

Social Return on Investment
forecast and evaluation report
of

plinkr.

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Social Return on Investment forecast and evaluation report of Plinkr

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Awarded 30/01/2024

A handwritten signature in black ink, appearing to read "Ben Carpenter".

Signed

Mr Ben Carpenter
Chief Executive Officer
Social Value International



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Summary

Focus of the SROI	Evaluation of 2022 Forecast for the years 2023 and 2024
Scope of the assignment	<p>The Hub of Plinkr, a social enterprise in the Netherlands, focuses on increased outflow of people in debt from protective guardianship. Plinkr developed a digital trajectory that municipalities and administrators can propose to their clients. The trajectory is broadly applicable and it aims to strengthen the financial resilience of residents. The process is mainly standardized with limited customization for participants.</p> <p>In a Hub track, municipalities appoint official administrators who in their turn select participants to complete the HUB. Over six months, participants work to build the skills and self-confidence needed to regain control of their own money matters, with help from a local financial coach. During the program, participants are given assignments in 5 themes that help develop the necessary skills.</p>
Calculations of the SROI	<p>For the year 2022: 5,30 (range between 3.29 and 6.73) For the year 2023: 6,57 For the year 2024: 7,14</p>
Recommendations (operational level)	<ul style="list-style-type: none"> - Work -if possible- with a limited group of administrators who follow up multiple trajectories. - Work -if possible- with a limited group of (permanent) coaches who follow up multiple trajectories. - Collect data participation/outflow of participants during the different phases of the Hub to get a clearer picture of the subgroup that experiences little added value from the Hub. - Include the survey of the outcomes in the regular follow-up (start-up and project completion) so that the impact measurement becomes more solid. - In any later phases, add the stakeholders 'children' and 'courts' to the SROI calculation.

1. Plinkr and the context of the assignment

A. Situation in the Netherlands regarding tot people in debt

The trade association for **debt assistance NVVK in the Netherlands**¹ is deeply concerned about the increase in people with modal and even above-modal incomes facing debt. Inflation and high energy costs are pinching, according to the NVVK's 2022 annual report. Last year, a total of 75,000 people knocked on the door of a municipality for help with debt. For 16,423 people it came to a debt settlement, with the average debt amounting to 40,000 euros per year. Among the self-employed and entrepreneurs, the average debt was 74,000 euros.

Over **600,000 people in the Netherlands have problematic debts**. This means that, for example, they are in the red, cannot pay bills and/or have payment arrears and are unable to solve this themselves. People with problematic debts can make use of a debt restructuring program provided by their municipality. You then no longer have access to your own money, but receive 'living allowance'. The rest of your income is paid to creditors.

In a **traditional protective custody program**, the official administrator is assigned 17 hours of supervision per client annually. Most of the time is provided to take care of the payment. Only 3 of the 17 hours are provided for supervision of 'financial self-sufficiency' and no agreements have been made about its content. Therefore the preparation for outflow and aftercare after guardianship does (almost) not exist.

Adults living with money worries, debt or poverty are more likely to have chronic stress, an unhealthy lifestyle or chronic diseases such as diabetes and cardiovascular disease. Psychosocial problems or parenting problems are also more common. These adults are often less happy and less able to make long-term decisions.

In recent years, municipalities have invested a lot of money in reaching residents with debt earlier and in support that should lead to sustainable exit from debt. However, **little is known about the effectiveness of these interventions** (e.g., Jungmann & Madern, 2016). This makes further development of interventions difficult.² Even less information is available on methods to organize the outflow and aftercare after guardianship, as this is a total new approach. Working on good discharge and aftercare is a complicated challenge. **SchuldenlabNL**³, an umbrella organization in the Netherlands that coordinates various initiatives around debt, has seen several local initiatives focused on this challenge. The successes of these initiatives are variable.

B. The solution of Plinkr

Plinkr was founded in Eindhoven in 2017. The mission of this social enterprise is *'to help every resident with financial problems towards a life free of money worries'*. To this end, Plinkr developed digital solutions, in collaboration with experts, experience experts and based on thorough research in the social domain. One of these solutions is called **'the Hub'**.

The **Hub** is a scalable solution for outflow and aftercare of people in debt in the Netherlands. In the hub trajectory a 'blended-learning' process is combined with personal support provided by a local budget coach and an official administrator. It is a standardized process which maintains customization

¹ <https://jaarverslag.nvvk.nl/2022/>

² <https://www.verwey-jonker.nl/artikel/onderzoek-eerder-uit-de-schulden-wat-werkt/>

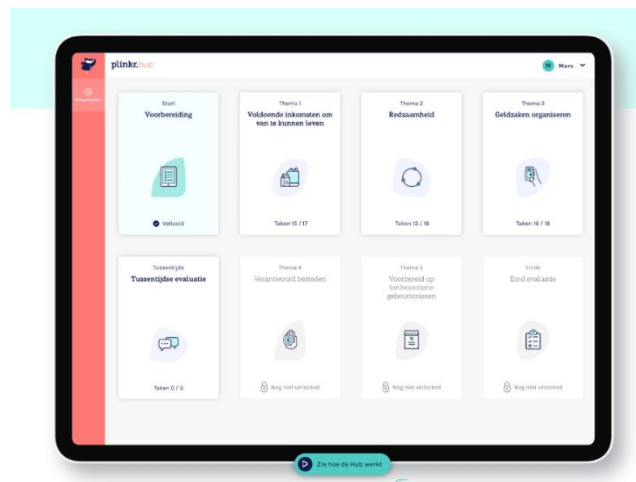
³ <https://www.schuldenlab.nl/>

for participant through a modular approach. The offer of **Plinkr's Hub** focuses specifically on strengthening the **financial self-sufficiency of residents in the context of increased outflow from protective guardianship**.

The digital trajectory is paid by the municipalities, who appoint an official administrators and coach for residents in custody. The trajectory takes place in an online environment where clients, specialists and coaches work together. Over about six months, participants work to build the skills and self-confidence needed to get back to managing their own finances, with help from a local financial coach. This local financial coach can be appointed by the municipality, the administrator or -when needed- can be engaged by Plinkr itself.

After a first baseline measurement, the **'Mesis'** is used to measure the progress of the program. The Mesis helps, the parties involved, to determine the participant's skills, knowledge and motivation that are necessary for healthy financial behaviour. The Mesis is also used, to determine after 6 months, whether the participant's custody can be responsibly terminated. To this end, the Hub generates a report recording the course and results of the trajectory.

During the trajectory, participants are given assignments in 5 themes that help to develop appropriate competencies. The themes varies from 'sufficient income, saving, organising money matters, spending responsibly, to be prepared for (un)foreseen events'. In addition, **10 sessions** with the local financial coach are provided. Furthermore, at the start, middle and end of the program, **consultation moments take place between the coach, the participant and the official administrator**. The personal findings of the various parties and the results of the Mesis screening, support the introductory meeting and the joint mid-term and final evaluations. The results and the different personal findings are included in the final report, which is transferred to the district judge for making a decision of the termination and/or continuation of the guardianship. More information (in Dutch) on Plinkr and the Hub, can be found at the following [link](#).



Currently, Plinkr Hub offers the only scalable solution for outflow and aftercare in the Netherlands. By standardizing the process, an approach has been created for the first time that is scalable and flexible, with measurable outcomes.

C. Scope of this SROI

This assignment **was carried out** at the request of Shaping Impact Group, a social impact fund investing in Plinkr. The assignment consists of preparing an evaluation of the SROI for the year 2022 and calculate the forecasted SROI for the years 2023 and 2024, based on the results of the evaluative SROI analysis of the year 2022.

2. Process and methodology

This analysis used the Social Return on Investment (SROI) methodology developed by [Social Value International](#). The methodology is regularly used by the social impact fund Shaping Impact Group to track and communicate the social value of their investment fund.

A. What is the Social Return on Investment methodology?

For Social Value International (SVI), **social value** stands for *'understanding the relative importance of changes people experience'*. According to SVI these insights *'are used to make better decisions. By taking relative importance into account, organizations ensure that the decisions they make, focus on what is valuable to people, to stakeholders. In this way, positive effects of work done increase and negative effects decrease, ultimately increasing the overall social value of activities'*. The measurement tool that SVI puts forward in this context is the Social Return On Investment (SROI) method, wherein the use of the SROI value map is central.

The **SROI** is a stakeholder-driven evaluation mixed with a cost-benefit analysis. The SROI analysis requires a standardized approach based on agreed principles and standards. The method is written out in the [SROI guide](#) in which 6 steps are distinguished.

The SROI measurement **leads to a ratio** that identifies the social value (positive and negative) as perceived by those involved. A ratio above 1 means that more value is created than invested. A ratio beneath 1, indicates that more the return on investment is negative and that more money is invested than value created.

The measurement must meet the following [8 underlying principles](#) and meet the various standards related to these principles. The principles include:

1. Involve stakeholders;
2. Understand what is changing;
3. Value the results that matter;
4. Include only what is substantial;
5. Do not overclaim;
6. Be transparent;
7. Verify the result;
8. Be responsive.

Additional information on the methodology and principles can be found through the attached links, or on the website of Social Value International (<https://www.socialvalueint.org/>).

B. Selected approach

In a more traditional approach, the SROI analysis is carried out by an external and independent consultant. In order to increase the impact of this impact assessment, it was agreed from the beginning **to carry out this SROI measurement in cooperation with Plinkr staff**. The consultant engaged by the social impact fund, limited its support to the provision of the necessary background info and guidance by applying the methodology. While Plinkr staff carried out the 1-1 interviews and broadcasted the survey, the consultant limited its activities to carry out one exemplary interview in the presence of Plinkr staff, the preparation of the interview guidance and the co-creation of the survey. The analysis was carried out collaboratively, with the consultant providing the necessary background and guidance. During the whole process, additional coaching and mentoring was provided as well, and the process was closely followed up by the consultant. This way of working was proposed in order to obtain a **sustainable integration of impact measurement within Plinkr** itself. By involving staff of Plinkr, we

enhanced the internal capacities of Plinkr, making it possible to complete and update the SROI analysis independently at later times.

The data of the SROI analysis were collected primarily through **semi-structured interviews** via google meet and the guide for the interviews was developed taking into account the different standards of SVI. The stakeholders confirmed, that this digital approach posed no problem for the them, as -due to the Covid crisis- there is a general familiarity with this digital way of working. The interviews made it possible to collect direct input from the interviewees and to ask further questions during the mapping of inputs, outcomes, the valuation of these outcomes, possible contributions from other actors, and of other stakeholders who are possible involved⁴. Based on this data, Theory of Changes (TOCs) were formulated and initial ratings were assigned to the different outcomes.

Based on the input of the interviews an **online survey**⁵ was developed and sent out by mail to all stakeholders who were involved in 2022. In that way, 13 municipal policy staff, 42 administrators, 22 coaches and 59 participants were invited to participate. The survey ascertained the level of support for the various outcomes, the perceived duration and the giving ratings for the valuation. For the 'valuation' we made use of the 'cost-based' approach, 'revealed preference' techniques, and valuations based on previous research recorded in databases of HACT and the Global Value Exchange. In this survey we only include questions related to attribution but not to deadweight and displacement. The 1-1 interviews made clear that there is no other alternative besides the traditional approach (17 hours for the follow-up by the official administrator) and the approach Plinkr proposed. In this regard, questions related to displacement seemed redundant to us. The same was the case for deadweight questions. Participants indicated in the interviews that they were generally in debt for several years. These years gave them the opportunity to find their own or other solutions. The fact that this solution was not found elsewhere indicated to us that there was limited deadweight. This was also the reason why questions related to deadweight were not included in the survey.

The **assumptions and calculations** can be found alongside this report and in the value map that is linked to this report.

The data were gathered during the **period** September 2022 and June 2023. For the 2022 calculation, we relied on existing participation rates. For the years 2023 and 2024, **extrapolations** were applied on the obtained data for 2022 for the number of stakeholders Plinkr estimates to reach in 2023 and 2024. The forecast does not reflect nor include different scenarios, only the difference in numbers of stakeholders. The impact fund concerned, sees this SROI analysis as a basic framework to explore and work out different scenarios with Plinkr in the coming months to enhance their impact in the coming years.

C. Application of the principles

The table below clarifies how the different principles were applied during the evaluation.

Principle	Application
Involve stakeholders	Stakeholders were central to the SROI analysis. The various stakeholders were directly involved through 1-on-1 interviews and the survey. Stakeholders were explicitly asked to give input on their requested input, the perceived positive and negative outcomes, the composition of the 'chain of events', 'the ranking and rating of importance of each outcome', possible deadweight, attribution by other actors, the duration of the outcomes, and were requested to indicate possible other stakeholders.

⁴ For more information: see also the provided interview guideline in annex 2.

⁵ For more information : see provided survey guideline in annex 3

Understand what changes	During the 1-1 interviews, all stakeholders were explicitly and repeatedly invited to talk about the changes they experienced and how they were linked with each other in order to develop the 'chain of events'. By resumming the obtained information after each section of the interview, these changes and chains of events were explicitly checked off with the stakeholder himself. All information obtained was rechecked during the survey.
Value the things that matters	The relative importance and the valuation of the outcomes was assessed during the 1-on-1 interviews and the survey in open questions in order to get indications by the stakeholders themselves. By resumming the obtained information after each section of the 1-1 interview, these valuations and the indicated importance were explicitly checked off again with the stakeholder himself. A double check of the relative importance and valuations was done in the survey in a uniform way.
Only include what is material	Although some research has already been done, the outcomes presented in the value map are those expressed by the stakeholders themselves. Nothing was predetermined. The different elements were checked for their relevance and significance (see below) based on the input of the stakeholders
Do not overclaim	Attribution, deadweight and displacement were discussed with stakeholders. Valuations were approached cautiously to avoid 'double counting' and only outcomes that emerged and were demonstrated during the process were used. By taking into account the relative importance of the activities according to the workload of the different professionals involved, overclaiming was avoided.
Be transparant	This report outlines the methodology, valuations and calculations, as well as assumptions and judgments made during the process, as transparently as possible.
Verify the result	At all stages of the process, the consultant asked for confirmation what she had heard. The same approached was applied by the staff of Plinkr during the interviews. Almost all aspects of the SROI were double checked with the stakeholders during the survey.
Be responsive	This report was sent out for review and comment to the staff of Plinkr and the social impact fund. Their remarks are already included in this report. Plinkr is currently disseminating the results further to the various stakeholders by specific reports. This, in order to include their comments in the final conclusions of this report and that their comments can be taken into account by the further development of the product and the strategy.

D. Scope of the SROI and limitations

The focus of this SROI analysis is an SROI calculation for the year 2022 and the preparation of a forecast for the years 2023 and 2024.

As stated earlier in the methodology, the **execution of this analysis was done by Plinkr staff** itself, supported by coaching of XXX. The staffmembers of Plinkr were never consisted of an M&E manager and a coach. We were careful to ensure that the coach never had a direct link to the participant she was interviewing. Nevertheless the direct involvement of Plinkr staff, the interviewees were very open and the interviewees did not seem to have a problem, raising issues. There is always the possibility of bias, but in this exercise we noticed a great openness to share their (unvarnished) opinion. The interviewees were also explicitly called upon, to do so.

Mapping complex social changes into a 'chain of events' always requires choices. In this analysis, we have stuck as closely as possible to the stories told, and where there were differences, we have tried to break them down as clearly as possible. We also refer often to the exact words of the stakeholders themselves. The **choices made**, were based on the principles of Social Value International and while we applied these principles as rigorously as possible in the various phases, errors of judgment in this area are always possible. Therefore we further explain the choices made, so that others can also form an idea of their correctness.

During the analysis we encountered, among other things, the **limitation of the selection of candidates for the interviews**. While the invitation by means of a mail and a whats'app message, was launched to all possible candidates, only some were willing to participate in a 1-on-1 interview. The invitation was reiterated 2 times and verbally repeated by Plinkr staff/contacted coaches in meetings/personal contacts, held during the data collection period, stressing the importance of this analysis for the further development of Plinkr. Participants were also encouraged to participate by offering a €15 purchase voucher, clearly stating that we were looking for both positive and negative experiences and that the voucher was only linked to the time they were willing to commit to the analysis. All interested candidates were interviewed and eventually we observed that the number of participants was sufficient, as the final interviews did not really bring any additional elements forward.

Overall, the interviewees were positive about the Hub and we were unable to have 1-1 interviews with participants who **dropped out early**. We notice their presence in the survey and in the data of Plinkr, but despite our repeated request for participation, we were unable to have 1-1 interviews with them. Therefore, some bias in this regard is possible. Despite this fact, some members of this group did participate in the survey and provided their input in terms of ratings and the relative importance of the outcomes. At least, at that level their input is integrated. Plinkr is aware of the need to identify this group in terms of specific characteristics and the need to integrate their possible specific outcomes that we may have missed during the analysis.

Furthermore, we noted that the **survey**, especially the part linked to give a value to the outcomes, was perceived as difficult by some participants. The questions asked required more reflection than traditional satisfaction measurements. Therefore, a number of respondents did not react on the questions related to this part. In the table beneath, we provide an overview of the % of respondents for the different parts of the survey, which indicated that we obtained, at least 15% of the participants responding on the different elements of the survey. That said, the exact numbers for some elements of the survey (f.e. answers valuations and outcomes at the level of the municipality) is rather on the low side. With larger cohorts ahead, future data of the continuous follow-up will provide a more solid foundation for the current analysis. In the meantime, we made use for some outcomes of existing valuations, provided in databases as HACT an GVE.

Stakeholders (total amount)	Participation interviews	Participation Survey	Answers outcomes, relative importance, and duration	Answers valuations
Employees of municipalities (13)	3 (23%)	8 (62%)	4 (30%)	2 (15%)
Administrators (46)	6 (13%)	17 (38%)	8 (18%)	8 (18%)
Coaches (22)	8 (36%)	18 (82%)	10 (45%)	10 (45%)
Participants (59)	9 (15%)	16 (27%)	11 (20%)	9 (15%)

To increase the accessibility of the survey, we are currently asking some members of the stakeholder groups, how we can improve this aspect in the future.

The interviews were largely done online via **google meet or teams**. For the period of COVID 19, this might have led to the necessary bias. By now, most participants were used to this way of working and felt sufficiently comfortable with it, to give their opinions honestly.

Taking the above into account, we consider the **risk of bias** as limited. The current SROI analysis gives a picture of the current state of affairs and will not capture everything that could possibly be known and learned. However, we are confident that the key elements have been mapped. Nevertheless we recommend that the developed survey will be included in the regular questionnaires of continuous follow-up. The increase in participants and data, will offset any (limited) bias over time.

3. Stakeholder analysis

Possible stakeholders were **initially listed in consultation with Plinkr**. Furthermore, **each interviewee** was asked to indicate possible other stakeholders involved. This information was used to check and to add possible stakeholders to the list.

For the SROI analysis, it is important to ‘include only what is material’. The **relevance** of proposed stakeholders was checked with Plinkr, stakeholders and the staff of the social impact fund. The result of this analysis and the reason for whether or not certain groups were retained, are explained in the following table.

Tabel 3: List of stakeholders

Stakeholders and subgroups	Involvement with the Hub	Relevance and justification
<i>Retained stakeholders</i>		
Municipalities <i>Subgroups:</i> No differences in outcomes were observed between smaller/larger municipalities	Municipalities procure the Hub's services and appoint the official administrators and coaches.	Included in SROI because of their direct involvement
Administrators <i>Subgroups:</i> No differences in outcomes were observed between larger/smaller agencies	After the initial start-up, administrators follow up with coach and participant aftercare, and at the end of the aftercare, they write a justification to discontinue or not the guardianship.	Included in SROI because of their direct involvement
Coaches <i>Subgroups:</i> No differences in outcomes were observed between coaches who were either self-employed, employed by the municipality and/or by a social institution.	Coaches are responsible for providing support to the participants and follow up on the implementation of the Hub.	Included in SROI because of their direct involvement
Participants <i>Subgroups:</i> We found out that there is a small subgroup of participants who drop out prematurely and get out of custody. These participants probably experience little or no effect. The current data, neither the one's of the Mesis, could not provide a clear picture on their specific characteristics. This point requires further follow-up and can hopefully be addressed in larger cohorts	Participants go through the Hub at their own pace and are monitored by their coach and administrator.	Included in SROI because of their direct involvement

<i>Not retained:</i>		
Family, colleagues and friends of the participants (children, parents, ...)	<p>Participants often informed family members, colleagues and friends about the content of the pathway.</p> <p>Children and partners experienced changes due to participants' increased knowledge, reduced stress and changed financial situation.</p>	<p>Only involved indirectly.</p> <p>While children and partners experience the effects of the Hub at first hand, they are only involved at second level. Therefore they were not included in the current analysis. At a further stage we recommend to include them still in the SROI analysis.</p>
Courts	The courts decide whether or not participants can leave custody based on the reports prepared by the official administrator.	Courts use the Hub's reporting and in this sense are directly involved. As the participants are spread across several courts and the number of files per court is still very limited, they have not been retained as stakeholders at this stage. In a subsequent phase of the Hub rollout, it is appropriate to include this actor in the SROI calculation as well.
Social organisations	Many of the participants have contacts with social organisations.	Due to the diversity of these organisations and their indirect involvement, this stakeholder was not retained in the analysis.
Colleagues and/or collaborative actors of coaches, administrators and municipal officials	A lot of involved actors shared their insights with other colleagues and partners they worked with.	Due to the diversity of these actors and indirect involvement, these stakeholders were not retained in the analysis.
Investors	Plinkr is co-funded by social impact investors.	The investors follow up the investment, and are not directly involved in the Hub as an instrument.
Banks/creditors	Several participants have debts with banks and creditors. Through the Hub, they may experience faster debt repayment.	Here too, there is only indirect involvement

Some observations and comments at the stakeholder analysis

(a) Division of subgroups of participants

As already indicated in the limitations in Chapter 2, we were not able to speak to participants with a negative experience during the interviews. They did appear in the survey.

The survey also shows that there is a subgroup, which drops out prematurely and exits from custody with no or limited help. It seems that they can outflow and proceed on their own. This limited group (2 participants) experienced little to no change from participation in the Hub and did not attribute a value to the hub. The data and number of participants in this survey were too limited to link further key characteristics to this subgroup. At least, we did not find any differences in terms of age, number of years of guardianship, type of guardianship (state/debt guardianship), level of education, In the continuous follow-up, we recommend Plinkr looking at this in more detail in order to identify better this subgroup.

To check the different effects, the group of respondents consisted of completed and ongoing pathways. Among completed past cases, we find that only 28% of participants continued through the entire pathway. Some have already exited earlier, others cancelled the trajectory in the first month (38%). These are figures of several years, including Plinkr's start-up period. Meanwhile, the first try-outs and start-up problems are behind us and some adjustments have taken place. The current trajectories have fewer early terminations. With the current data, it is difficult to delineate this group further. With larger cohorts and linking to some variables, this should be possible in the future.

(b) Children and family

In this SROI analysis, children and family were not interviewed and included as stakeholder, even though they experience direct impact from the changes the Hub brings to participants. We took this decision because this would take the analysis too far at this stage of the Hub's roll-out, and because of the number of participants is currently limited.

Taking the above into account, there is a real chance that the current SROI value is lower than the actual value. Once the Hub is rolled out more broadly, it seems appropriate to include both courts and children in the survey.

4. 'Outputs' and 'outcomes'

When mapping the effects of interventions, it is important to consider the distinction between 'outputs' and 'outcomes'. **'Outputs'** represent a 'quantitative summary of activities'. In the case of Plinkr, outputs refers to the number of participants in Plinkr's program. These numbers give only a limited indication of Plinkr's outcomes.

The **'outcomes'** correspond to the effects experienced by participants or other stakeholders as a result of their participation in Plinkr. Or to put it in the words of SVI *'Outcomes are the changes resulting from an activity. The main types of change from the perspective of stakeholders including unintended (unexpected) and intended (expected), positive and negative change'*. These outcomes go beyond outputs and form the basis of this analysis.

In the **table below** we present the inputs, activities, outputs and outcomes for each stakeholder. In addition to the list, we present some examples of the 'impact chains' or 'Theory of Changes' as told to us by the stakeholders. Through quotations we try to reproduce these as faithfully as possible. A summary of all these elements can be found in the value map, linked to this report.

Finally, for each stakeholder group, we conclude with the **'materiality' test**. It is impossible to identify all effects for all stakeholders. SVI therefore applies the principle 'only include what is material' or 'only include in the analysis what is significant'. For this analysis, the criteria of relevance and significance are used. **Relevance** looks at the fact of outcomes and factors contributing to the outcome are perceived as important by the stakeholder. **Significance** looks at the magnitude of the change to weigh its importance or not for this analysis. For each stakeholder group, we address the two factors.

4.1 Theories of change of the different stakeholdergroups

EMPLOYEES of MUNICIPALITY	
<p><i>Input</i></p> <ol style="list-style-type: none"> 1. Prepare decision to cooperate and implement (prepare policy plan, alderman's approval, find support and budget) 2. Commissioning Hub (training, exploring instrument) 	<p><i>Outputs/results</i></p> <ol style="list-style-type: none"> 1. Number of employees reporting increased job satisfaction 2. Number of employees reporting feeling good by delivering meaningful work 3. Number of employees reporting delivering a higher quality of service.
<p><i>Activities</i></p> <ol style="list-style-type: none"> 1. Project management/administration (tracking status of all trajectories, keeping colleagues informed, working out processes around HUB, internal feedback, ...) 2. Appointment and follow-up of administrator 3. Appointment and follow-up of coach 4. Accountability/reporting to municipality/city 	<p><i>Outcomes and elements of SROI</i></p> <ol style="list-style-type: none"> 1. Increased job satisfaction through changed interpretation of work (evolution from accountability to policy development) 2. Increased job satisfaction through changed cooperation with internal partners 3. Increased job satisfaction through changed cooperation with external partners 4. Feeling good by delivering meaningful work 5. Increased quality of service through increased focus on aftercare 6. Increased quality of service through targeted adjustment 7. Time savings through reduced accountability

	<p>Duration: 1 year on average Contribution: The contribution was reduced to 5%, given the low impact on the total work package of policy staff. (For attribution see below)</p>
<p>Experienced changes - Theories of Change (TOC)</p> <p>1. Hub -> more visibility into the trajectory of guardianship and patterns -> better accountability for certain choices-> more trust from politicians and other stakeholders -></p> <p>(a) more time for policy implementation and development rather than accountability; (b) increase in quality of service to residents without need of additional controls from administrator; (c) higher job satisfaction for the civil servant involved.</p> <p><i>('makes work a lot easier, can inform politicians and partners faster and better and provide insight into what is working)'</i>.</p> <p>2. HUB -> better insight into guardianship as a tool and opportunities -> changed image about guardianship (<i>Insights (e.g. visualising the network) that really made me think differently about assistance and in particular about outflow/guidance to independence</i>).</p> <p>3. Commitment to financial self-sufficiency by HUB -> more attention in policy to aftercare / outflow -> more further development on aftercare / much more focused approach -> higher ambition on aftercare within policy (also in other trajectories) <i>(Insights provided for attention to other aftercare trajectories (e.g. at SHV), started discussions with them about this).</i></p>	
<p>Materiality/significance test of the different outcomes</p> <p>Relevance: The various outcomes (increased job satisfaction, meaningful work and quality improvement) with the exception of 'time gain' were confirmed by the respondents. They are also in line with the information emerged in the 1-on-1 interviews. Within the indicator 'increased job satisfaction', some respondents attached more importance to the aspect of changed interpretation, others to the different collaboration with internal and/or external staff. For the future, we therefore prioritise the overall outcome 'job satisfaction'. Also, the further breakdown for the indicator 'increase quality of service' is no longer relevant for us.</p> <p>Significance: The various outcomes were confirmed by the majority of respondents and are in line with expectations. Given the wide range of tasks of policy staff and the relative impact of Plinkr on this range of tasks, the time gain is very limited and was not retained by respondents as significant.</p>	

(OFFICIAL) ADMINISTRATOR	
<p>Input:</p> <ol style="list-style-type: none"> 1. The training to get started with Plinkr 2. Introduction interview 	<p>Outputs/results</p> <ol style="list-style-type: none"> 1. Number of administrators reporting increased job satisfaction 2. Number of administrators reporting saving time 3. Number of administrators reporting an increase of peace of mind 4. Number of administrators reporting feeling doing a meaningful work 5. Number of administrators reporting an increase in the quality of their work

<p><i>Activities</i></p> <ol style="list-style-type: none"> 1. Start-up process (preparing file, going through Mesis, ...) 2. Consultation with coach and administrator 3. Kick-off meeting with coach and client 4. Intermediate evaluation with coach and client 5. Intermediate contacts with client 6. Final evaluation with coach and client 7. Final report for court and municipality <p>The average time spent per programme is 6.5 hours.</p>	<p><i>Outcomes and elements of SROI</i></p> <ol style="list-style-type: none"> 1. Feeling reassured about the course of the path through step-by-step approach 2. Increased job satisfaction due to changed role with client who now has more responsibility 3. Increased job satisfaction through cooperation with coach 4. Peace of mind through objective substantiation of the process (during start-up and progression) 5. Feeling good by delivering meaningful work 6. Saving time by working with a methodology 7. Increase in quality of own work <p>Duration: 1 year on average Contribution: The contribution was reduced to 10%, given the small impact on the total work package of the administrator. (for attribution see below)</p>
<p>Experienced changes (TOC)</p> <ol style="list-style-type: none"> 1 The structured trajectory ensures clear outcomes -> administrators can appeal to independent argumentation thanks to the hub -> The extra pair of eyes/clear outcomes do away with the yes/no discussions -> The stress and frustration during the process is therefore significantly reduced for the administrator. <i>('Ability to use trajectory as an objective measuring instrument > much less discussions with clients (coach is in between and it really is their trajectory)') ('-insight release from diligence, control, give client confidence (different role)-no need to 'look at client'>no need to worry about what exactly happens to client (trajectory is taken over by coach) > less occupied in your head with it > spend less time on client/much more peace of mind)</i> 2. In the Hub, responsibility is placed with the client-> this changes the role between the administrator and the client -> There is other less discussion and people are less emotionally involved -> Administrators experience more job satisfaction as a result and feel they have done the maximum <i>('Really like the Hub, tell everyone about it, really makes work more fun')</i> 3. Collaboration coach ->'It's nice to be able to spar about clients, extra pair of eyes is nice' Hub as a ready-made process that works in steps -> leads to reduced risks in releasing the money' -> this creates more mental peace/ less fretting for the administrator <i>('Gives a lot of peace of mind. It's very nice when you can release people with peace of mind')</i> 5. <i>"This is actually how we should do it"; 'nice thoughts that people leave the process with more baggage'</i> 6. HUB as a turnkey route and the fact that the coach takes over the route -> unburdens the administrator -> this means a significant time saving (calculated at reduced input) 7. <i>'really structured work with a methodology'</i> 8. The trajectory provides the administrator with clear outcomes/ evidence of outflow and good reports to send to the municipality and court. -> Hub gives all parties a more accurate and better picture of the process and the administrator can better substantiate the results-> The quality of the reports increases and less time is needed for this than before. -> There is also less discussion about the results which leads to reduced frustration and stress and more job satisfaction for the administrator. 	
<p>Materiality/significance test of the different outcomes</p> <p>Relevance: Most of the outcomes put forward in the 1-on-1 interviews were confirmed in the survey. Especially the outcomes 'increased job satisfaction', 'meaningful work', 'feeling at ease' and 'time gain' were endorsed. Not everyone experienced the increase in 'meaningful work'; however, for a limited number of respondents, it was considered very relevant.</p>	

Significance:

The significance of 'increase in quality of own work' was perceived as limited. Possibly this is linked to the limited amount of work for the Hub in the overall work package.

COACH

Input

1. Training to get started with Plinkr

Outputs/results

1. Number of coaches reporting an increase in job satisfaction
2. Number of coaches reporting a feeling of being reassured
3. Number of coaches reporting feeling good by the delivering of meaningful work
4. Number of coaches reporting professionalisation of their competences
5. Number of coaches reporting saving time
6. Number of coaches reporting an increase in the quality of their work

Activities

1. Start-up process (preparing file and associated administration, going through Mesis, ...)
2. Consultation between coach and administrator (clarification of roles, transfer of client, ...)
3. Kick-off meeting with administrator and client
4. Coaching sessions with client
5. Interim evaluation with administrator and client
6. Travel time linked to the coaching sessions
7. Final evaluation with administrator and client
8. Preparation of final report for court and municipality

The **average time** spent per programme is 18.5 hours.

NB: The survey showed **that the requested input was very different** for the coaches. This was mainly due to the coaching sessions themselves and travel time. Some coaches had weekly meetings, others monthly with some involving 0.5 hours and others up to 1 hour. We opted for the average in this analysis which came to 6 hours both for sessions and travel time.

Outcomes and elements of SROI

1. Increased job satisfaction by taking on more the coaching role (due to changed role with client)
2. Feeling reassured by objective substantiation of the process (during the course and accountability to external parties)
3. Feeling good by delivering meaningful work
4. Professionalisation of own competences
5. Saving time by working with a methodology
6. Increasing quality of own work

Duration: 1 year on average

Contribution: contribution was reduced to 20%, given the low impact on the coaches' total work package (for attribution see below)

Perceived changes (TOC)

1. Because of the elaborated path in the Hub, the coach -> no longer has to make up assignments himself -> This allows **more time/space to focus on coaching the client**
2. The worked-out assignments within the course -> refresh their own knowledge and provide inspiration -> This ensures the **professionalisation** of the coach
3. The elaborated process in which the client assumes a more responsible role -> ensures a better relationship with the client with more emphasis on coaching and guidance (and not steering) -> This changed role gives the coach the feeling that he can make the client grow, which leads **to more job satisfaction for the coach.**

4. Structuring the trajectory makes you rely less on your own feelings. -> It gives you more certainty about the value of your work delivered
5. Structured and broader trajectory -> relies less on your own feelings -> **more certainty that you deliver good work** -> higher quality of work
6. The elaborate trajectory makes the coach have no control over the assignments -> Client cannot accelerate and this leads to client resistance -> The fact that the coach has no control over this leads to an **uncomfortable feeling** on the part of the coach (feeling of inhibition instead of reinforcement)

Materiality/significance test of the different outcomes

Relevance:

The outcomes highlighted in the 1-on-1 interviews were confirmed in the survey.

Significance:

The significance of 'increase in quality of own work' was perceived as limited. Possibly this is linked to the limited amount of work for the Hub in the overall work package.

PARTICIPANTS

<p><i>Input</i></p> <ol style="list-style-type: none"> 1. Preliminary interview with administrator 2. Complete Mesis screening 	<p><i>Outputs/results</i></p> <ol style="list-style-type: none"> 1. Number of participants reporting an increase in financial knowledge and skills 2. Number of participants reporting an increase in financial space 3. Number of participants reporting an increase in positive belief in the future 4. Number of participants reporting an increase in 'sense of control' over one's own life 5. Number of participants reporting a decrease of stress 6. Number of participants reporting improvement in social ties 7. Number of participants reporting an increase in self-confidence
<p><i>Activities</i></p> <ol style="list-style-type: none"> 1. Kick-off meeting with administrator and coach 2. Coaching sessions/contact moments with coach 3. Carrying out assignments 3. Intermediate evaluation with administrator and coach 4. Final evaluation with administrator and coach <p>The average time spent per programme was 31.5 hours. As these activities could be organised outside working hours, no costs were charged for them.</p>	<p><i>Outcomes and elements of SROI</i></p> <ol style="list-style-type: none"> 1. Increased knowledge and skills about budgeting and own finances 2. Increase in financial space 3. A positive belief in the future 4. A sense of control over one's own life 5. Less fretting and stress 6. Improved ties with partner 7. Improvement in family ties 8. Improving social ties 9. Increasing self-confidence 10. Breaking social isolation by discussing taboos <p>Duration: It was noticed that certain changes such as self-confidence and increased control were invariably ticked by the majority for a duration longer than 2 years. This was included in the SROI calculation.</p>

	<p>For the other changes, we identified variations from 3/6 months to more than 2 years and opted for an average duration of 1 year.</p> <p>Contribution : The contribution was allocated 100% as no deadweight and displacement could be established (for attribution see below)</p>
<p>Perceived changes (TOC)</p> <ol style="list-style-type: none"> 1. Through Hub -> Client has a better understanding of expenses and income and how money works -> He spends money more consciously as a result -> This offers him/her <ol style="list-style-type: none"> (a) the possibility of making budget plans per month/year -> This offers more support and security (b) more (financial) freedom/more room in the budget -> This offers the client the opportunity to do more enjoyable things for himself and others 2. Through the Hub, clients increase their financial knowledge-> They get more structure and overview of their finances -> They buy more consciously and can plan longer term -> The greater confidence in the future offers clients more peace of mind/less headaches and a positive feeling. 3. Thanks to the Hub's approach -> clients gain more self-confidence -> They gather more knowledge and get confirmation of their own abilities. -> This provides calmness/confidence, leads to fewer irritations and offers a higher quality of life ('life had more meaning again'). 4. Clients go through the hub alone -> They regain more responsibility and a better view of their own limits -> Clients experience that they themselves have grown as people, that they are a 'lot more mature'. -> Clients are surprised by their own abilities and are proud of their own results -> This sense of pride motivates them to tackle other things too. (<i>part of self-confidence and feeling in control of life</i>) 5. Through the Hub, clients experience less stress over finances -> <ol style="list-style-type: none"> (a) Increased calm and confidence creates less frustration and irritation -> This contributes to better family relationships. (b) Going through the process themselves -> creates increased credibility with partner/parents/administrator -> This also contributes to better partner and family relationships 6. Going through the Hub alone -> Clients experienced higher fear of failure. (<i>part of self-confidence</i>) 7. Some parts of the HUB do not work as they should -> This leads to frustration at being stuck because client cannot go through the process as planned. (<i>feel in control of life component</i>) 	
<p>Materiality/significance test of the different outcomes</p> <p>Relevance:</p> <p>The outcomes highlighted in the 1-on-1 interviews were confirmed in the survey. 'Less worrying and stress' emerged to a limited extent and was linked to the outcome 'more control over own life'. To avoid 'overclaiming', this outcome was not retained.</p> <p>Better relationships were either linked to partner, family, social ties and were therefore brought under 1 indicator.</p> <p>The outcomes 'increase financial space' and 'breaking social isolation' were considered very important by some respondents and were therefore retained.</p> <p>Significance:</p> <p>The significance for 'less worrying and stress' and 'improved relationships with partner' was low and were therefore not retained or added to an outcome linked to it (improved relationships family)</p>	

4.2 Explanation of the data in the valuemap

A. Inputs

The municipalities pay Plinkr to use the Hub. The **price** depends on a number of variables. Older contracts (until the end of 2022) pay 1000€ excl. 21 VAT (per pathway) for a minimum purchase of 10

pathways. From mid 2023, the formula is 90€/1000 inhabitant and 7000€ start-up costs with a maximum of 30,000€.

For the cost price, we opted in this calculation for the purchase cost of the municipality divided by the number of trajectories of that year. Taking into account the above data, we calculate for the SROI 1000€ per trajectory.

To calculate the **municipality's hourly rate**, we opted for the uniform rate of 32€ per hour. This corresponds to the average hourly salary of a level 11/ 12 civil servant and a seniority of 5 years. Depending on the specific context, this may be higher or lower, and the cost will also depend on the specific official involved. After all, several staff members are involved in this process, ranging from the policy maker, the privacy lawyer, the procurement official, ICT/information manager and team leader. More info on the hourly rates of municipal officials can be found via the following [link](#).

Administrators' fees also depend on the context (1 or more persons) and are determined whether or not the resident uses the Special Assistance of the municipality. In this case, the cost of the administrator is for the municipality. In the calculation, we took into account that this applies in about 60% of the cases. For the rates, we assumed the average rate of 133.32€ of a one-person administrator, which was the case in most of the cases. For the additional hours we used the basic rate of 88,61€ (incl. VAT)

More info on the fees of the administrators can be found via the following [link](#).

Plinkr calls on 3 different groups of **coaches**. In some cases, these are internal employees of the municipality (civil servants), in other situations Plinkr calls on financial or social workers from partner organizations or on external (independent) budget coaches. For this calculation we assumed the rate of an independent budget coach i.e. 64.50 p/h excl VAT or 77.44€/hour (including VAT).

A limited cost per hour is charged for **participants** (7,5€/hour), corresponding with the fee of a volunteer. This cost was included in this SROI to give a value to participants' time as well. This is not a general practice. Nevertheless, the impact fund prefers to include this time as well, because it is time that participants cannot put into other activities (hobbies, time with friends and family, etc.).

B. Activities and outputs

Participants who enrolled in the Hub **were given access to:**

- follow-up by a administrator (provided 3 hours per pathway);
- follow-up and coaching from a coach (provided 10 hours per pathway);
- an online learning platform with various assignments.

In reality, these hours did not correspond to what was provided. For the administrator the average time spent was 6.5 hours, for the coach 18.5 hours. It is also striking that the hours for similar activities (start-up meeting, interim evaluation and final meeting) differ per stakeholder. The same activities are estimated by the coach at 3.5 hours, by the participant at 3 hours and by the administrator at 3.5 hours.

Participants who did not enroll in Plinkr received no additional counseling and continued to rely on the administrators to apply for resources and budgets.

The **output** largely depends on the number of participating actors on the pathway. The following numbers of participants is envisioned by Plinkr for the following years. It are these numbers who are taken into consideration in the forecast of 2023 and 2024.

Amount	2022	2023 (estimation)	2024 (goal)
Municipalities	13	42	100
Administrators	46	100	200

Involved coaches	22	40	100
Participants	59	120	250

To avoid overstatement, the SROI calculation only took into account the number of ongoing pathways and drop-off for the coming year.

To calculate **actual output**, we recommend Plinkr to closely monitor the following output indicators:

- number of participants starting
- % participants stopping after 1 month,
- % stopping after 1 month and before half of the trajectory and
- % quitting after half of the trajectory and before filing with the court
- % actual outflow from guardianship

Thanks to the analysis of these figures, Plinkr will obtain a better picture of the subgroup that stops early and still exits.

C. Outcomes

The outcomes presented in this section **was gathered** through input from the various stakeholders, primarily during the 1-on-1 interviews. In the survey, each stakeholder group was given the opportunity to further complement them.

The interviews are always a **snapshot**, which means that we cannot be sure, that really all experienced outcomes are covered in this analysis. The number of interviewees and the fact that the interviews were only stopped when no additional elements were provided, ensures a solid set of outcomes that can be considered a solid basis for the calculation of the SROI.

The **relative importance of the outcomes** for the respective stakeholders came up in the 1-on-1 interviews and the question was explicitly repeated in the survey. The calculation was based on the number of actors concerned, the importance of the change (minor - major) indicated by the respondents. The **depth of the perceived outcomes** was verified by questions related to the duration and the weighting given to the outcomes by the different stakeholders. These were explicitly asked during the interviews and in the survey. In the column of monetary valuation (column P in the value map), the value was multiplied by this relative importance and the depth of the perceived outcomes in order to calculate the gross value.

For the **'professionals' involved**, we also looked at the limited contribution of Plinkr to their jobs, considering the limited time they invested in Plinkr in comparison of their total workload. Based on their engagement we applied the following percentages:

- 5% for municipal officials;
- 10% for administrators;
- 20% for coaches (as many of them work part-time).

Specific **negative outcomes** were not detected, only negative experiences related to the level of questions or technical flaws were raised. These experiences led to reduced changes at the level of some outcomes, and are included in the analysis.

The subgroup, participants which drops out prematurely and exits from custody with no or limited help, was very limited and could not be linked to further key characteristics. As these participants did not give a social value to the hub trajectory, the data are not biased.

5. Valuation

The SROI method involves assigning a financial valuation to perceived outcomes. The idea is to quantify these changes for each stakeholder group, and to convert the actual financial value added into monetary value.

In order to do this, it is important to look for values that are ‘good enough’ and that do not take too much effort and energy to find. For this study, we initially inquired with stakeholders, about the possible added value that these outcomes meant to them. This was repeated a second time in the survey. The answers obtained gave us indications for which financial proxy we should look for. With these indications in mind, we finally consulted the **databases with financial proxies** of [HACT](#) and the [Global Value Exchange \(GVE\)](#).

After conversion into euros, we actualised the given values by adjusting them to the current inflation level. When we **double-checked** these values with the ones provided by the stakeholders themselves, we noticed that these values were in line with each other.

A. Indicators and financial values

Stakeholder/ Outcome	Indicator and source	Financial valuation and source	Value
EMPLOYEE OF MUNICIPALITY			
1. The level of increased job satisfaction	Respondents reported experiencing more pleasure in their work. On the one hand, due to the fact that the content of their work changed (more content and less accountability), and on the other, due to the changed collaboration with other internal and external actors.	Valuation based on GVE's valuation 'increased job satisfaction' at £15359.83/year (2010); and 'Helliwel and Huang' £15000/year (2005)	20612.77 /year (£15,000 *18.14% inflation)
2. The depth of feeling good by doing meaningful work	Understanding the added value of their policies for residents gave them a sense of doing meaningful work	Valuation HACT 'regular voluntary work' (age 25-49) (2021) (HACT Social Value Bank)	3189.44/year (2732£)
3. The level of increase in service quality	Policy staff indicated that quality of their work increased through targeted adjustments due to the possibility of continuous monitoring of the aftercare process.	Appreciation is included in added value for the 'state' and participants	0€
ADMINISTRATOR			
1. The level of increased peace of mind	Administrators said they felt reassured by the objective underpinning of the trajectory and the (objective)	Valuation based on the Valuation GVE 'more peace in mind' which ranges from one course (£195 per year) and one day of sauna per	500€/year

	evidence that clients can move forward on their own	month (£1995 per year). We reduced this valuation by a fourth as it is workrelated. This valuation needs further verification with the stakeholder in subsequent valuation exercises. As the current value is limited, it has limited consequences for the analysis	
2. The level of increased job satisfaction	Administrators reported increased job satisfaction due to reduced discussion with clients, and the changed role they can take towards their client	Valuation based on GVE's valuation 'increased job satisfaction' £15359.83/year (2010); and 'Helliwel and Huang' £15000/year (2005)	20612,77 /year
3. The depth of feeling good by doing meaningful work	Administrators said they felt they were now doing work that matters.	Valuation HACT 'regular volunteering' (age 25-49) (2021)	3189,44€/year (2747£)
4. The time that is been saved	Thanks to working with a methodology and the Hub's objective underpinning of the pathway, the time investment is lower according to administrators	Reduced cost of hours put into self-reliance	1265,69€ /trajectory (133,23*9,5 hour)
5. The level of increase in quality of work	Administrators say the quality of their work is increasing (to a limited extent)	Appreciation is included in added value for the 'state' and participants	0€

COACHES

1. The level of increased job satisfaction	Coaches reported that the changed relationship with the client led to increased job satisfaction	Valuation based on GVE's valuation 'increased job satisfaction' £15359.83/year (2010); and 'Helliwel and Huang' £15000/year (2005)	20612,77 /year
2. The depth of the feeling reassured by objective evidence	Coaches experienced more confidence in their work due to objective substantiation	Valuation HACT 'able to obtain advice locally' (due to online only 50% charged)	2856,59€/year (2457£ *50%)
3. The depth of the feeling good by doing meaningful work	Coaches express pride in work done.	Valuation HACT 'regular volunteering' (age 25-49) (2021)	3189,44€/year (2747£)
4. The depth of professionalisation	The Hub refreshed previous knowledge and provided new insights for the approach	Google : Average cost of professionalisation course for budget coaches	450€/course
5. The time that is being saved	Coaches indicated that they put between 30 and 50% less time into the process thanks to the Hub	Cost of normal training	1431,9 *40% per traject
6. The level of increase in quality of work	The Hub gives objective indications on how to proceed further, which will improve the quality of your work	Appreciation is included in added value for the 'state' and participants	0€

PARTICIPANT

1. The level of increased knowledge and skills about budgeting and own finances	Several participants reported that their financial knowledge and skills had increased.	Google : Average cost similar online courses	100€/year
2. The level of increase in financial space	Some participants explicitly stated that the Hub allowed them to create more budgetary space	Valuation HACT 'able to save regularly' : 2155€/year (2021)	2515,62€/year
3. The depth of the sense of control over own life	Participants indicated in the interviews that they were back in control of their own lives and less dependent on others.	Valuation HACT 'Feel in control of life' : 15.984€/year (2021)	18.592,29€/ year (15.984€/)
4. The depth of improved family relations/social ties	Participants indicated in the interviews and survey that their relationships had improved. For some, this involved their partner, others family and others social environment. We therefore decided to combine these variables into 1 indicator.	Valuation HACT 'Can rely on family' :6784€/year (2021)	7891,02€/ year (6784€)
5. The level of increased self-confidence	Participants indicated in interviews and the survey that their self-confidence had increased. They gave high ratings here and gave similar financial ratings	Valuation HACT 'High confidence Adult': 13.080€/year (2021)	15214,41€/ year (13.080€)

NB: The outcomes **'level of control'** and **'high self-confidence'** may appear similar and therefore be **'overclaimed'**. However, from the 1-on-1 interviews it appeared that 'level of control' was rather linked to being able to make decisions oneself again and no longer being dependent on the administrator. Higher self-confidence' in turn was linked to dare to take initiatives again, applying for another job, to dare to ask for things, ... which clearly has a different meaning than the indicator 'sense of control'. The data of the survey also showed the complementarity. Some participants chose explicitly for one outcome, others for the second outcome. In some cases both outcomes were underlined. In those case participants perceived them as complementary and gave an average score for both outcomes. This is also reflected in the valuemap, where the value of each outcome was only counted to the extent that the participants put it forward AND to the extent that it was perceived as important.

A similar approach was applied to the outcome **'the depth of improved family relations/social ties'**. In the 1-on-1 different variations were indicated, going from better relations with family, friends or on a social level. In the survey these different aspects were presented in detail. Based on the responses, we determined that often 1 outcome took precedence for that particular person. When calculating the value, only those aspects were retained that were perceived as valuable by the larger group. For the final value, we calculated the average of the remaining aspects and only 1 value was retained. In this way, overclaim was avoided.

A similar approach as above was applied to the outcomes **'the level of increase in job satisfaction'** (due to a changed internal or external collaboration), and **'the level of increase in quality of work'** (due to a stronger focus in aftercare or targeted adjustments).

B. Deadweight

During the interviews, the various stakeholders were asked about deadweight. While guardianship already exists and the administrator had 3 hours for ‘financial self-sufficiency’, respondents were of the opinion that there was no other alternative to increase the (financial) self-sufficiency of people in debt. This was also confirmed in the survey and by the fact that several participants who could exit guardianship by means of Plinkr, were stuck in the situation of debt for many years. These years gave them the opportunity to find their own or other solutions. The fact that this solution was not found elsewhere, made us clear that there was no deadweight.

One group formed an exception to this, namely the subgroup that ‘flowed out of custody’ during the first half of the Plinkr trajectory. This appeared to be the case for 2 respondents in the survey. As this subgroup did not value the traject, it had no impact on the SROI analysis. However to avoid the risk, 5% of deadweight was counted for the whole group.

Since we could not yet assign specific characteristics to this group in this analysis, we have not yet been able to really delineate this subgroup. We recommended Plinkr to follow up this group specifically, in order to better define this subgroup in the near future. Due to the fact that these respondents did not assign a value to Plinkr, there was no need to adjust the figures for deadweight.

Finally, in the sensitivity analysis we calculated the difference in case there was a deadweight of 20%. This calculation indicated that in that case the SROI will be reduced with 1,21 point.

C. Attribution

The calculation of attribution varies by stakeholder and activity. As stated above, we took into account the limited contribution of Plinkr to the work of the professionals, because it concerns only a limited number of cases. The following % were taking into account:

- 5% for municipal officials;
- 10% for administrators;
- 20% for coaches (as many of them work part-time).

Furthermore, we calculated the attribution of Plinkr to the different outcomes based on the following assumptions:

Stakeholder/ Outcome	Attribution	Explanation
EMPLOYEE OF MUNICIPALITY		
1.The level of increased job satisfaction	20%	Job satisfaction is influenced by several factors
2. The depth of feeling good by doing meaningful work	40%	The Hub contributes to new insights on work and how it can be done differently
3. The level of increase in service quality	50%	Other factors linked to the workplace (willingness municipality, ...) also have an impact
ADMINISTRATOR		
1. The level of increased peace of mind	80%	A direct link can be established between the Hub and this outcome.
2. The level of increased job satisfaction	80%	

3. The depth of feeling good by doing meaningful work	80%	
4. The time that is been saved	80%	
5. The level of increase in quality of work	50%	
COACHES		
1. The level of increased job satisfaction	20%	Multiple factors are involved
2. The depth of the feeling reassured by objective evidence	50%	Hub is an important contributor to this, possibly supplemented by input from colleagues
3. The depth of the feeling good by doing meaningful work	10%	This is a characteristic of coaching work
4. The depth of professionalisation	30%	It involves refreshing previously acquired knowledge
5. The time that is being saved	80%	A direct link can be established between the Hub and this outcome.
6. The level of increase in quality of work	50%	Various factors are linked to this outcome.
PARTICIPANT		
1. The level of increased knowledge and skills about budgeting and own finances	80%	There is a direct link to the Hub
2. The level of increase in financial space	90%	
3. The depth of the sense of control over own life	80	
4. The depth of improved family relations/social ties	50%	Various factors are linked to this outcome.
5. The level of increased self-confidence	80%	There is a direct link to the Hub

D. Displacement

During the interviews, the various stakeholders were asked about displacement. Respondents considered that there was no (negative) impact on other actors and that there was no other alternative for Plinkr besides the traditional approach (17 hours for the follow-up by the official administrator).

In the sensitivity analysis we calculated the difference in case there was a displacement of 20%. This calculation indicated that in that case the SROI will be reduced with 1,11 point.

E. Drop-off

For some changes such as 'feel in control of life' and self-confidence, it was indicated that these changes had an impact for several years. While participants estimated these at more than 24 months, for this calculation we kept it to 1.5 years (50% drop-off for the second year) to avoid overclaim. We took into account that other factors come into play over time, not wanting to underestimate the long-term impact of the Hub.

6. Calculations SROI

Based on the data we explain earlier in the report, we arrived for

- **2022 at an SROI of 5.30**
- **2023 at an SROI of 6.57**
- **2024 at an SROI of 7.14**

Based on 'sensitivity testing', we arrive at a range for

- **2022 between 3.29 and 6.73**

As part of the sensitivity analysis, in which we check the sensitivity of a number of variables, we conducted the following tests:

- Test 1 : Increase and decrease the number of stakeholders by 10%
- Test 2 : Highest financial valuations decrease by 50%
- Test 3 : Attribution doubled/halved
- Test 4 : Deadweight added of 20%
- Test 5 : Add displacement by 20%
- Test 5 : Reduce drop-off for highest financial valuations

This gave the following results for the year 2022:

Tests	'Related' outcomes	Current SROI	Adapted SROI	Difference
1A. Increase stakeholders with 10%	all	5,30	5,49	+0,19
1B. Decrease stakeholders with 10%	all	5,30	5,08	-0,22
2A. Highest valuations reduced by 50%	Feeling of control	5,30	3,91	-1,39
2B. Highest valuations reduced by 50%	Higher Self-confidence	5,30	4,26	-1,04
3A. Attribution doubled/increased with 100%	all	5,30	6,73	+1,43
3B. Attribution halved	all	5,30	3,29	-2,01
4. Adding deadweight of 20%	all	5,30	4,19	-1,21
5. Adding displacement of 20%	all	5,30	4,19	-1,21
6A. Drop-off reduced for highest financial valuations	Feeling of control	5,30	4,39	-0,91
6B. Drop-off reduced for highest financial valuations	Higher Self-confidence	5,30	4,62	-0,68

7. Recommendations

This SROI analysis focuses on hub operations and has a rather operational setup. The focus is on improving current operations. The value map provides the opportunity to go further and quantify strategic and tactical decisions. These aspects will be considered further in consultation between Plinkr and the social impact fund.

The following recommendations are split up into general operational recommendations and recommendations for the further follow-up of the SROI. They include:

A. General recommendations

- Work, if possible, with a limited group of **administrators** who oversee multiple trajectories. Currently, the training cost for many administrators is high, and the impact on their workload is limited.
- Work, if possible, with a limited group of (fixed) **coaches** who oversee multiple trajectories. If coaches oversee multiple trajectories, the positive impact for this stakeholder group will significantly increase.
- The duration of **coaching trajectories** varies significantly among coaches. A clearer orientation/framework/guidelines for meetings and agreements on travel can help to reduce the requested input and reduce the difference in duration between different stakeholders.
- Collect data on the participation/exit of **participants** during the various phases of the Hub (see p.18) to get a clearer picture of the subgroup that experiences little added value from the Hub. Currently, a subgroup signs up for the Hub, while experiencing little to no added value. These insights will also support targeted adjustments to the Hub.

B. Recommendations for the further follow-up of the SROI

- Integrate the survey of outcomes into existing survey instruments (Mesis, final evaluation) for more continuous monitoring. Larger cohorts will solidate the data of the impact analysis.
- For the SROI calculation, we relied on existing datasets that were in line with the valuations that stakeholders indicated in the survey. If desired, these valuations can in the future be additionally verified through a value game.
- In a possible later phase, add the stakeholders 'children' and 'courts' to the SROI calculation.

References

Plinkr, (2022). *Inzichten uit tien afgeronde trajecten*. Plinkr

Plinkr, (2021). *Theory of change*. Plinkr

Annexes

The annexes can be obtained, after simple request at wrijbraeken@gmail.com

1. Valuemap
2. Questionnaire for 1-1 interviews
3. Questionnaire survey