation can be as good as a control group when considering the counterfactual.

Solutions

- Training surveyors to be perceptive and able to understand the insights of the people in the ground
- Consider using intrinsic valuation methods
- Research around valuation and especially stated preference valuation

Adaptability of SROI to measure outcomes of Social Impact Bonds (SIBs)

Ideas

- Could SROI or Social Value Principles be used to measure outcomes of SIBs?
- The pre-determined outcomes that are central to the SIB model poses a slight challenge to the application of Social Value Principles in that all outcomes should be captured and accounted for - but the two are not mutually exclusive and stakeholder involvement can be used to establish the key outcomes

Issues

- A social impact bond has no asset attached to reduce the risk to investors

- We do not have a standard way of reporting social impact, which has the reliability of financial accounting and transaction costs are very high
- Social problems are multifaceted and SIBs often take a narrow view of 'success' rather than a holistic or systemic approach e.g. the few SIBs that have taken place focus on one issue: re-offending
- It is very difficult to get the parties (government, investors, delivery organisations & stakeholders) to agree on what 'success' looks like and there is a 'trust deficit' and in addition, SIBs may replace any existing infrastructure to tackle a social problem and so once it finishes (successful or not) the area would struggle to serve a local population

Solutions

- Improve social impact accounting and pursue 'Municipality Bonds' as a way of incorporating social issues in the economic development of a municipality
- Levels of risk attached to a SIB need to be articulated like AAA, ABB etc
- In India there is legislation that mandates 2 per cent of profits to go to Corporate Social Responsibility. In this context the element of 'risk' for an investor is removed and so maybe SIB's can be given more of an opportunity
- Greater transparency of social impact required

Kopernik's approach to lean experimentation, data collection, analysis and dissemination

Ideas

- The need for lean experimentation to find out what solutions work to improve the quality of life for the last mile communities
- Ways in which organisations can better engage their industry in discussion about lean experimentation.

Issues

- Surveys: using tablets and smartphones result in better quality data
- Experiments and data collection are costly
- Big data challenges due to limitations of technology in rural areas such as limited accessibility to the Internet
- Sharing the findings: How can we improve the way we share 'insights'?

Solutions

- Changing approach to leaner experimentation and putting focus on finding what actually works
- Data collection is a collective effort. This approach is also a way to humanise data using focus groups and face-to-face interaction, combining stories with data helps to get a good sense of the problems.

Know your KPIs: using stakeholder engagement to balance the interests of donors and NGOs

Ideas

- Is there a way to explain to the donors that stakeholders should be engaged in the programme design at the very beginning when the needs assessment is carried out?
- Are there any other positive examples where stakeholders helped to balance the interest of donors and NGOs?
- What is the participants' experience in this area? How can the negative experience in CSR be publicised along with the positive?

Issues

- In some countries, there are no incentives for corporates engaging in charitable activities. Thus, corporate charity is often a PR and GR tool and has little to do with social impact as such
- On-going donor education is needed to help them understand and visualise the desired impact of social projects they would like to support
- Stakeholders' needs assessment that is in many cases considered an unnecessary, time-consuming and expensive stage of social programme development should be promoted as an integral part of any social programme and a best practice

Brand effect when creating social value

Ideas

- Regarding any social issue; solutions created by brands are more effective and rely on more effective methods compared to the public sector or NGOs.
- Why do we trust brands? What are the true roles of brands?

- Through their products and services, companies make us trust brands. Furthermore, even though it is hard to find an audience to report social problems, through brands it is easy to express the issues.
- Today, brands do not only compete economically; there is also a competition in terms of addressing social issues.
- Charity and cooperation are separate things; investments in social projects are different. When they are carrying out these projects, members of the business world also consider their competitors. The motivation that solving a problem will be beneficial for the brand who manages to solve it, is key.

Problems

- Whether brands that carry out social projects have good intentions or not.
- Brands are interested in social issues but their sincerity is debatable. Profits are the primary concern for a company.
- Sometimes, works carried out by brands may have negative effects on their customer base.

Solutions

- Brands should focus on social issues with the influence they have while also considering their fields of activity.
- Brands should plan well to avoid leaving a negative impact and start projects by keeping in mind the possible effects.
- Brands should approach social issues with the same level of seriousness they handle their operations.
- NGOs and universities should join forces with companies to benefit from their power of communication.
- Companies/brands should prioritize social benefit in their social projects.
- It is observed that brands are competitive with their social projects and this is seen in a positive light for solving social problems.

Achieving NGO-public sector collaboration to help social impact become widespread

Ideas

- Performing a needs analysis is very important.
- Evaluating the results of the analyses and managing the resources well to create effective projects.

Problems

- Communication is one of the biggest problems.
- Most district governorates have an office of national and international projects but the capacity is very low.
- There is no overall impact analysis, impact analyses are mostly project based.

Solutions

- It is important to have materials that will promote you well.
- Websites need to display the financial situation in a transparent way.
- The public sector needs to be included in the projects from the beginning and invited to events.

Non-governmental organizations and social impact management in Turkey

Ideas

- Social impact shouldn't just be measured, it should also affect the decision making process of NGOs.
- What are the reports that are prepared after measurement and how are they used? Are they taken into account?
- Basic Questions
1. How are the decisions being made? How is the road map of the organization determined?
2. What is the balance between field and management teams?
3. During the time you managed the projects, what steps did you take to change or stop the process?

Problems

- In Turkey, when it comes to measurement, the first thing that pops up is tangible outputs. Thus, any activity you cannot measure become essentially worthless.
- The approach of funders occasionally limit social impact measurement.

Solutions

- The measurements need to be specific.
- The organizations should share their media research and digital data with each other.
- Funders should shift their focus from outputs to change.

Stop, scale or pivot your work, creating opportunities to increase impact

Ideas

- Define the meaning of change and success, social impact thinking
- How to affect people for social values, organizational level of social impact
- How much impact is enough to reorganize something?
- What is success for you?

Problems

- Beneficial impact is hard to achieve when the scale increases.
- Forecast model has some problems, such as inability to predict issues.
- People do not worry about what is going on around them.
- It is hard to identify the meaning of success when it varies according to each person.

Solutions

- Recognize the model and consider whether it works for the issue.
- Collect data.
- Feel yourself responsible for social issues and you can start to change something around you.
- Encountering a successful example encourages people to do something.
- Taking feedback from beneficiaries may help prevent the forecast model's negative impacts.
- Determining who you are targeting and determining beneficiaries specifically can increase the possibility of success.

Workshops

Managing what matters: A workshop to share insights of what 'putting impact into management' means in practice

Ideas

- How do organisations manage their impact in practice?
- It is not just about using data better, but thinking about how to bring the perspective of clients (and other stakeholders) into the day-to-day practices of all parts of your organisation
- How to make impact management accessible, so that it becomes part of 'business as usual' for everyone, supporting their work rather than being a burden
- Need for more segmentation and more publically available information

Framework for impact management

- Who we you reach and exclude?
- Are we reaching the people we can best serve?
- Who are we not reaching and what are the barriers leading to exclusion?
- What are the drivers of impact?
  - Importance of segmentation
  - Where are the risks that things can go wrong (for clients and our delivery)?
  - Are we managing what matters in our staff performance and quality management?

Case-study

Examined the experience of one organisation using the framework. Highlighted the link between theory of change and identifying specific activities/parts of methodology that are important for impact; the quality management framework that identifies key elements in the methodology and measures effectiveness in delivery; and information dashboard that is used for management decisions. Analysis highlighted gaps in terms of the quality management framework and ways in which the framework could be used to improve the utilisation of the framework more to improve their services.

Human-centred design in funding: involving stakeholders in the investment cycle, when and how

Ideas

- More public awareness around Human Centred Design is needed
- Ways in which to involve clients/beneficiaries/end-users is challenging to most and they do not go beyond very basic approaches in their lines of work (i.e. phone/email survey).
- The beauty of Human Centred Design is its universality, and how the Human-centric component relates to all areas of work in the philanthropic, private, government sectors, and the plurality of backgrounds of workshop participants enforced this universal relevance.

Issues

- Conceptualising 'design' as the way to break projects down in planning, implementing and evaluating is also necessary, particularly in order to highlight creative, lateral thinking, unlikely ally collaborations and crowdsourcing popular wisdom.
- Moving beyond 'I need to involve stakeholders because that's what someone is telling me to do' and 'I need to listen to people if I am to be inclusive', to really understanding that even the RELEVANCE, and USEFULNESS of your projects may be challenged and altered if you listen to the people you are meant to be working to support, and that that is not just okay, it is necessary.
- Overcoming power-privilege barriers, and involving stakeholders in decision-making and giving them agency is a prerequisite if stakeholder involvement is to move beyond the top-down framework.

Solutions

- Participants will learn more about Participatory Action Research and Human Centred Design and try to integrate it into their work
- Push for new models of funding and funder design at philanthropic conferences, promote deliberative democracies within organisation cultures, work toward establishment of unlikely ally collaboration networks and be an ambassador for true prioritising of stakeholder involvement and agency in decision-making to bridge inequalities wherever they may reside