

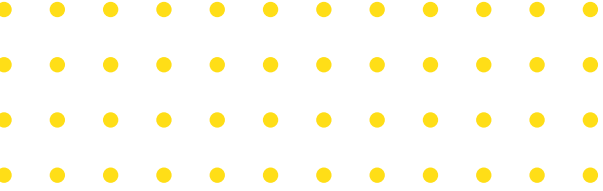


# BALTIC : YOUTH : IMPACT

## Policy recommendations for youth organisation impact management

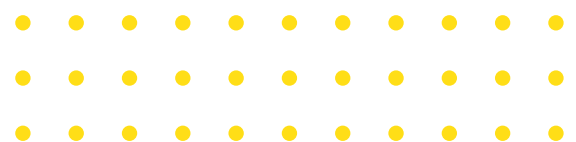


2022



**The main objectives of the project are as follows:**

- To improve the capacity, skills, and know-how of youth workers in youth organisations in the Baltic states on topics related to social impact management (involving planning, creation, evaluation, and communication of the positive impact on the lives of young people).
- To promote the importance of social impact management in youth organisations among policy makers and stakeholders in Baltic countries by creating practical, user-friendly impact management tools and policy recommendations, and implementing non-formal educational and experience sharing events for youth organisations.





## Partner organisations and members' names



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# Recommendations

The following section will outline our recommendations, based on our own findings, external research, and expert opinions, we have determined the problem, “Youth organisations and social enterprises working with young people are not systematically increasing and demonstrating their positive impact.”, which is discussed in detail below. Based on this, we have formulated the policy recommendations below. These recommendations are presented with the intention of informing policy-makers and lobbyists with the power to advocate for improvements in the area of social impact management in the youth sector. We hope that these recommendations will allow relevant parties to implement positive changes, leading to more effective practices.

## **1: To raise awareness about the importance of social impact, proactively develop and support the narrative prioritising positive social impact over achievements measured in financial increases or capacity.**

A narrative should be developed explaining the positive and, where relevant, negative impacts of each activity, while the value of organisations should be assessed based on their aggregate impact. The narrative should focus on the potential of organisations to create greater value for society if their positive impacts are more precisely understood, targeted, measured and compared.

*(see examples 2: The Estonian National Foundation of Civil Society utilises a grant application form which facilitates an explanation of social impact management, and helps to educate organisations on planning for social impact measurement, and 4: Erasmus+ include a separate social impact management field in each project plan, introducing applicants to the concept or encouraging further consideration around social impact management, in the “Good practices in the Baltic states section”)*

## **2: Reconsider metrics of impact where necessary, in the context of funding, with additional support provided to organisations.**


Where applicable, funders may be encouraged to change the metrics used to assess youth organisations for funding, with a well-understood and carefully considered measurement of social impact, which would also allow for more effective and proportionate funding arrangements, promotion and general understanding of social impact. For example, in place of asking for the number of yearly activities carried out by an organisation, a more impact-oriented, relevant metric could be utilised. If requiring extra work from organisations, additional support must be provided to enable this.

*(See examples 5: The British Council have developed certain KPIs around social impact management, which are carefully explained and developed to encourage social impact measurement, and 6: The Welfare ministry of Latvia has also developed a set of social impact measurement guidelines, with certain indicators to aid organisations in planning their social impact management, in the “Good practices in the Baltic states section”)*

## **3: Provide free, easily accessible and easy-to-use tools for impact management and/or promote, develop already existing material.**

The wide-spread availability of user-friendly and intuitive social impact measurement tools would be instrumental in improving the current situation, as there is currently a lack of such resources. Existing material should be developed further, promoted and made available.

These tools should be provided free of charge where possible, to lessen financial pressure on organisations with an already limited budget, and to motivate their wide-spread adoption.



Additionally, tools should be interactive and time-efficient as organisations don't have enough resources to invest in prolonged social impact measurement processes. Impact management activities should be interactive and engaging, as methods such as surveys are often boring for young people. The use of more informal activities to collect feedback is suggested, as is the introduction of gamification in impact measurement methods.

Visible self-development is also inspirational for the young people involved in these youth organisations, and tools which present this positive improvement and impact would help to motivate and inspire more effective and creative output.

*(See example 7: Several helpful tools for measuring social impact already exist, in the "Good practices in the Baltic states section")*

**4: Provide and/or support capacity building programs focused on social impact management.**

Capacity building programs focused on social impact management should be provided, and those that already exist should be supported at the national level. This will allow those working within youth organisations to develop the necessary skills and attributes required for effective social impact management.

*(See examples 1: Norway grants offer at least 15% of the re-granting amount specifically for capacity building and in Lithuania it includes impact measurement. and 3: The Good Deed Impact Fund supports a small number of impactful initiatives at one time providing both financial and non-financial support from a dedicated team and pro-bono experts, in the "Good practices in the Baltic states section")*

**5: Include extra funding for impact management among youth organisations and social enterprises.**

Providing direct funding for social impact measurement practices to youth organisations and social enterprises would effectively enable them to carry out this important aspect of their work. This already takes place in some countries, such as with Norway grants, where 10% extra funding is granted for capacity building, including social impact measurement. This reduces financial pressure and the related stress on those working within youth organisations, and allows for a clear budgeting strategy.

*(See example 1: Norway grants offer 10% of funding specifically for capacity building including impact measurement, in the "Good practices in the Baltic states section")*

**6: Ensure that impact indicators in the national strategic documents directly reflect the well-being of young people, including youth representatives and impact creators in the strategic planning processes.**

This is essential in order to provide the most impactful and positive services and outcomes for the most important stakeholders of all, the young people relying on the services of youth organisations. When service users are included in the dialogue, organisations can accurately focus on what benefits young people, their futures, and society as a whole.

# Background



## The importance of youth sector work

Youth organisations, NGOs and social enterprises, along with other related organisations, play an important role in Baltic countries, working directly with young people and benefitting society in many ways, with many studies demonstrating the importance of youth organisations for societal development, in areas such as impact on human capital, social capital, attitudes, civic activism, etc, (Holton, Watkins and Siladi, 2016), (Dunne, Ulicna, Murphy and Golubeva, 2014). These studies have tended to conclude that, while youth sector activity is known to have a major positive impact, this impact is not always guaranteed, and requires careful scrutiny and observation by involved organisations. On the other hand, the UN (2010) have found that underinvestment in youth projects leads to significant social, economic and political costs, making it clear that young people are critical for the future of national economies, societies and democracies, and that working towards their well-being is key. This work involves creating opportunities for young people to gain important knowledge, skills and experience, helping young people to tackle problems and challenges, improving their self-esteem and confidence, contributing to sustainable development goals on a local, national and international level, as well as contributing to other areas of society.

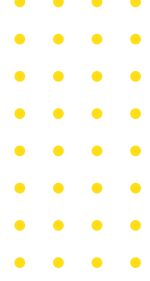
Youth organisations often struggle to plan, measure, describe, evaluate, and communicate their exact value, and the impact that they create. When asked about why their work is important, why they should receive funding, and what has changed as a result of their work, they can answer mostly in vague terms and cannot give any clear, quantifiable examples. These organisations lack the capacity and skills to express the impact of their work in concrete numbers, facts, and stories, and therefore other stakeholders, communities and wider society, have little reason to support their work.

This joint project, involving five partner organisations in the Baltic States, aims to tackle the issue of social impact management through the improvement of social impact management knowledge, skills, and recognition in the Baltic States. Each of the partner organisations are leaders in their respective fields – social entrepreneurship, youth work, advocacy and/or impact management – and all are committed and motivated to integrate the project tools, results, and activities in their daily work, and to disseminate the project tools and results through their member and partner networks.

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<sup>1</sup>Organisations referred to in this document include: Organisations working with youth, Youth organisations, Youth sector social enterprises, umbrella organisations working with youth, social startups working with youth, etc.

<sup>2</sup>Social enterprises are those businesses with specific social objectives as their primary purpose. These enterprises seek to maximise benefits to society and the environment, with profits used principally to fund social programs.



## What is social impact management in the youth sector, and why is it important?

The social impact of an organisation or enterprise is a way of describing any effects that they may have on the people, society, or environment around them. This can be understood simply as measuring the changes caused by an organisations' activities. The aim of any social organisation should be to have

an overall positive impact, while seeking to address social injustices and challenges, though unintended negative impacts may occur, and should also be measured and taken into account.

Positive impacts are generally related to an organisation's mission, vision, and main objectives. There may also be many unintended positive impacts, such as, when an organisation primarily aims to educate and engage young people on a certain topic, while simultaneously developing project management and teamwork skills in the process.

Negative impacts may occur when activities are incomplete, ineffective, or of low quality, e.g., when young people receive "bad" or "boring" experiences without the possibility to reflect on them, learn from them, or grow. Negative impacts can also occur in relation to opportunity cost, when time spent participating in lower-impact activities could have been used more effectively in higher-impact activities. Simply put, for an organisation to be successful, they should seek to maximise their positive impact, whilst minimising any potential negative impact.

The kind of impact that a youth organisation will typically aim for includes such aspects as; influencing the attitudes of young people, improving young peoples' knowledge, attitudes, skills and experience, and directly improving the living conditions of the young people that they work with. The outcomes of youth-empowering social impacts can have a positive, knock on-effect on society as a whole, with improvements in one area leading to benefits in others – content, resilient, and more empowered young people are more likely to become productive, socially-conscious adults, less likely to be involved in crime or suffer from various health related or behavioural issues.

The measurement of social impact is essential, as this allows organisations to gain an understanding of the effectiveness of their work, to adjust their approach accordingly to be as effective as possible, and to demonstrate their outcomes to partner organisations, as well as governments and other sources of funding. According to a study by the Lithuanian Social enterprise association (2020), social impact measurement is an essential part of social business, as it is the main motivating factor for government investment in an organisation. The study pointed out that the lack of a clear impact-measurement system, as well as a lack of incentives around social impact measurement from governments and other funders.



## The importance of social impact narrative building in the Baltic states

It is crucial to build a narrative around social impact and its management, for it to be viewed as a core part of the development of the NGO and Social entrepreneurship ecosystems. This will lead to more effective communication and policy changes that influence the better handling of social issues, through effective communication and positively influencing policy in this area. Effective narrative building on shaping public policy consists of several theoretical stages, based around effective storytelling (Crow & Jones, 2018). This is exemplified by the way in which the Estonian government established an impactful initiative 'Startup Estonia' (2022), around startup ecosystem development, leading to the fostering of a dynamic, and successful startup ecosystem and entrepreneurship, with a focus on educating stakeholders. A similar approach could be employed to promote and develop the social impact and NGO ecosystem in the Baltic states.

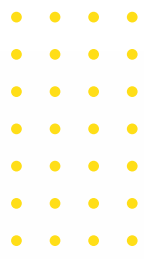


**To raise awareness about the importance of social impact, proactively develop and support the narrative, prioritising positive social impact over achievements measured in financial increases or capacity.**

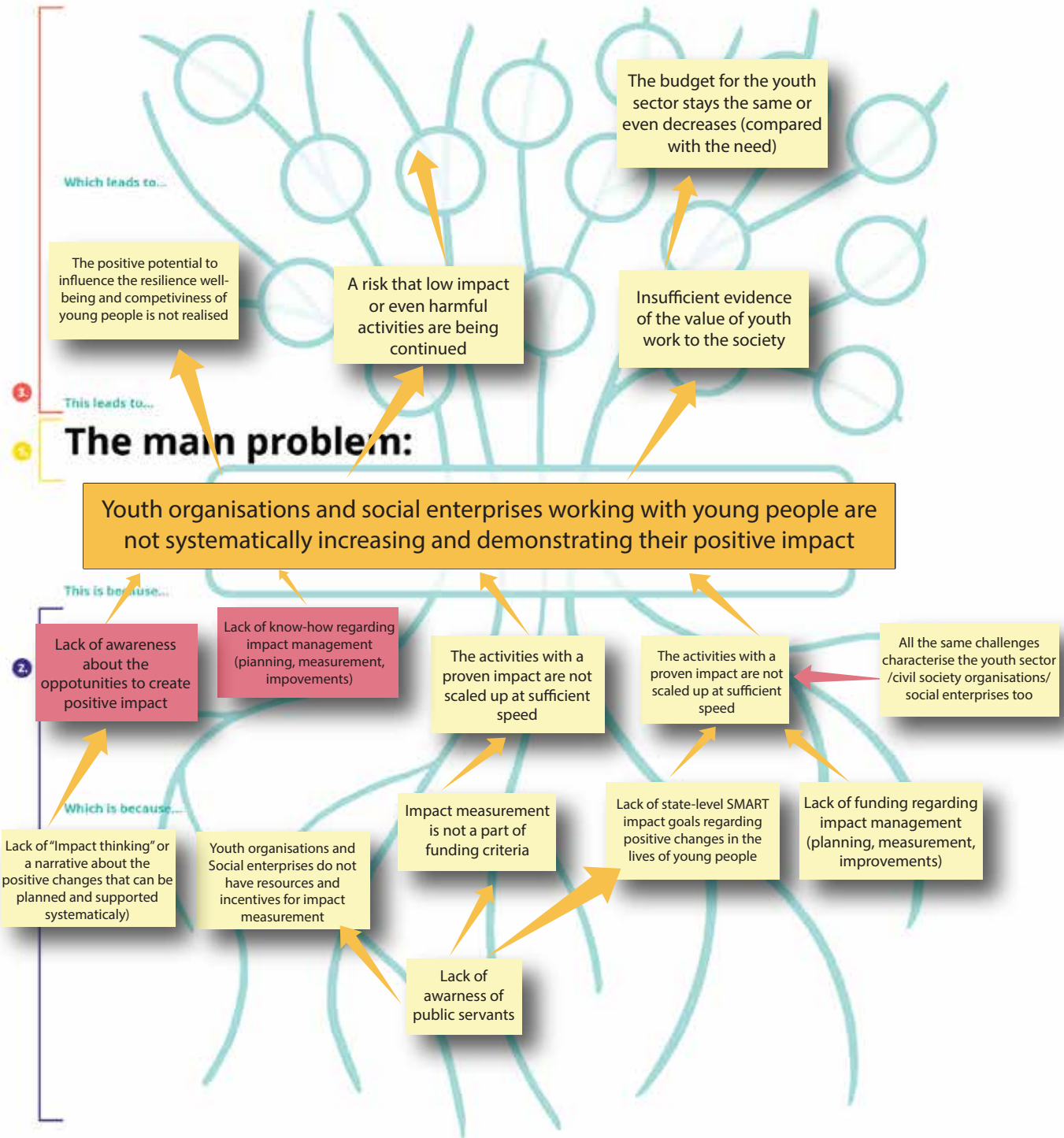
In order to gain a better understanding of what can be improved upon in terms of social impact management, as well as to define the current situation, a needs assessment was carried out (Zeijla et al., 2021). Through research implemented by each partner organisation, consultation with relevant experienced professionals, and the analysis of external research, the main problem to be tackled was determined, namely that youth organisations and social enterprises working with young people are not systematically increasing and demonstrating their positive impact. This will be addressed below, where the most important aspects of this issue will be outlined, along with illustrative examples based on current research outcomes.

**a: There is an overall lack of awareness about the concept of social impact, as well as the benefits of social impact management practices in the context of youth work, and generally within the youth sector. This is important on several levels.**


# Problem tree



1. **What problem do you want to solve?**  
Choose the most important problem that your organization focuses on.
2. **Causes**  
Why does this problem exist at all?
3. **Consequences**  
Which negative consequences does this problem bring?
4. **After identifying the causes**  
Circle the causes your organization will focus on.
5. **After identifying the consequences:**  
Circle the consequences your organization will measure to understand your impact.



"Youth organisations and social enterprises working with young people are not systematically increasing and demonstrating their positive impact."



**i; A distinct lack of awareness of social impact management among public servants and policy makers is likely to reduce the impact and prioritisation of the work of youth organisations and social enterprises working with youth, as well as limiting promotion and exposure of projects and campaigns with the potential to provide a substantial benefit to the lives of young people.**

The metrics utilised by governmental organisations in judging the effectiveness of youth organisations often revolve entirely around formal counts of the number of members of a given organisation, or the number of participants in their events and projects, and do not accurately consider any measurements of their actual positive impact on society. This unsuitable metric leads to a lack of specific, quantifiable data that may go some way towards explaining the difficulty of many youth organisations in maintaining youth participation and membership. This may be a result of young people being unsure of the benefits they may obtain through active membership of youth organisations. According to The Study of Youth Problematics, (2020) from Latvia, there was an observable decrease in youth participation in youth organisations' activities. The comparison of data collected in 2010-2011 and data collected in 2020 demonstrated a decrease in youth involvement in NGOs and their activities from 9.20% in 2010-2011 to 0.9% in 2020. The study also showed that youth participation in volunteer work had decreased three-fold, and that 80% of study participants had never volunteered. These are stark figures and certainly necessitate some form of response.

The lack of information on the social impact of the youth sector available for public servants and governmental organisations is illustrated by the fact that the impact of youth associations in Estonia has only been studied once. The analysis commissioned by the Government Office and the Estonian National Youth Council (2018) revealed that most youth associations measure the activities and results of the organisation unevenly and do not assess their impact. The study highlighted the lack of any meaningful measurement of data collection. What is more, when feedback was collected by surveying participants, it was not done in a manner allowing the data to be compared and learned from. The impact of participation in activities usually goes unmeasured. The analysis also noted that a well-thought-out structure and division of tasks in youth associations did not automatically mean more members, or more activities with proven impact.

**ii; A lack of awareness around social impact management among potential investors is likely to impact available funding for NGOs and youth organisations, limiting their ability to effectively carry out projects and maintain services for their stakeholders.**

According to a sociological study by the Lithuanian social enterprise association, (2021), social impact measurement is understood as being an essential part of social business, as well as a primary reason and motivation for governments to invest in this type of organisation. However, there is a clear lack of incentives for social impact measurement, and compelling evidence that social impact measurement is not taking place on a meaningful scale.



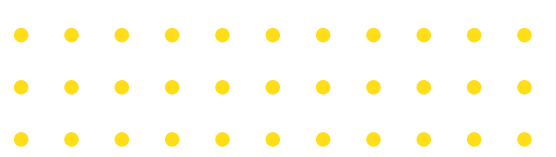
According to an online survey carried out during our needs assessment (Zeija et al., 2021), 26 organisations surveyed, all of whom self-reported as being involved in measuring their impact, pointed out that this practice helps them to understand their role in society, and to see whether their activities truly create a positive change in service users' lives. They also reported that social impact measurement practices are vital for them to earn trust from the public and their partners, to gain funding and prove the importance of their work to financial contributors. Of the 26 organisations measuring their impact, 13 stated that they measured all their activities, 7 organisations reported that they measured only financed projects based on funder's requests, and 9 reported only measuring the impact of certain activities which they found most relevant. Additionally, some respondents claimed that they only measured the number of participants and volunteers involved in a project.

The figures suggest a distinct lack of any widely utilised system for measuring impact, and an inconsistency in social impact measurement across organisations. The need for a better means of impact measurement was stressed by those already measuring their impact, with the need for more knowledge on how to measure their social impact efficiently and continuously was emphasised.

**iii; A lack of awareness of social impact measurement among youth organisations and social enterprises themselves is likely to impact on the focus, direction, and effective strategizing of organisations, who would benefit from a clear, easily explained understanding of their goals and target impacts.**

This dearth of understanding and knowledge is illustrated in several research examples, such as the 2021 study by the Report of Oxford Research Baltics for the Ministry of Welfare, which found that in Latvia, social impact is still a little-known concept which is interpreted according to the views of specific organisations, and that many organisations had not even heard of it at all. This highlights the need for increased awareness and organisation in pointing out the existence, definitions, and importance of social impact management within the sector. The same report suggested that only 1/3 of social enterprises measure their social impact (or measure it partially), although even this figure cannot be relied upon, as the understanding of measuring social impact varies greatly among social enterprises. Motivation for social enterprises to measure their social impact is based on their own needs, along with external requirements. Social impact measurement for an organisation's own needs is an opportunity to understand whether the activities of the organisation have achieved set goals, and whether this activity has proven sufficiently meaningful.

Additionally, the OECD report (2019) on *Boosting social entrepreneurship and social enterprise development in Lithuania*, along with recent European commission reports on *"Social enterprises and their ecosystems in Europe"*, detailing the situation in Latvia and Estonia, showed that the promotion of social impact measurement, and the reporting of social impact measurement, are slowly gathering the attention of relevant stakeholders in their respective countries' social enterprise ecosystems. Funders, both public and private, are requesting social enterprises to demonstrate their economic and social value, while most social enterprises have not yet embraced the social impact measurement and reporting culture. This suggests a clear disconnect between the requirements and expectations of stakeholders, and the output and practice of social enterprises and youth organisations. Furthermore, this demonstrates that the measurement of social impact could prove to be a powerful tool in helping social enterprises to raise awareness about their achievements in a concrete way, ensuring access to financial resources, as well as to important public and private markets for their services and products.



According to research findings of *Analysis of the Situation related to Capacity and Impact of Youth Associations in Estonia*, contracted by the Government Office, in cooperation with the Estonian National Youth Council, (2018): "The leaders of youth associations are struggling with linking the management of everyday activities with the impact objectives of their organisations", this suggests a need for a better understanding of social impact management and strategy, to be addressed through awareness, training and education. Our group carried out an online survey (Zeijla et al., 2021), to garner a clearer idea of the current situation, with the following results: In Latvia, out of 19 online survey respondents 13 organisations claimed to measure their impact, in Estonia there were only 7 out of 19 organisations claiming to do so, and in Lithuania only 6 out of 19. It should be taken into account that these results are based on respondents' self-assessments, which depended on the organisations' own interpretation of their impact measurements, which were not based on a shared understanding or common framework. According to the OECD report (2019), this "multitude of perspectives of what social impact is and how it should be measured and reported can be a source of confusion and sometimes even of tension."

**b. There is an overall lack of understanding of available social impact management resources, and tools that would help to successfully plan, measure and publicise social impact, along with the lack of a systematic approach.**


Aside from a lack of awareness around social impact, there exists a lack of understanding of how to carry out social impact management, along with a distinct shortcoming in tools that allow for the successful planning, measurement and publicising of social impact. When interviewed, social entrepreneurs explained that they lack specific knowledge about measuring social impact, "*.. entrepreneurs do not have such knowledge... and there is no such language. It's really hard to figure it out for yourself.*" (Zeijla et al., 2021).

According to the OECD report (2019), relevant capacities and skills to undertake social impact management and measurement are scarce, with social entrepreneurs stressing that they face great difficulties in finding staff with the relevant necessary skills. Additionally it is highlighted that training around measuring and reporting social impact is costly and limited, with too few hands-on skills development opportunities available.

There is no clearly defined, long-term approach to improving upon the availability of, and access to, social impact management training and expertise. This is a situation which must be addressed in order to empower organisations to advance in this area. Increasing the currently very limited number of experts in this field would also help to improve the current situation, along with improvements in the level of cooperation with academia, to define clear parameters and accurately judge progress.

**c: There is a lack of resources, including financial resources, human resources, and time, and related incentives, to motivate social impact management.**

One important factor contributing to the dearth in social impact management is a lack of dedicated funding. Organisations regularly report that they struggle to find the required time to prioritise social impact management, that they lack the necessary manpower, or that they are incapable of funding such projects.



An aspect which likely exacerbates this issue, is that impact measurement does not generally constitute part of overall project funding criteria, meaning that resources are not put aside for the purposes of impact measurement, and are not considered by funders or applicants at the early stages of a given project.

According to a study from Vilnius University, (2019), social impact management is considered part of the social business concept, however, as its measurement increases organisational costs, this process can leave organisations less competitive. This is particularly problematic when the youth sector budget either remains the same or is cut due to austerity, despite increasing levels of need among service users. It can be difficult for social enterprises to argue against these budget reductions and seek funding if they are unable to prove the value of their work, and so a well implemented impact measurement, which can be easily demonstrated, would provide a major competitive advantage.

When interviewed about the challenges involved in measuring social impact, social entrepreneurs emphasise the lack of time and human resources: *"I would like to support and participate in it, because I would be interested in how far our work resonates and what impact it has in the region. But we do not have the resources. It doesn't change anything for us, we keep doing what we do. But we would be willing to participate if someone else organises it."*

**d: There is a lack of state level S.M.A.R.T. (specific, measurable, achievable, relevant, time-bound) impact goals and indicators regarding positive changes in the lives of young people.**

The national development documents, detailing government strategy across the Baltics, as well as the funding model for youth associations, favour a formal count of the number of members of youth associations as a criteria for funding. No separate impact objectives have yet been formulated, and so no accurate understanding of social impact is established.

A shortcoming of this chosen criteria includes a complete lack of consultation or input from service users, namely young people, involved in this decision making. Similarly, consultation with experts on social impact measurement has been lacking.

A result of the limited understanding and resources in this situation, and an inability to effectively demonstrate their effectiveness, is that effective activities, those with a proven impact, are often not scaled up at a sufficient speed.



# Summary of the potential consequences of the main problem.

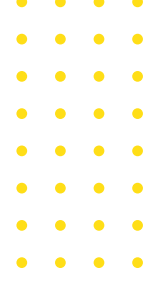
*Below is a brief summary outlining the potential negative consequences arising from the problem detailed above.*

**a: Those activities with a proven impact are not scaled up at sufficient speed, as the information proving their effectiveness is not readily available or easily understood.**

**b: There is Insufficient evidence of the value of youth work to society. This prevents organisations from demonstrating their importance and influence to various stakeholders, and contributes to youth sector funding remaining at the same inadequate level, or even being reduced.**

**c: Low impact, ineffective, and even potentially harmful activities may be continued, as without awareness of the effects of a given activity, it is difficult to prioritise the correct ones.**

**d: The potential to influence the resilience, well-being and competitiveness of young people is not being realised. Ineffectively utilising resources, whether human, financial, or time, results in less effective outcomes for service users, impacting negatively on the lives of young people, and hindering the development of society as a whole.**



# Good practices and tools in the Baltic states.

*Several organisational examples of good practices in social impact management exist within the Baltic states, details of which can be found in the needs analysis (Zeijla et al., 2021). These include a variety of effective data gathering approaches, such as monitoring, events and forums, questionnaires and surveys etc, which are commonly found across a wide range of organisations in each of the Baltic countries. Several of these organisations have given advice on how to effectively utilise social impact management practices, which can also be found in the attached needs analysis, available here:*

*[https://sua.lv/wp-content/uploads/2021/06/Needs\\_asesment\\_ENG-with-links.pdf](https://sua.lv/wp-content/uploads/2021/06/Needs_asesment_ENG-with-links.pdf). This list is far from conclusive but provides a few working examples which could serve as inspiration for organisations in the Baltic states.*

***Norway grants offer at least 15% of the re-granting amount specifically for capacity building and in Lithuania it includes impact measurement.***

**(1 - LT)** Further examples of good social impact management practices among the public sector and grant givers are mentioned below, including the approach of the **European Economic Area (EEA) and Norway Grants**, which constitutes the contribution of Iceland, Liechtenstein and Norway to reducing economic and social disparities and to the strengthening of bilateral relations with various EU Member States, including the baltics. **The Active Citizens Funds in Lithuania (ACF) dedicates at least 15% of the re-granting amount** to capacity development and sustainability of civil society, including non-governmental organisations (NGOs) that **could include impact management practices**. This is designed to ease the financial burden on organisations, whilst giving them a clear idea of how to assign resources for this purpose. This also facilitates organisations in tracking their progress and effectiveness.(Active Citizens Fund, 2021).

***The Estonian National Foundation of Civil Society utilises a grant application form which facilitates an explanation of social impact management, and helps to educate organisations on planning for social impact measurement.***

**(2-EE)**The Estonian National Foundation of Civil Society, the primary fund for Estonian non-governmental organisations and foundations, has gradually changed the structure and questions of its grant application forms to better enable explaining the potential for the social impact of applicants and their proposals. Among other fields, all non-profit associations and foundations working with the youth (including social enterprises) are eligible for the Foundation´s support too.



For example, filling in the applicant's profile starts with **a section about the organisation's aims and key performance indicators**. All the applicants that haven't measured their results and impact quantitatively can provide explanations of how they have been tracking their progress qualitatively. Such sections in the application form also function as educational materials for the organisations that haven't yet planned and analysed their impact. The number of national, regional and local civil society organisations (including social enterprises) submitting their applications to the Foundation is between 100 and 200 organisations. It means that the way the application is structured and the questions asked will influence most of the active civil society organisations in Estonia over a few years. (National Foundation of Civil Society - SA KÜSK, 2022)

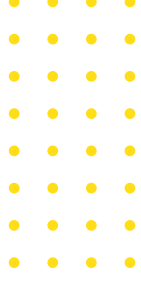
***The Good Deed Impact Fund supports a small number of impactful initiatives at one time providing both financial and non-financial support from a dedicated team and pro-bono experts.***

**(3-EE) Good Deed Impact Fund** is the first venture philanthropy fund in Estonia. They help to launch and scale impactful initiatives that solve pressing problems in Estonian society. The Impact Fund works with complex issues in education, social inequity, public health and the environment. They support a small number of impactful initiatives at one time providing both financial and non-financial support from a dedicated team and pro-bono experts.

***Part of the support of the Impact Fund is always dedicated to improving the impact management of the initiatives.*** The support can include specifying impact objectives and indicators, building up information systems to collect and analyse the data, researching the evidence of the quality and impact of the initiatives to improve their work. Many of the initiatives that the Impact Fund has supported over the years contribute to the well-being of young people, including Bullying-Free School (KiVa), SPIN Programme, Substitute Teacher Programme and Head Matters. Most of these initiatives are also among the civil society organisations with the most proven impact in Estonia. (Good Deed Foundation, 2022)

***Erasmus+ include a separate social impact management field in each project plan, introducing applicants to the concept or encouraging further consideration around social impact management.***

**(4 - All Baltics)** Similarly, **Erasmus+** projects provide a valuable example of social impact management, as in each project plan a separate social impact field is included. This encourages the consideration of a certain level of social impact management in each of their projects, and allows for stakeholders to get a wider view of the effectiveness of individual projects, and the approach as a whole. (European Commission, 2021).



***The British Council have developed certain KPIs around social impact management, which are carefully explained and developed to encourage social impact measurement***

**(5-LT, LV, EE)** From a grant-giver perspective, the approach of the **British Council** could be noted - the British Council is the UK's international organisation for cultural relations and educational opportunities. The organisation is on the ground in six continents and over 100 countries, bringing international opportunity to life, every day. In relation to their own internal strategy, they have **developed certain KPIs** and ask project implementation to help them reach those top-down indicators. In the reporting phase, high-level quantitative indicators are then combined with change stories, illustrating the aspirations, context and meaning of the KPIs.

***The Welfare ministry of Latvia has also developed a set of social impact measurement guidelines, with certain indicators to aid organisations in planning their social impact management.***

**(6-LV)** The **Welfare ministry of Latvia** has also developed a set of **social impact measurement guidelines**, with certain indicators to aid organisations in planning their social impact management. This is based on MIIA methodology, details of which can be found at the "investing for good" website, available here:

<https://www.investingforgood.co.uk/impact-advisory>

***Several helpful tools for measuring social impact already exist***

**(7-LT)** As well as initiatives like the ones above, there already exist several helpful tools for social impact measurement, such as the **Enterprise Lithuania Social entrepreneurship platform**, developed by our partner organisation Geri Norai (2020). **Enterprise Lithuania** is a non-profit organisation owned by the Ministry of Economy of the Republic of Lithuania. This tool greatly facilitates organisations attempts to measure their social impact, as well as assisting them in strategies to improve their impact.

***The Department of Youth Affairs under the Ministry of Social Security and Labour is collecting all available statistics and impact research related to young people in Lithuania and storing it all in one, easily accessible location on their website.***

**(8 - LT)** The **Department of Youth Affairs under the Ministry of Social Security and Labour** is collecting all available statistics and impact research related to young people in Lithuania and storing it all in one, easily accessible location on their website. This facilitates the finding of necessary information for youth organisation impact planning, as well as evaluation of their impact results.



# Additional Material

Aside from this document, there were several other components involved in this project. These include the following outputs, which can be accessed for more detailed information:

- IO1 A needs analysis (Zeļļa et al., 2021) - available here:  
[https://sua.lv/wp-content/uploads/2021/06/Needs\\_asessment\\_ENG-with-links.pdf](https://sua.lv/wp-content/uploads/2021/06/Needs_asessment_ENG-with-links.pdf).
- IO2 Social Impact management toolbox  
<https://gerinorai.lt/impact-management-toolbox/>
- IO3 Social Impact communication guidelines (ref)



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