

Index

- Acceleration and Customized Technical Services (ACTS), 89
- Accountability, 47–48, 181–183
- AccountAbility AA1000 Assurance Standard (AA1000 AS), 185
- Accounting, 261, 264
- Actionability, 55
- Activity Daily Living (ADL), 169
- Additionality, 220, 222
- Adidas, 36
- Afram Plains, 116–120
- Ageing population, 165
- Allan Gray Orbis Foundation, 202, 206
- Allocations, 76
- Ambuja Cements Limited (ACL), 36
- Aqueduct, 37
- Areas of impact (AoIs), 79
- Artificial intelligence to analyzing net impact, 39
- Asia, network importance in, 212
- Aspen Network of Development Entrepreneurs (ANDE), 202
- Asset
 - classes, 104–109
 - separating analysis of characteristics, 109–110
- Assurance, 179–180
 - AA1000 AS, 185
 - accountability, 181–183
 - change, 187–188
 - current state of impact assurance, 183–187
 - importance, 180–181
 - ISAE 3000, 185–186
 - legislation, 184–185
 - levels of detail in reporting, 183
 - SAN, 186
 - SVI, 186–187
- Audience personas, 216
- Audit, 179–180
- AVPN, 211, 213, 215
- BASF, 37
- ‘Basic Pension System’, 164
- Bright Start partnership, 213–214
- Business
 - development, 202, 204
 - enterprises, 237
 - models, 238–239
 - support infrastructure, 67
- Business for Inclusive Growth (B4IG), 17
- Capital Asset Pricing Model (CAPM), 102
- Capitalism, 5–6
- Capitals, 194
- Capitals Coalition, 78, 260, 263
- Carrying capacities, 74, 76–77
- Catalytic Capital Consortium, 17
- Cementos Argos, 37
- ‘Child Care Benefit System’, 164
- Civil society organisations (CSOs), 43–44
- Climate change, 13
- Collaboration, 66, 193–194
 - transition ten steps, 194–198
- Collective impact, 156
- Commissioners, 8
- Commissioning, 126–127, 129–131
 - emergence of, 149–151
 - implementing by WOCA, 155–156
 - for improved outcomes, 157–159
 - for maximum impact, 136
 - New Zealand, 151–152

- Community, 216
 - feedback, 121
- Companies, 14
- Comprehensive Social Security Assistance Scheme (CSSA Scheme), 164–165
- Conference of Parties (COP), 13
 - COP21, 13
- Constituent voice (CV), 53–54, 56–58
 - change process, 54–55
 - Feedback Commons Toolkit, 58–60
 - impact measurement, 55–56
 - new measures for new ways of working, 53–54
- Consumer preference, approaches and tools to clarifying, 121
- Continual improvement, 54
- Control, 261
- Convergence, need for, 11–12
- Corporate social responsibility (CSR), 45
- Cost-Effectiveness Analysis (CEA), 169–171
- Cost-Benefit Analysis (CBA), 169–171
- Critical capital preservation, 74–77
- CSR, 243
- Customer loyalty, 57
- Decision(s), 3–4
 - decision-making, 181
- Deliberate Leadership framework, 121
- Development, 205
- Development Finance Institutions (DFIs), 98
- Disability-Adjusted Life Years (DALYs), 261
- Disaster Tech Innovation Programme, 214–215
- District Health Board model, 151
- ‘Do no harm’ ethics, 119–120
- Downtown Outreach Addictions Partnership team (DOAP team), 136–137
- Ecosystem development, lack of innovation in, 90–91
- Ecosystem-wide movement, 217
- 8-Point Plan, 126–132
- ‘End Furniture Poverty’, 25–26, 29
- Enlightened Shareholder Value (ESV), 244
- Enterprise support models, lack of innovation in, 89–90
- Entrepreneurial ecosystem, 69–70
- Entrepreneurs, 202
 - human-centred design approach, 204–205
 - incubation, 203–204
 - long-term approach to ‘nurturing’ entrepreneurs, 205–207
 - networks, peer communities and celebrating failure, 207–208
- Entrepreneurship, 69, 206
- Environmental, Social and Governance (ESG), 5, 12, 14
- Environmental Profit and Loss methodology (EP&L methodology), 38
- Ethics-based arguments, 261, 263–264
- EU Non-Financial Reporting Directive (NFR Directive), 184
- European Financial Reporting Advisory Group (EFRAG), 7, 17
- EVPA, 222, 229–232
- Extended External Reporting project (EER project), 185–186
- Feedback Commons Toolkit, 58–60
- Financing enterprise support, lack of innovation in, 90
- ‘For-profit’ organisation, 241–242
- Funding, access to, 65–66
- Fungibility of impacts on capitals, 74
- Furniture poverty, 27–29
- Furniture Resource Centre (FRC), 23, 29

- General theory, 102, 104, 107
- Global Impact Investing Network (GIIN), 15–16, 229
- Global Reporting Initiative (GRI), 14–16
- Global Risks Perception Survey, 13
- Global Steering Group for Impact Investment (GSG), 15–16
- Global Sustainable Investment Review (2018), 98
- Goods, 128
- Government support, 67–68
- Grant makers, 143–144
- Greater Manchester (GM), 126
- Gross Domestic Product (GDP), 12–13, 116
- Groupe d'experts de la Commission sur l'entrepreneuriat social (GECES)*, 229
- Human-centred design approach, 204–205
- Impact. *See also* Social impact, 12, 34, 136, 143–147, 214–216, 238–239, 269, 272–274
- collective action, 16–18
 - economy, 258
 - evolution towards, 15–16
 - frameworks, 14–15
 - goal, 46–47
 - impact-driven community, 212
 - impact-weighted accounts, 258–259, 265
 - measurement, 6–8, 13–14, 16, 55–56, 202
 - metric, 64–65
 - need for innovation and convergence, 11–12
 - need for integrated economic models, 12–14
 - rating methodologies, 110
 - strategy, 220–221
 - washing, 91–92
- Impact accounting
- challenges, 260–261
 - grappling with challenges, 262–264
 - implementation, 259–260
 - language, 264
 - missing piece, 257–258
 - potential for, 265
 - vision, 258–259
- Impact enterprises (IEs), 88
- Impact investing, 88–89, 116, 118, 258
- importance of engaging institutional investors, 98
 - portfolio management, 99–104, 104–110
 - potential to price externalities, 97–98
- Impact Investment Exchange (IIX), 89
- sustainability pyramid, 89–90
 - Values, 92–93
 - Women's Livelihood Bonds, 93–94
- Impact management, 3–4, 6–8, 49–50, 68–69, 73–74, 188, 220, 222, 271
- contributing to holistic value creation, 73–76
 - progression performance towards sustainability thresholds, 79
 - respecting carrying capacities and critical capital, 76–77
- Impact Management Project (IMP), 14–15, 78, 229
- Structured Network, 6, 17
- Impact measurement and management (IMM), 222–227
- 'Impact talk', 216
- Impact Valuation, 34, 73–74, 77–79
- case studies, 36–39
 - new aspects, 35
 - as tool to inform business decisions, 36
- Impact Valuation Roundtable (IVR), 34–35, 77–78
- ImpactHubJoburg, 202
- 'Improvement' impact, 139

- 'Improving', 146
- Inclusive markets for underserved communities
 - IIX's Women's Livelihood Bonds, 93–94
 - impact investing, 88–89
 - risk and innovating solutions, 89–93
- Inclusiveness, 12, 16
- Indigenous model in New Zealand
 - challenges with WOCA commissioning model, 156–157
 - commission for improved outcomes, 157–159
 - commissioning implementing by WOCA, 155–156
 - commissioning in New Zealand, 151–152
 - emergence of commissioning, 149–151
 - future of Whānau Ora
 - commissioning, 157
 - WOCA model, 152–157
- Indonesia, 64
 - landscape and challenges, 64
- Inequality, 4, 12
- Innovation, 156
 - in ecosystem development, 90–91
 - in enterprise support models, 89–90
 - in financing enterprise support, 90
 - lack of, 89–91
 - need for, 11–12
- Institute of Chartered Accountants in England and Wales (ICAEW), 194–195
- Institutional investors, 14
 - importance of engaging, 98
- Instrumental Activities of Daily Living scale (IADL scale), 169
- Integral Data Flowchart, 75–76
- Integrated economic models, need for, 12–14
- Internal scrutiny, 29
- International Auditing and Accounting Standards Board (IAASB), 7, 180
- International Finance Corporation (IFC), 15–16
- International Integrated Reporting Framework (IIRC), 75
- International Monetary Fund (IMF), 4
- International Organization for Standardization (ISO), 260
- International Platform for Sustainable Finance (IPSF), 17
- International Standard on Assurance Engagements 3000 (ISAE 3000), 185–186
- Investing *for* impact. *See also* Social investing, 221
 - IMM, 223–227
 - investors networks, 227–232
 - new narrative for Europe, 220–223
- Investing *with* impact, 221
- Investors, 8, 220, 226
 - networks, 227–232
- Job creation initiatives, 206
- Kaiārahi, 155
- Keystone Accountability, 56
- Koç University Social Impact Forum (KUSIF), 44–45, 47
- Korean Welfare Panel Study (KOWEPS), 165–166
- Lake Volta, 117
- Leadership, 120–121, 195
- Learning process, 54
- Legislation, 7–8
- Logic models, 55
- 'Long-Term Care Insurance' system (LTCI system), 163–164
- 'Long-Term Care Plan 1. 0' services, 164
- 'Long-Term Care Policy', 164, 167

- Maersk, 37–38
- Management, 144
- Mandate screens, 102
 - separating analysis of characteristics, 109–110
- Measurement, 54, 137, 144, 244
 - measurement-driven approach, 129
- Mentorship, 66
- Microfinance institution (MFI), 91–92
- Ministry of Health and Welfare (MOHW), 167
- Monetisation, 36, 74
- Multi-stakeholder approaches, 17
- MultiCapital Scorecard (MCS), 79
- Multifunctional field margins (MFFMs), 39
- Mutual accountability, 54

- ‘National Health Insurance’, 164
- ‘National Life-Cycle Plan’, 163–164
- ‘National Pension System’, 164
- Natura, 38
- Natural capital, 39
- Natural Capital Coalition, 194
- Natural Capital Protocol, 195–197
- Navigators, 155
- Negros Women for Tomorrow Foundation (NWF), 91–92
- Net Promoter Systems, 57
- Networking, 66
- Networks
 - authentication, 217
 - community, 216
 - effect, 217
 - impact, 214–216
 - importance in Asia, 212
 - limits, 216–217
 - making, 213–214
- New Zealand
 - commissioning in, 151–152
 - government’s well-being budget, 5
- Nonfinancial support (NFS), 226

- ‘Not-for-profit’ organisation, 241–242
- Novartis, 38–39

- Old Age Living Allowance (OALA), 169
- Organisation for Economic Cooperation and Development (OECD), 15–16
 - Well-Being Framework and Progress, 12–13
- Organisational/organisations, 238–239
 - change, 27–28
 - framework of organisational social impact archetypes, 242–247
- Outcomes, 150

- Paris Agreement, 13
- Performance management, 53–54
- Philanthropy, 98, 115–116
- Policy assessment, 165
- Portfolio management, 99–110
- Poverty lines, 206–207
- Power, 182
- Predictive factors, 102
- ‘Prevention of Abuse of the Elderly Act’, 163–164
- Price externalities, potential to, 97–98
- Principles for Responsible Investment (PRI), 14–16
- Principles-based arguments, 261–263
- Private sector organisations, 50
- Probability criterion, 261
- Procurement, 126–127, 129–131
 - depth of impact, 139–140
 - emergence of outcomes purchasing, 136–137
 - signs of progress, 138–139
- Profit, 241–242
- Progression performance approach, 79
 - towards sustainability thresholds, 79
- Property Point, 202
- Prudence Foundation, 214

- 'Public Assistance Act', 164
- Public policy for social value creation, 163–164
 - social policy assessment in East Asia, 165–169
 - social policy development in East Asia, 163–165
 - suggestions for social policy assessment, 169–173
- Public Services Act (2012), 125, 184
- Purchasing, 150
- Purpose, 245

- Regulatory Impact Assessment (RIA), 169–171
- Relationships, 59
- Resource allocation decisions, 5
- Risk, 88
- Riversands Incubation Hub, 202
- Russia
 - impact, 143–147
 - maximising social value in, 144

- 'Scientific' approach, 56
- Scoring methodology, 107–108
- Services, 128
- SiMPACT Strategy Group, 136
- Skills, 67
- Small and growing businesses (SGBs), 202, 205
- Social accounting and audit (SAA), 186
- Social Audit Network (SAN), 186
- Social capital, 39
- Social enterprise, 24, 64–65
- Social Enterprise Development Toolkit, 213
- Social impact. *See also* Impact, 45–50, 227
 - challenges and pitfalls, 50
 - management in Turkish context, 43–44
 - Turkish Social Impact Actors, 44–45
- Social investing
 - Afram Plains, 116–120
 - approaches and tools to clarifying consumer preference, 121
 - Hear No Evil, 115–116
 - leadership approach, 120–121
- Social investment, 215
- Social licence, 264–265
- Social policy
 - assessment in East Asia, 165–169
 - in China, 164–165
 - development in East Asia, 163–165
- Social Progress Index (SPI), 13
- Social purpose organisations (SPOs), 213, 220
- Social research activities, 55
- Social Return on Investment (SROI), 5–6, 36, 169–171
- Social value, 127–130, 163–165
 - 8-Point Plan, 126–132
 - to addressing key challenges, 125–126
 - dialogue, 131
 - 'End Furniture Poverty', 25
 - from managing to maximising impacts, 23–25
 - mission means in reality, 25–27
 - needs explicit 'policy', 126
 - quality, 127–128
 - social value/maximising impact, 130–131
 - standards, 131–132
 - success factors, 132–133
- Social Value Charter, 129
- Social Value International (SVI), 6, 15–16, 78, 186–187, 229
- Social Value UK, 184
- Socially Responsible Investing (SRI), 15, 110
- South Africa, 205–206
- Specific, measurable, achievable, relevant, time-bound (SMART), 228–229
- Stakeholders involvement, 47–48, 271

- Startup assistance organisations (SAOs), 65–67
- Statistical validity, 55
- Strategy, 125–126
- Sustainability, 12, 16, 75, 239–240
 - context, 77
 - pyramid methodology, 91
- Sustainability Accounting Standards Board (SASB), 14–16
- Syngenta, 39
- System Value creation, 75–76
- Systemic change
 - government support, 67–68
 - implementation challenges, 68–69
 - landscape in Indonesia and challenges, 64
 - SAOs, 65–67
 - social enterprise, 64–65
- Taskforce on Climate-related Financial Disclosures (TCFD), 17
- TechInAsia, 64
- The Economics of the Environment and Biodiversity (TEEB), 194–195
- Thresholds, 74–75
- Time misalignment, 226
- Total Impact Measurement & Management (TIMM), 78
- Traditional reporting, 34
- Transformational impact, 140
- Transition ten steps of collaboration, 194–198
- Turkey, 43–44
- Turkish Social Impact Actors, 44–45
- UBS Optimus Foundation (UBSOF), 121
- UK Companies Act, 184
- UK Modern Slavery Act (2015), 7
- UK's Social Value Act, 5
- Unemployment, 202
- United Nations Development Program Human Security framework, 121
- United Nations Development Programme (UNDP), 15–16
- United Nations Environment Programme-Finance Initiative (UNEP-FI), 15–16
- United Nations Global Compact (UNGC), 14, 15–16
- United Nations' Sustainable Development Goals (SDGs), 4, 12, 16, 88, 98, 220, 259, 271–272
- UPM, 39
- Upright model, 39
- Valuation, 193
- Value of a Statistical Life (VSL), 261
- Value transfer, 260
- 'Value-to-Society', 37
- Vision, 258–259
- Voluntary, community and social enterprise (VCSE), 129
- Voluntary standards, 7
- Wages on human capital, 38–39
- Water Risk Filter tool, 37
- Water scarcity-related risks, 37
- Well-being, 154, 238–241
- Well-defined outcomes, 46–47
- Whānau Direct, 155–156
- Whānau Ora
 - approach, 151–152
 - commissioning products, 155–156
 - partners, 157
 - social services, 151–152
- Whānau Ora Commissioning Agency model (WOCA model), 151–157
 - challenges with, 156–157

- commissioning implementing by, 155–156
- future of, 157
- Whānau Ora providers *See* Whānau Ora—partners
- Whānau Ora Task Force report, 151
- Women’s Livelihood Bond (WLB1), 91–92, 94
- Works, 128
- World Benchmarking Alliance (WBA), 15–16
- World Business Council for Sustainable Development initiative (WBCSD initiative), 77–78
- Years lived in disability/disease (YLD), 261
- Years of life lost (YLL), 261