WELCOME
Prof. Henry Peter
Head, Geneva Centre for Philanthropy
John Pepin
Chief Executive, Philanthropy Impact
PANEL

Moderated by
Dr Maximilian Martin
Global Head of Philanthropy, Lombard Odier

Prof. Stefan Sperlich
Geneva School of Economics and Management, UNIGE

Prof. Zenda Ofir
Independent International Evaluator

Eric Berseth
Executive Director, Philanthropy Advisors

Nicole Adler
Associate, elea Foundation
What are they talking about?

- evaluation
- monitoring
- impact
- measurement
- treatment effect estimation

Stefan Sperlich --- Research Center for Statistics, University of Geneva
Definitions

**MONITORING:** Continuous process of examining the context and the delivery of programme outputs, which is carried out during the execution of a programme with the intention of immediately correct any deviation from operational objectives.

**EVALUATION:** Systematic collection and analysis of information about programmes and projects, with the purpose of obtaining knowledge on what programmes and policies have achieved, and understand how they performed in order to better design, implement, and deliver future programmes and policies.
Monitoring & Evaluations

Connection: M&E

• Different functions, teams, responsibilities, procedures
• Common goal: Programme delivery improvement and programme objectives achievement.
• Close interactions and need to permanent cooperation

Various, different Evaluations

• Needs assessment (specify indicators / metrics)
• ...
• Impact evaluation (looking at these indicators)
• ...

Stefan Sperlich ---Research Center for Statistics, Univerité de Genève
Types of Evaluation in the chain of changes

Cost Benefit Eval / Cost Effectiveness Eval

Efficiency Eval

Needs/problem → Resources → Activity → Output → Outcome

Needs Eval.

implementation Eval

Program Theory Eval.

Impact Eval
Impact Evaluation

- Think of population of individuals susceptible to treatment
- Let Y be (one of) the variable or indicator of interest
- Y_1 the outcome for an individual if exposed to treatment
- Y_0 the one for the same individual if not exposed

\[ TE \text{ (individual)} = Y_1 - Y_0 \]

- As individuals differ in how much they gain from treatment
  \[ AvTE = E [ Y_1 - Y_0 ] \]
- The average treatment effect is a standard measure
- of causal effects of treatment (‘total’ impact)

Stefan Sperlich ---Research Center for Statistics, Université de Genève
THE IMPACT MEASUREMENT LANDSCAPE

PRESENTATION AT LUNCH EVENT, CENTRE FOR PHILANTHROPY, UNIVERSITY OF GENEVA
21 NOVEMBER 2017

ZENDA OFIR

zenda@zendaofir.com
1. Evaluating ‘Impact’ is a serious responsibility that requires understanding beyond “What changed”
2. DETERMINING ‘IMPACT’ IS FASHIONABLE - FOR GOOD REASON. THIS HAS LED TO A LARGE BODY OF WORK, ESP. IN ‘DEVELOPMENT’
A FOCUS IN ‘AID’ AND DEVELOPMENT EVALUATION SINCE 1991 ....
WITH SIGNIFICANT DISPUTES OVER METHODOLOGY
3. ‘IMPACT’ IS DEFINED IN MULTIPLE WAYS BY DIFFERENT GROUPINGS, WHICH HAS LED TO SOME CONFUSION

The widely used OECD DAC definition of impact:

The positive and negative [primary and secondary, long-term] changes produced by an intervention,
directly or indirectly,
intended or unintended.

Changes in values/beliefs, behaviour, knowledge, skills, opportunity, condition, state, system, etc.
OTHER CONCEPTUALISATIONS OF ‘IMPACT’

Commonly understood: The difference interventions make.

3ie: How an intervention alters the state of the world.

Counterfactual definition from statistics and econometrics: The measured difference of a predefined indicator (e.g. school test score) with the intervention and without the intervention.

Kellogg Foundation: Outcomes: Specific changes in program participants’ behavior, knowledge, skills, status and level of functioning. Impact: Changes to organisations, communities or systems as a result of program activities within seven to 10 years.

IFAD: The attainment of development goals of the project or program, or rather the contributions to their attainment.
DEFINITIONS ARE DERIVED FROM HOW ‘CHANGE’ IS UNDERSTOOD
The Collective Impact Framework recognises feedback loops & the non-linearity of change.

Recognises the interconnectedness of sustainable development.
4. ‘IMPACT EVALUATION’ IS DEFINED, DONE & SOLD IN MULTIPLE WAYS. WE NEED TO RECOGNISE THAT DIVERSITY.
DEFINITIONS OF IMPACT EVALUATION

**InterAction**
Any evaluation that systematically and empirically investigates the impacts produced by an intervention.

**The World Bank poverty/net**
Assesses changes in the well-being of individuals, households, communities or firms that can be attributed to a particular project, programme or policy.
3IE (2008)
Rigorous impact evaluation studies are analyses that measure the net change in outcomes for a particular group of people that can be attributed to a specific program using the best methodology available, feasible and appropriate to the evaluation question that is being investigated and to the specific context.

USAID
Evaluations that measure the change in a development outcome that is attributable to a defined intervention; impact evaluations are based on models of cause and effect and require a credible and rigorously defined counterfactual to control for factors other than the intervention that might account for the observed change.
5. IMPACT EVALUATIONS ARE USEFUL – BUT AT THE RIGHT TIME, AND TOGETHER WITH OTHER TYPES OF EVALUATION.
6. IMPACT EVALUATIONS ARE METHODOLOGICALLY DIVERSE. DESIGNS ARE OFTEN COMBINED.

- Experimental designs, incl. RCTs
- Quasi-experimental or statistical designs
- Theory-based designs
- Comparative case study designs
- Qualitative comparative analysis (QCA)
- Process tracing
- Contribution analysis / tracing
- Within-case analysis
- Realist evaluation
- Etc.
7. PHILANTHROPY AND THE PRIVATE SECTOR HAVE FOLLOWED TO DATE. WILL YOU INNOVATE AND LEAD?
The **Impact Management Project** is the voice of over 700 practitioners from across geographies and disciplines.
WE ARE IN A CHALLENGING ERA
IN THIS ERA WE NEED TO TAKE RISKS; THINK ANEW; INNOVATE IN EVALUATION
IMPACT Measurement: A matter of INCEPTION

Measuring NON RELEVANT things

Likelihood of IMPACT

IMPACT STUDIES
(long, costly, technical, hard to adapt, hardly leverageable, etc.)
WHY do we MEASURE

**OPERATORS’LED**
1. They want to improve their impact in the beneficiaries
2. They want to be compliant with donor’s requests

**DONORS’LED**
1. Public / institutional donors – Need to be accountable to the people they collect from.
2. Individual donors (UHNWI, NexGen) – Want to understand, guarantees
3. Foundations – Professionnalize, Innovating, Seeking for more impact
4. Corporate Philanthropy / CSR – Strategic philanthropy & Risk management
The necessity of An initial FRAMEWORK

1. THEORY OF CHANGE

Source: http://learningforsustainability.net/theory-of-change/

2. INDICATORS
Specific,
Measurable,
Achievable,
Relevant,
Time-bound
Source: ICRC, 2017, HUMANITARIAN IMPACT BOND in a nutshell, FOCUS

Photo: M. Kokic / ICRC
ICRC

Social Investors

Individuals with physical disabilities in the DRC, Mali and Nigeria

Independent Evaluator

Outcome Funders

Sources: ICRC, 2017, Humanitarian Impact Bond in a Nutshell
OUTCOME-BASED STAFF EFFICIENCY RATIO (SER) = \# OF BENEFICIARIES HAVING REGAINED MOBILITY THANKS TO A MOBILITY DEVICE
\# OF LOCAL MOBILITY DEVICE PROFESSIONALS

Source: ICRC, 2017, HUMANITARIAN IMPACT BOND in a nutshell, FOCUS
elea’s impact measurement approach

Center of Philanthropy, University of Geneva
21 November 2017

Nicole Adler, Associate, elea Foundation for Ethics in Globalization
Measuring success

...but factor in food stamps and the earned income tax credit... and the fact you own the vehicle you live in...

Plus the rollover minutes on your cell phone...

Yep! You're middle class.
Impact through entrepreneurship
Where is the phone call out of poverty?

Investment example: BagoSphere

From: Absolute poverty, less than USD 2/day

To: Well-paid job at a call-center, starting a career in the service sector

How? Micro-credit funded professional training program and job placement

Call-center training for rural youth (BagoSphere, Philippines)
Do a few SMS make me a better farmer?

Investment example: iCow

**From:** Absolute poverty, less than USD 2/day

**To:** Improved livelihoods through better farming practices

**How?** Mobile technology based agricultural information platform

![Farmer reading information on cattle breeding (iCow, Kenya)](image-url)
elea Impact Measurement Methodology (eIMM)

Principles

- Comparing relative social impact
- Setting impact goals and tracking progress
- Identifying and acting upon challenges
- Communicating impact

B’Ayoba, Zimbabwe
CONCLUSION

Prof. Henry Peter
Head, Geneva Centre for Philanthropy

Julie Wynne
Chair of the Geneva branch, Philanthropy Impact
Attorney at Law, FRORIEP
SAVE THE DATE

Next Philanthropy Lunch on Mission Related Investment
Thursday 8 February 2018
12:00 - 2:00 pm, Uni Dufour
In partnership with Ethos