Practical Techniques for Measuring Corporate Philanthropy

2014 Corporate Philanthropy Institute

November 12, 2014
Organizations are investing heavily to promote “social” goals
These investments can also yield significant business value

- Sales
- Recruiting
- Retention
- Brand
- Regulation
- Risk
- Skills
- Productivity
However, measuring value often remains a challenge

Corporate Citizenship Programs
(or any program or initiative)

Volunteerism
   Grants

Sponsorships
   In-kind donations

Sustainability
   Work/life initiatives

INPUTS

# hours

# volunteers

$ value of donations, investment

OUTPUTS

# beneficiaries served

# impressions/PR coverage

% volunteer satisfaction

OUTCOMES (VALUE)
However, measuring value often remains a challenge

Corporate Citizenship Programs
(or any program or initiative)

Volunteerism
Grants

Sponsorships
In-kind donations

Sustainability
Work/life initiatives

INPUTS

# hours

# volunteers

$ value of donations, investment

OUTPUTS

# beneficiaries served

# impressions/PR coverage

% volunteer satisfaction

OUTCOMES (VALUE)

Promote Mission
- Improve social condition (outcomes)
  - Economic value to society
  - Economic value to the NGO/cause

Increase Revenues
- Attract, retain customers
- Increase their expenditures (buy or pay more)

Reduce Costs
- Increase productivity
- Attract, retain staff
- Develop skills
- Reduce regulation, risk, or fines
Benefits: In any organization, measurement is key to effective management

#1: Prove Value

→ Build/retain support among internal/external stakeholders

→ Protect programs, budgets

→ If they’re not asking now – they will be soon
Benefits: In any organization, measurement is key to effective management

#2: Improve Value

→ Identify what’s working (replicate) and what’s not (intervene)

→ Steer investment to highest social/business ROI projects
Obstacles: Yet standard business metrics are rarely applied to social investments

- Lack of standardization and accepted frameworks

*Misperceptions*...

- High cost
- Overwhelming time and technical demands
- Ultimate lack of usefulness or credibility
Practical Implementation:
What, how, and when to measure?
Principle 1 (what): Focus on bottom-line outcomes

Social

Promote Mission

Business

Increase Revenues

Reduce Costs
Principle 1 (what): Focus on bottom-line outcomes

<table>
<thead>
<tr>
<th>Social</th>
<th>Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote Mission</td>
<td>Increase Revenues</td>
</tr>
<tr>
<td>Improve social condition</td>
<td>Attract, retain customers (or funders)</td>
</tr>
<tr>
<td></td>
<td>Increase their expenditures (frequency and/or level)</td>
</tr>
<tr>
<td></td>
<td>Increase productivity</td>
</tr>
<tr>
<td></td>
<td>Reduce recruiting, staffing costs</td>
</tr>
<tr>
<td></td>
<td>Reduce regulation, fines</td>
</tr>
</tbody>
</table>
Principle 1 (what): Focus on bottom-line outcomes

**Social**
- Improve social condition

**Business**
- Attract, retain customers (or funders)
- Increase their expenditures (frequency and/or level)
- Increase productivity
- Reduce recruiting, staffing costs
- Reduce regulation, fines

**Promote Mission**

**Increase Revenues**

**Reduce Costs**

**Revenues** =
- \# Customers/Funders * $ expenditures

**Cost** =
- Time (\# staff * salaries)
- + Materials
- + Overhead
- + Cash Outlay

**Social Value** =
- △ in social condition (quantity x quality)
  - *Socio-economic value (social costs/revenues)*
  - *Market value (of goods/services used)*
Principle 1 (what): Focus on bottom-line outcomes

**Community Investment**
(grants, donations, volunteerism)

**Beneficiaries**
Assist the needy
(# served)

**Marketplace**
Generate PR
(# impressions)

**INPUTS**

**OUTPUTS**

Promote Mission  
Increase Revenues  
Reduce Costs
Principle 1 (what): Focus on bottom-line outcomes

**Community Investment**
(grants, donations, volunteerism)

**INPUTS**

**OUTPUTS**

**Beneficiaries**
Assist the needy
(# served)

**Marketplace**
Generate PR
(# impressions)

**OUTCOMES**

+ Change in condition?
(service effectiveness)

**Customers/Recruits**
+ Reaching the right people?
+ Influencing perceptions?
+ Change in behavior?
(sales, job choice)

**Promote Mission**

**Increase Revenues**

**Reduce Costs**
Principle 1 (what): Focus on bottom-line outcomes

Promote Mission

Social Value =
- \( \Delta \) in social condition (quantity \times \text{quality})
  - Socio-economic value (social costs/revenues)
  - Market value (of goods/services used)

Increase Revenues

Revenues =
- \# Customers/Funders \times \$ expenditures

Reduce Costs

Cost =
- Time (\# staff \times \text{salaries})
- + Materials
- + Overhead
- + Cash Outlay

+ Change in condition? (service effectiveness)

+ Change in behavior? (sales, job choice)
Principle 2 (how): Use proxy data when necessary
Principle 2 (how): Use proxy data when necessary

- **Grant**: $150,000
- **Beneficiaries**
  - Assist the Needy (# served)
- **250**

- **Actual data**
- **Proxy data**
  - Sampling, piloting
  - Previous results
  - External studies
  - Informed speculation

+ Change in condition? (service effectiveness)

**Promote Mission**
Principle 2 (how): Use proxy data when necessary

- **Grant**
  - **Beneficiaries**
    - Assist the Needy (# served)
    - + Change in condition? (service effectiveness)
  - Promote Mission
  - $150,000
  - 250
  - 65%
  - 163 beneficiaries gain jobs / skills / improved health

- **Actual data**
- **Proxy data**
  - Sampling, piloting
  - Previous results
  - External studies
  - Informed speculation
Principle 2 (how): Use proxy data when necessary

- Actual data
- Proxy data
  - Sampling, piloting
  - Previous results
  - External studies
  - Informed speculation

Grant

Marketplace
  Generate PR
  (# impressions)

Customers/Recruits
  + Reaching the right people?
  + Influencing perceptions?
  + Changing behavior?
    (sales, job choice)

$150,000

1.5MM

Increase Revenues
Reduce Costs

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)

Customers/Recruits:
+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior?
  (sales, job choice)
Principle 2 (how): Use proxy data when necessary

- Actual data
- Proxy data
  - Sampling, piloting
  - Previous results
  - External studies
  - Informed speculation

Grant | $150,000
---|---
Marketplace | 1.5MM
  - Generate PR (# impressions)
Customers/Recruits | 3% penetration (50,000 people)
  - Reaching the right people?
  - Influencing perceptions?
  - Changing behavior? (sales, job choice)
  - 5% response (2,500 people)
Increase Revenues | $603,500
Reduce Costs | $57,750

Customers/Recruits

+ Reaching the right people?
+ Influencing perceptions?
+ Changing behavior? (sales, job choice)
Principle 3 (when): Plan for measurement ASAP

- Ensures strategy is sound
- Align stakeholders (partners, potential resistors)
- Data collection is always easiest/cheapest when planned for

MAP

- Grants
- Volunteerism
- Advocacy
- Sponsorships
- Education & Awareness

- Customers
- Advocates
- Employees
- Community
- Partners
- Investors
- Regulators

Increase Revenues
- Attract, retain customers
- Increase purchase volume
- Increase price premium

Reduce Costs
- Increase productivity
- Reduce recruiting, staffing costs
- Reduce regulation, fines, bad PR

Achieve Social Goals
- Improve social condition (outcomes)
- Increase socio-economic value
- Generate economic value in support of causes
Principle 3 (when): Plan for measurement ASAP
Principle 3 (when): Plan for measurement ASAP

<table>
<thead>
<tr>
<th>Event Registration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name:</td>
</tr>
<tr>
<td>City, State:</td>
</tr>
<tr>
<td>Phone:</td>
</tr>
<tr>
<td><strong>Affiliation:</strong></td>
</tr>
<tr>
<td>Name:</td>
</tr>
<tr>
<td>City, State:</td>
</tr>
<tr>
<td>Phone:</td>
</tr>
<tr>
<td><strong>Affiliation:</strong></td>
</tr>
<tr>
<td>Name:</td>
</tr>
<tr>
<td>City, State:</td>
</tr>
<tr>
<td>Phone:</td>
</tr>
<tr>
<td><strong>Affiliation:</strong></td>
</tr>
</tbody>
</table>

trueimpact
Principle 3 (when): Plan for measurement ASAP

Social Impact Survey

Beneficiary: _________________

Pre-Implementation
- Level 1 (does not meet)
- Level 2 (meets)
- Level 3 (exceeds)

Post-Implementation
- Level 1 (does not meet)
- Level 2 (meets)
- Level 3 (exceeds)
Measurement Principles

- **What:** Focus on bottom-line outcomes
- **How:** Use proxy data when necessary
- **When:** Plan for measurement ASAP
Traditional Logic Model

**Inputs**
- Court service officers that schedule & convene conferences.
- Court service officers trained in child welfare proceedings and mediation.
- Physical space in courthouse to hold conferences.
- State funding that supports representation for indigent parents.

**Interventions**
- Case management conference of professionals to resolve early procedural requirements and reach agreement about preliminary service plan.
- Stand-by attorneys for parents available at the courthouse for appointment at the 10-day Order of Temporary Custody (OTC) hearing.

**Outputs**
- Case management order that addresses a range of procedural issues outside of hearing.
- OTC hearings held within 10 days of removal.
- Counsel appointed to income eligible parents at OTC hearing.

**Initial Outcomes**
- Earlier and increased court ordered visitation.
- Fewer contested OTC hearings.
- Earlier court ordered testing (paternity, drug, psychological, etc.).
- Earlier persuasion of relative caretakers.
- Increase in proportion of vacated OTCs at 10-day hearings.

**Intermediate Outcomes**
- Fewer trials and continuances.
- Earlier adjudication.
- Earlier service referral and receipt.
- Increased placement with relative foster caregivers.

**Long-term Outcome**
- Earlier determination of permanent placement.
- Earlier reunification, TPR/Adoption or guardianship.
- Higher proportion of cases in permanent guardianship.
- Higher proportion of cases returned home under protective supervision.
- Earlier disposition.
- Child safety maintained.
### Traditional Logic Model vs. Strategic Logic Model

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Interventions</th>
<th>Outputs</th>
<th>Initial Outcomes</th>
<th>Intermediate Outcomes</th>
<th>Long-term Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Court service officers who schedule and orient conferences.</td>
<td>Case management conferences, and train court staff about new procedural requirements and each agreement about temporary service plan.</td>
<td>Case management order is timely and addresses a range of procedural issues outside of hearings.</td>
<td>Earlier and increased court ordered evictions.</td>
<td>Fewer trials and continuances.</td>
<td>Higher proportion of cases permanently ended with family.</td>
</tr>
<tr>
<td>Court service officers trained in child welfare proceedings and mediation.</td>
<td>OTC hearings held within 10 days of removal.</td>
<td>OTC hearings held within 10 days of removal.</td>
<td>Earlier court ordered evictions, gating, drug psychological, etc.</td>
<td>Earlier adjudication.</td>
<td>Earlier determination of permanent goal.</td>
</tr>
<tr>
<td>Physical space to conference to hold conferences.</td>
<td>Counsel appointed to income-eligible parents at OTC hearing.</td>
<td>Counsel appointed to income-eligible parents at OTC hearing.</td>
<td>Earlier presence of relative creditors.</td>
<td>Earlier service, referral and receipt.</td>
<td>Higher proportion of cases in permanent guardianship.</td>
</tr>
<tr>
<td>State funding that supports representation for indigent parents.</td>
<td>Increased placement with relative by foster agencies.</td>
<td>Increased placement with relative by foster agencies.</td>
<td>Increased in proportion of vacant OTCS at 10-day hearings.</td>
<td>Higher proportion of cases in permanent guardianship.</td>
<td></td>
</tr>
</tbody>
</table>

#### Unwieldy, overly complex
- User friendly, intuitive
- Goal-oriented (goal → strategy → impacts)
- More “theory of change” than practical implementation guide
- Emphasizes metrics to prove/improve value
Standardized, outcomes-based frameworks enable portfolio-wide reporting and decisionmaking.

**Key Partners**

- Columbia Water Center
- China Women's Development Foundation
- Inter-American Development Bank
- Safe Water Network
- Water.org
**Social Objective:** Preventing water-borne illness in developing countries

<table>
<thead>
<tr>
<th>Program</th>
<th>Location</th>
<th>Cost</th>
<th>Disease prevention (# beneficiaries)</th>
<th>$ per Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intervention A</td>
<td>Locale 1</td>
<td>$75,000</td>
<td>179</td>
<td>$419</td>
</tr>
<tr>
<td>Intervention A</td>
<td>Locale 2</td>
<td>$75,000</td>
<td>344</td>
<td>$218</td>
</tr>
<tr>
<td>Intervention A</td>
<td>Locale 3</td>
<td>$100,000</td>
<td>111</td>
<td>$901</td>
</tr>
<tr>
<td>Intervention B</td>
<td>Locale 4</td>
<td>$20,000</td>
<td>11</td>
<td>$1,818</td>
</tr>
<tr>
<td>Intervention C</td>
<td>Locale 5</td>
<td>$5,000</td>
<td>57</td>
<td>$88</td>
</tr>
<tr>
<td>Intervention C</td>
<td>Locale 6</td>
<td>$5,000</td>
<td>55</td>
<td>$91</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td></td>
<td>$280,000</td>
<td>757</td>
<td>$370</td>
</tr>
</tbody>
</table>

- Not actual data; for illustration purposes only -
Standardized, outcomes-based frameworks enable portfolio-wide reporting and decisionmaking

**Social Objective:** Preventing water-borne illness in developing countries

<table>
<thead>
<tr>
<th>Program</th>
<th>Location</th>
<th>Cost</th>
<th>Disease prevention (# beneficiaries)</th>
<th>$ per Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intervention A</td>
<td>Locale 1</td>
<td>$75,000</td>
<td>179</td>
<td>$419</td>
</tr>
<tr>
<td>Intervention A</td>
<td>Locale 2</td>
<td>$75,000</td>
<td>344</td>
<td>$218</td>
</tr>
<tr>
<td>Intervention A</td>
<td>Locale 3</td>
<td>$100,000</td>
<td>111</td>
<td>$901</td>
</tr>
<tr>
<td>Intervention B</td>
<td>Locale 4</td>
<td>$20,000</td>
<td>11</td>
<td>$1,818</td>
</tr>
<tr>
<td>Intervention C</td>
<td>Locale 5</td>
<td>$5,000</td>
<td>57</td>
<td>$88</td>
</tr>
<tr>
<td>Intervention C</td>
<td>Locale 6</td>
<td>$5,000</td>
<td>55</td>
<td>$91</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td></td>
<td><strong>$280,000</strong></td>
<td><strong>757</strong></td>
<td><strong>$370</strong></td>
</tr>
</tbody>
</table>

**Proving Value**

- We helped prevent [specified disease] among 757 people

- Not actual data; for illustration purposes only -
Standardized, outcomes-based frameworks enable portfolio-wide reporting and decisionmaking

**Social Objective:** Preventing water-borne illness in developing countries

<table>
<thead>
<tr>
<th>Program</th>
<th>Location</th>
<th>Cost</th>
<th>Disease prevention (# beneficiaries)</th>
<th>$ per Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intervention A</td>
<td>Locale 1</td>
<td>$75,000</td>
<td>179</td>
<td>$419</td>
</tr>
<tr>
<td>Intervention A</td>
<td>Locale 2</td>
<td>$75,000</td>
<td>344</td>
<td>$218</td>
</tr>
<tr>
<td>Intervention A</td>
<td>Locale 3</td>
<td>$100,000</td>
<td>111</td>
<td>$901</td>
</tr>
<tr>
<td>Intervention B</td>
<td>Locale 4</td>
<td>$20,000</td>
<td>11</td>
<td>$1,818</td>
</tr>
<tr>
<td>Intervention C</td>
<td>Locale 5</td>
<td>$5,000</td>
<td>57</td>
<td>$88</td>
</tr>
<tr>
<td>Intervention C</td>
<td>Locale 6</td>
<td>$5,000</td>
<td>55</td>
<td>$91</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td></td>
<td><strong>$280,000</strong></td>
<td><strong>757</strong></td>
<td><strong>$370</strong></td>
</tr>
</tbody>
</table>

- **Proving Value**
  - We helped prevent [specified disease] among 757 people

- **Improving Value**
  - Intervention A /Locale 2 is 2-4x as cost effective as the others.

→ *What best practices can we learn?*

- Not actual data; for illustration purposes only -
Standardized, outcomes-based frameworks enable portfolio-wide reporting and decisionmaking

### Social Objective: Preventing water-borne illness in developing countries

<table>
<thead>
<tr>
<th>Program</th>
<th>Location</th>
<th>Cost</th>
<th>Disease prevention (# beneficiaries)</th>
<th>$ per Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intervention A</td>
<td>Locale 1</td>
<td>$75,000</td>
<td>179</td>
<td>$419</td>
</tr>
<tr>
<td>Intervention A</td>
<td>Locale 2</td>
<td>$75,000</td>
<td>344</td>
<td>$218</td>
</tr>
<tr>
<td>Intervention A</td>
<td>Locale 3</td>
<td>$100,000</td>
<td>111</td>
<td>$901</td>
</tr>
<tr>
<td>Intervention B</td>
<td>Locale 4</td>
<td>$20,000</td>
<td>11</td>
<td>$1,818</td>
</tr>
<tr>
<td>Intervention C</td>
<td>Locale 5</td>
<td>$5,000</td>
<td>57</td>
<td>$88</td>
</tr>
<tr>
<td>Intervention C</td>
<td>Locale 6</td>
<td>$5,000</td>
<td>55</td>
<td>$91</td>
</tr>
<tr>
<td>Grand Total</td>
<td></td>
<td>$280,000</td>
<td>757</td>
<td>$370</td>
</tr>
</tbody>
</table>

**Proving Value**
- We helped prevent [specified disease] among 757 people

**Improving Value**
- Intervention A /Locale 2 is 2-4x as cost effective as the others. → *What best practices can we learn?*
- Intervention C is the most cost-effective strategy at $88-$91/person. → *Worth additional investment?*

- Not actual data; for illustration purposes only -
Thank you!

Farron Levy
flevy@trueimpact.com
617.903.0210