



Welcome and introduction

Frédéric Forest

President, Fondation Maison des sciences de l'homme

Delphine Moralis

Chief Executive, European Foundation Centre



The meaning and measurement of impact

Paul Brest

Co-director, Stanford Center on Philanthropy and Civil Society

Saskia van den Dool

Managing Director, Adessium Foundation

Marco Demarie

Head of Planning, Research and Evaluation Dept, Compagnia di San Paolo

Cristina Chiotan

Evaluations Manager, European Climate Foundation

What is impact evaluation--and why do we do it?

- Cristina Chiotan, Evaluations Manager, European Climate Foundation
- Marco Demarie, Head of Planning, Research and Evaluation Dept, Compagnia di San Paolo
- Saskia van den Dool, Managing Director, Adessium Foundation
- Hal Plotkin, Senior Scholar, Institute for the Study of Knowledge Management in Education



Monitoring and Evaluation

- both seek feedback
- but they are fundamentally different

Program to Prevent Type-2 Diabetes

Activities

Provide information about risks

Provide blood tests

Provide individualized counseling to at-risk employees

Intermediate Outcomes

Employees understand their risk of diabetes

At-risk employees take blood tests, and are informed of results

Prediabetics are counseled about next steps

Prediabetics enroll and persist in programs to reduce risk of diabetes

Ultimate Outcome

Reduced incidence of type 2 diabetes



Monitoring Progress

Activities

Provide information about risks

Provide blood tests

Provide individualized counseling to at-risk employees

Intermediate Outcomes

Employees understand their risk of diabetes

At-risk employees take blood tests, and are informed of results

Prediabetics are counseled about next steps

Prediabetics enroll and persist in programs to reduce risk of diabetes

Ultimate Outcome

Reduced incidence of type 2 diabetes

Indicator: % of employees who take blood test

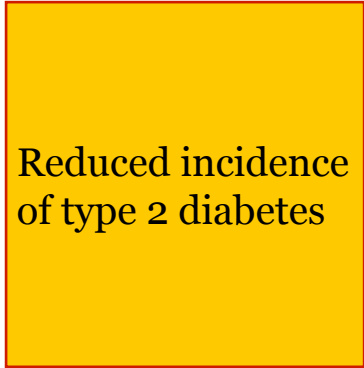
Indicator: % of employees who get counseling

Indicator: % of employees who enroll in and persist in programs

Indicator: Diabetes rate of program participants

The Meaning of “Impact”

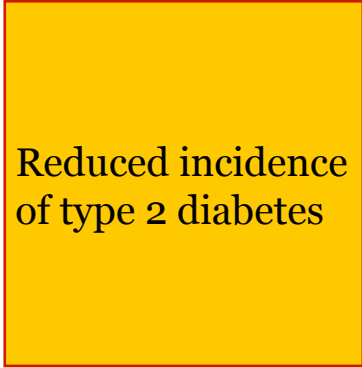
- Suppose that our ultimate outcome ***occurred***



Reduced incidence
of type 2 diabetes

The Meaning of “Impact”

- Suppose that our ultimate outcome ***occurred***



Reduced incidence
of type 2 diabetes

- Impact evaluation asks: Did our program ***cause*** the outcome?
 - Perhaps it would have happened anyway— *counterfactual*

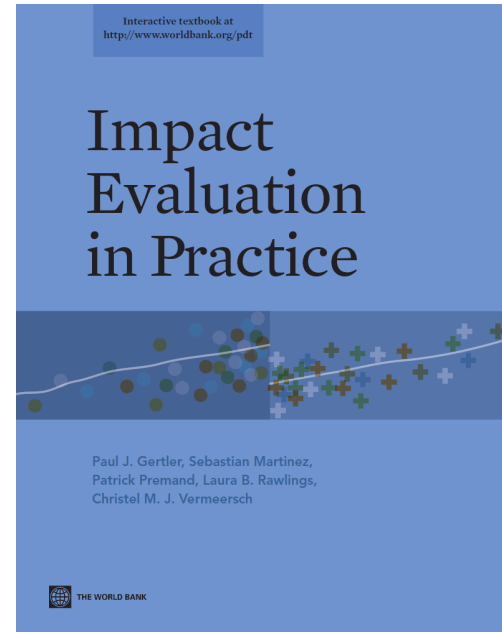


“My question is: Are we making an impact?”

Evaluation Techniques

How to measure impact of service delivery program like diabetes prevention?

- Before/after
- Matching
- Randomized controlled trial (RCT)
- Others



Impact Evaluation

Activities

Provide information about risks

Provide blood tests

Provide individualized counseling to at-risk employees

Intermediate Outcomes

Employees understand their risk of diabetes

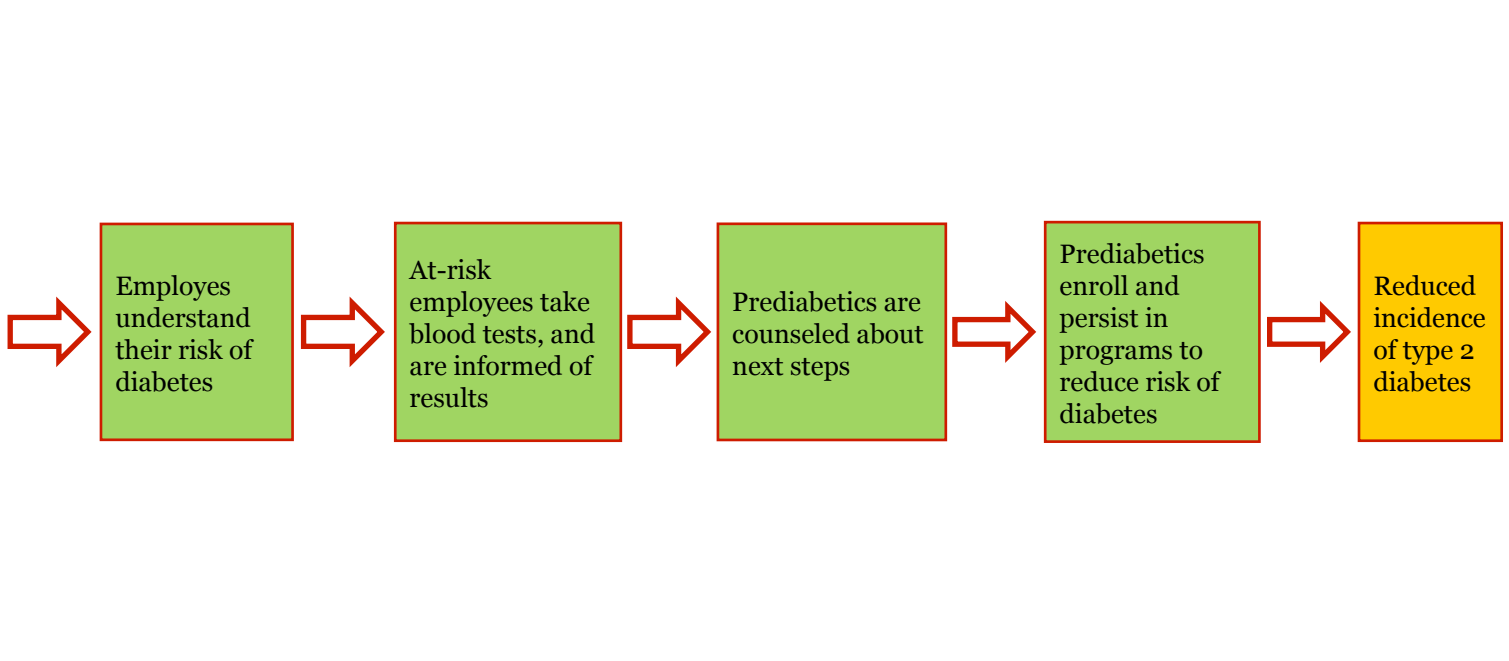
At-risk employees take blood tests, and are informed of results

Prediabetics are counseled about next steps

Prediabetics enroll and persist in programs to reduce risk of diabetes

Ultimate Outcome

Reduced incidence of type 2 diabetes



Impact Evaluation

Intermediate Outcomes

Ultimate Outcome

Activities

Provide information about risks

Provide blood tests

Provide individualized counseling to at-risk employees

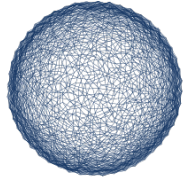
Reduced incidence of type 2 diabetes

Black Box

Evaluating Advocacy—requires a different approach



Evaluating Advocacy

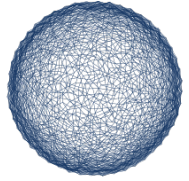


COP15
COPENHAGEN
UN CLIMATE CHANGE CONFERENCE 2009



PARIS2015
UN CLIMATE CHANGE CONFERENCE
COP21·CMP11

Evaluating Advocacy



COP15
COPENHAGEN
UN CLIMATE CHANGE CONFERENCE 2009



PARIS2015
UN CLIMATE CHANGE CONFERENCE
COP21·CMP11

Evaluation is a cost—in money and time.
When is it worth the expenditure?



Evaluation is a cost—in money and time.
When is it worth the expenditure?



Feedback

- How can we improve the strategy?
- Should we replicate or scale it?
- Should we abandon it?



Evaluation is a cost—in money and time.
When is it worth the expenditure?



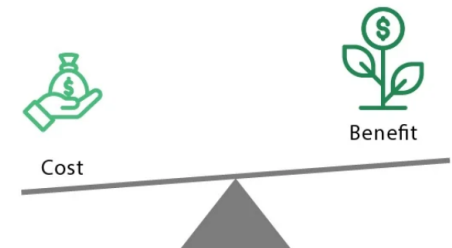
Feedback

- How can we improve the strategy?
- Should we replicate or scale it?
- Should we abandon it?



Even then, is the cost of evaluation worth what we are likely to learn from it?

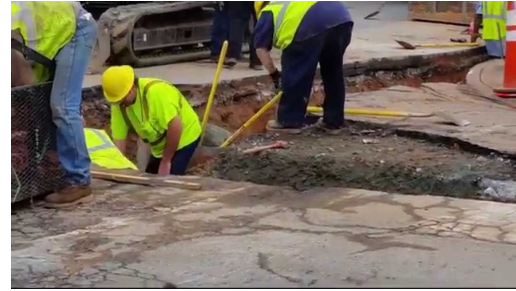
Cost Benefit Analysis



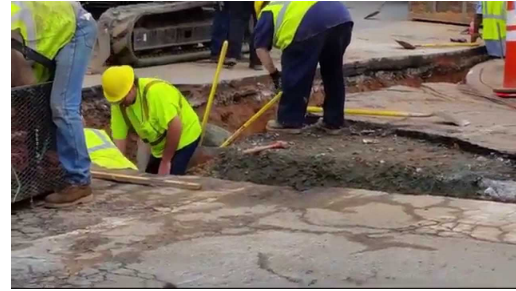
False distinction between “attribution” and “contribution”

- No single intervention is the sole cause of the outcome
- Always a question of the extent of the contribution to the outcome
- Attribution = contribution = intervention made some difference in the outcome

- Attribution of outcomes to the work of a grantee organization—
 - learning opportunities



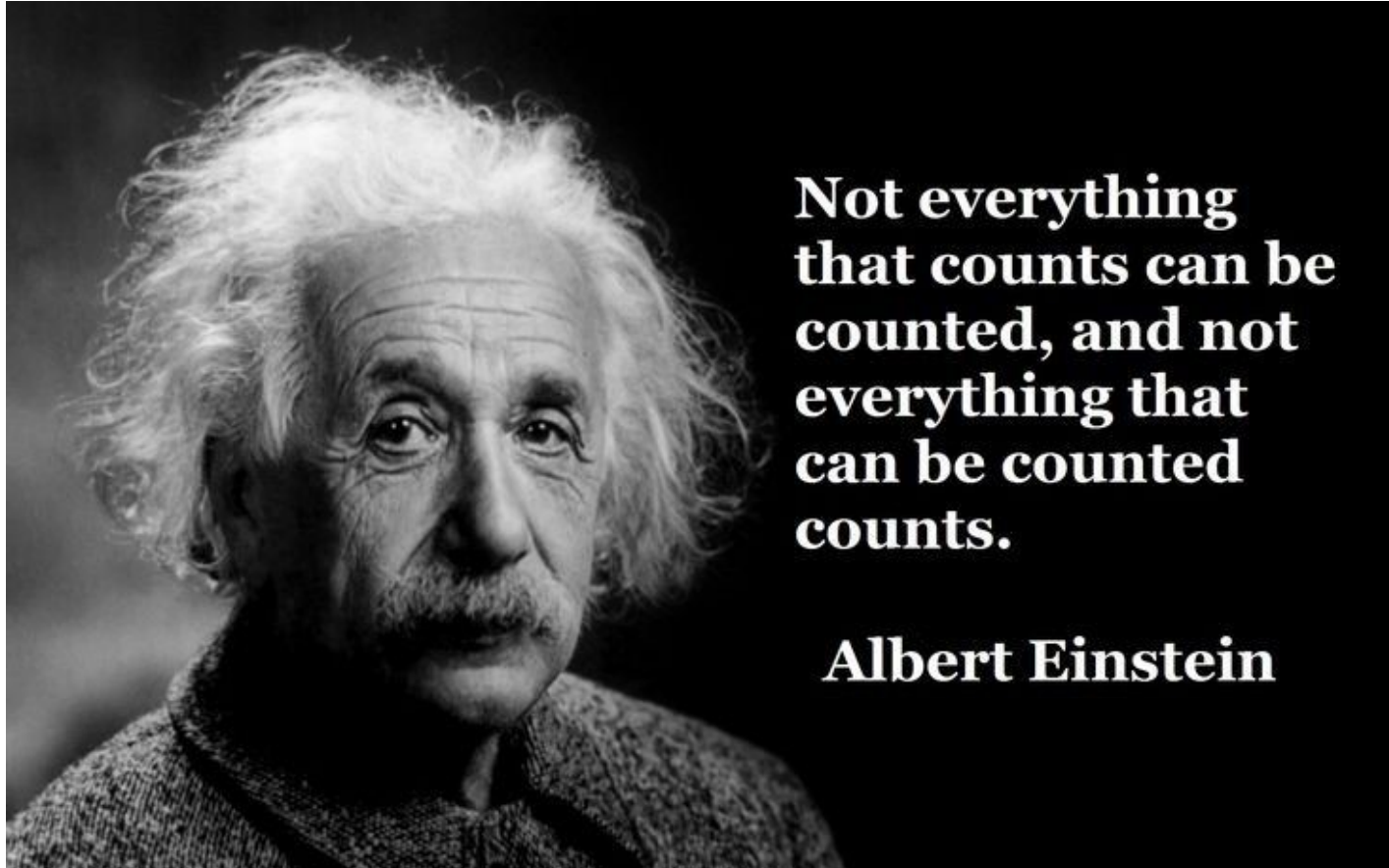
- Attribution of outcomes to the work of a grantee organization—
 - learning opportunities



- Attribution of outcomes to a particular funder?



Should you only assess programs based on readily measurable criteria?



**Not everything
that counts can be
counted, and not
everything that
can be counted
counts.**

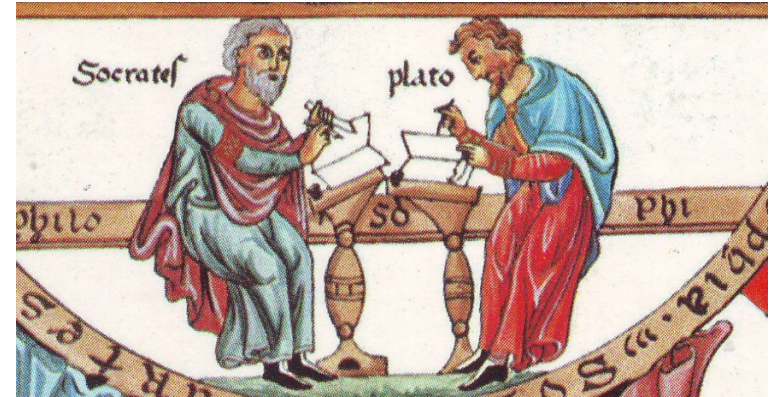
Albert Einstein

Should you only assess programs based on readily measurable criteria?

“The primary purpose of a **liberal education** is the cultivation of the person’s own intellect and imagination, for the person’s own sake.”

Russell Kirk

<https://isi.org/intercollegiate-review/whats-the-point-of-getting-a-liberal-arts-education/>

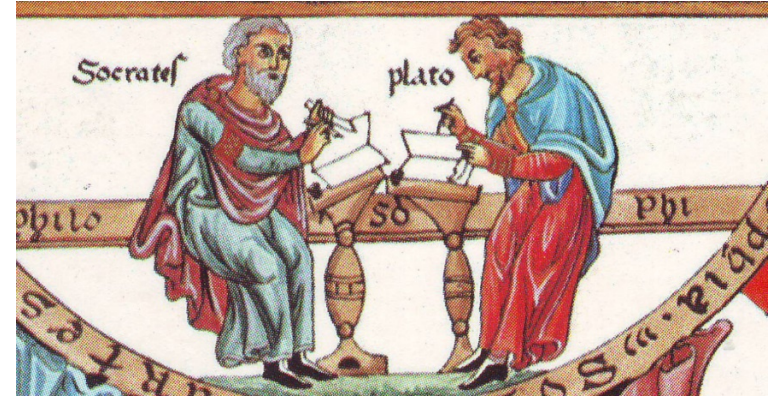


Should you only assess programs based on readily measurable criteria?

“The primary purpose of a **liberal education** is the cultivation of the person’s own intellect and imagination, for the person’s own sake.”

Russell Kirk

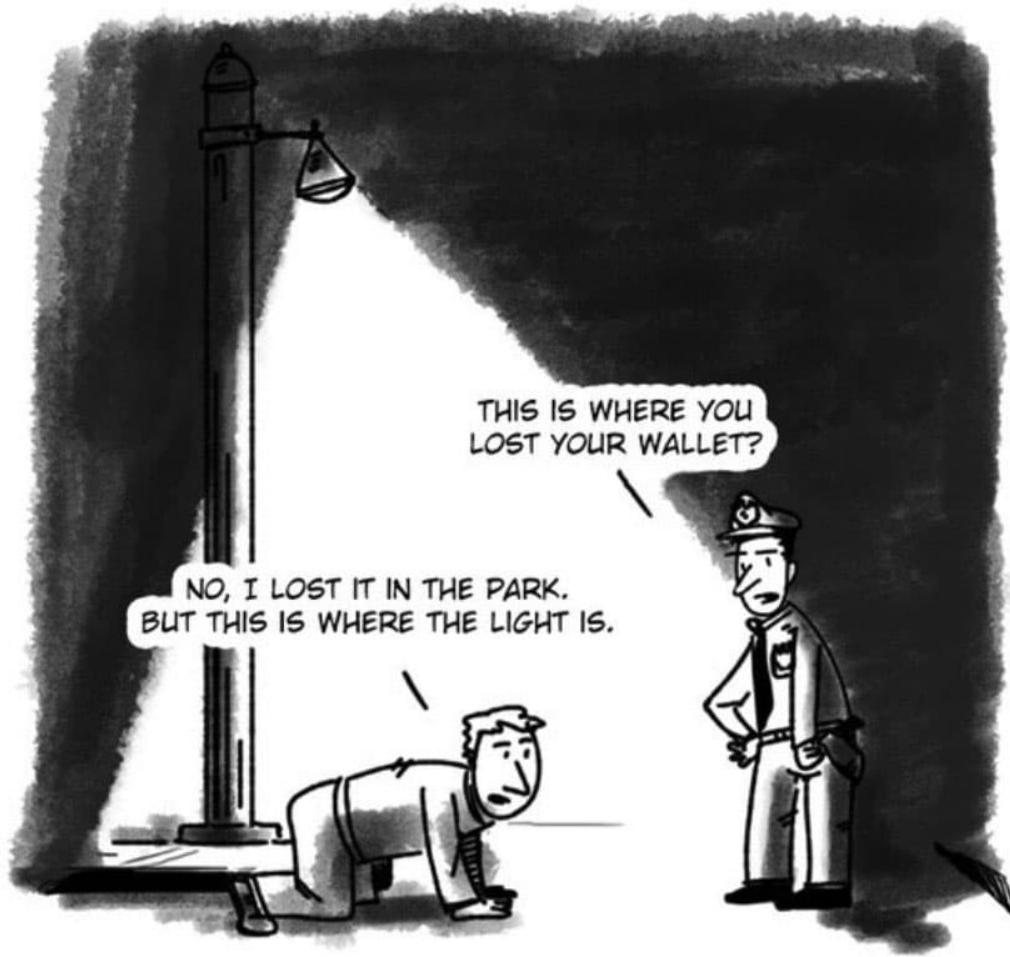
<https://isi.org/intercollegiate-review/whats-the-point-of-getting-a-liberal-arts-education/>



“Advocates of the humanities argue that a liberal arts degree equips individuals with a unique set of skills that are particularly valued by employers

November 18th Panel | THE VALUE OF THE HUMANITIES: MEASURING THE IMPACT OF LIBERAL ARTS EDUCATION





Your goal: to cultivate intellect and imagination for its own sake

~~**Wrong evaluation question:** does it improve the student's employability?~~

And now to our distinguished panelists

Tell us about a situation where you measured impact and succeeded

- What was the program or strategy evaluated?
- What did you hope to learn?
- How did you evaluate it?
- What were the challenges of measuring impact?
- What did you learn and how did you use your learnings?

Tell us about a situation where you intended to measure impact and failed?