Webinar #2: Enhancing Poverty Alleviation Performance: Amplifying the Voice of Local Stakeholders

Presenters:
• Heather Esper, Program Manager for Impact Assessment- William Davidson Institute
• Yaquta Kanchwala Fatehi, Research Associate- Impact Assessment- William Davidson Institute
• Kat Harrison, Director of Research & Impact, SolarAid

This webinar is part of a larger series “Assessing Multidimensional Poverty Impacts: Techniques that are Easy-to-Implement and Customizable”.

Schedule of events:
• Webinar #3: Enhancing Poverty Alleviation Performance: Quantifying Changes Experienced by Local Stakeholders – JULY 18, 10 AM-11 AM EDT
• Impact Assessment Hands-on Workshop: OCTOBER 22-24, 2014, Ann Arbor, MI

Register at:
http://wdi.umich.edu/research/bop/webinar2014
Agenda

1. Quick recap from webinar 1
2. Today’s objectives
3. Qualitative methodologies
4. Guest speaker – SolarAid
5. Questions and answers
6. References
7. Annex
Main takeaways from webinar 1

**Multidimensional view of poverty reduction** includes (Link: [http://youtu.be/7g825zjC5Y4](http://youtu.be/7g825zjC5Y4))

1. Voice of all local stakeholders
2. Outcome indicators on multiple dimensions of well-being
3. Positive and negative impacts

**Base of the Pyramid Impact Assessment Framework (BoP IAF)**

<table>
<thead>
<tr>
<th></th>
<th>Buyers</th>
<th>Sellers</th>
<th>Community</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Well-Being</td>
<td></td>
<td></td>
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<tr>
<td>Capability Well-Being</td>
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<tr>
<td>Relationship Well-Being</td>
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**Benefits of the BoP IAF**

- **Holistic**
  - Multidimensional poverty
  - Positive and negative impacts
  - Multiple stakeholders

- **Interactive**
  - Voice of all stakeholders
  - Customizable to a venture

- **Systematic**
  - Comparison across ventures

- **Actionable**
  - Business model improvements
  - Information for future evaluations
Methodology to holistically capture multidimensional poverty outcomes

Strategic Analysis - Qualitative
- Magnitude/likelihood

Performance Analysis – Quantitative
- Research Design
- Sample Selection
- Sample Size
- Survey Development
- Data Collection
- Data Analysis
- Reporting and Continued Enhancement

Business model of BoP venture

Use findings to enhance business model design

Use findings to design process to track impacts

Strategic Analysis

Performance Analysis

Use findings to enhance business model design

Use findings to enhance process to track impacts
Key activities during the Strategic Analysis Phase

I. Background Research and Preparation
   1. Discuss overall research goals and goals for literature review
   2. Conduct literature reviews and interviews with experts to identify holistic set of potential impacts
   3. Develop interview protocol for qualitative interviews to explore potential impacts
   4. Develop field-visit schedule prior to visit to maximize time on the field

II. On-site Qualitative Research
   1. Conduct interviews with key stakeholders to explore and refine list of potential impacts
   2. Transcribe, summarize and analyze interviews
   3. Prioritize impacts based on magnitude and likelihood
   4. Analyze impacts by stakeholder and area of well-being

Strategic Analysis
- Business model of BoP venture
  - Use findings to enhance business model design
  - Use findings to design process to track impacts

Performance Analysis
- Use findings to enhance business model design
- Use findings to enhance process to track impacts
‘Focusing on the Next Generation: An Exploration of Enterprise Impacts on Child Poverty’.

• Damage caused by poverty during early childhood can transcend into adulthood and onto the next generation (UNICEF 2012).
• Many economists argue that money spent on this phase is the most powerful investment a country can make (Irwin et al 2007).
Social enterprises included in the study

- **Sell Products to the BoP**
  - Sunny Money
  - Patrimonio Hoy

- **Sell Services to the BoP**
  - Penda Health
  - Sanergy

- **Source from the BoP**
  - Honey Care
  - Villa Andina

Social enterprises selected work in different sectors and geographies
Direct and indirect pathways of change

Enterprise → Caregivers/environment → Children age eight and under

Direct: Enterprise → Caregivers/environment

Indirect: Caregivers/environment → Children age eight and under
## Populating the BoP Impact Assessment Framework

<table>
<thead>
<tr>
<th>Economic Well-Being</th>
<th>Delta Income</th>
<th>Delta Income stability</th>
<th>Delta Savings</th>
<th>Delta Debt</th>
<th>Delta Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capability Well-Being</td>
<td>Delta Physical health</td>
<td>Delta Psychological health</td>
<td>Delta Knowledge</td>
<td>Delta Self-confidence</td>
<td>Delta Aspirations</td>
</tr>
<tr>
<td>Relationship Well-Being</td>
<td>Delta Interactions</td>
<td>Delta Support</td>
<td>Delta School adaptability</td>
<td>Delta Social networks</td>
<td>Delta Home environment</td>
</tr>
</tbody>
</table>
Conversations with all stakeholders including the community

Variety of stakeholders interviewed to allow for triangulation of impacts
## Our interviewee list

<table>
<thead>
<tr>
<th>Venture</th>
<th>Stakeholders interviewed (and number of interviewees)</th>
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</thead>
</table>
| Patrimonio Hoy  | Customers (19)  
|                  | Employees (17)  
|                  | External organizations (7)  
|                  | Non-participants (2)  |
| SunnyMoney       | Customers (15)  
|                  | Non-customers (22)  
|                  | Distributors (6)  
|                  | Employees (3)  
|                  | External organizations (29)  |
| Sanergy          | Customers (5)  
|                  | Distributors (6)  
|                  | Employees (6)  
|                  | Non-customers (5)  
|                  | External organizations (4)  |
| Penda Health     | Customers (25)  
|                  | Employees (7)  
|                  | Non-patients (12)  
|                  | External organizations (8)  |
| Villa Andina     | Producers (9)  
|                  | Non-VA producers (6)  
|                  | Employees (4)  
|                  | External organizations (12)  |
| Honey Care Africa| Producers (7)  
|                  | Non-Honey Care producers (2)  
|                  | Employees (3)  
|                  | External organizations (6)  
|                  | Honey consumers (3)  
|                  | Honey sellers (3)  |
# Qualitative interview checklist

<table>
<thead>
<tr>
<th>Checklist</th>
<th>Purpose of activity</th>
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| Face-to-face, in-depth, qualitative, semi-structured interviews with key stakeholders | Refine potential impacts  
Open-ended question and follow-up probes  
i. Compare current well-being of children to status prior to venture engagement  
ii. Compare well-being to others in the community  
iii. Sensitive questions at the end of interview  
iv. Consider positive and negative impacts |
| Informed consent                                                          | Ethics of data collection                                                            |
| Recorded interviews                                                       | Re-visit recordings, transcribe notes                                                |
| Collected documents and images                                            | Observational techniques                                                             |
| Translators used where required                                            | Language boundary (watch for “lost in translation”, leading)                         |
| Reviewed data regularly                                                   | Capture emerging patterns, priorities, and attain saturation                          |
| Questions adapted with increasing number of interviews with same stakeholder group | Capture new changes in well-being, test hypothesis, and probe more deeply            |
Data analysis conducted in study

Developed detailed summaries

Coded impacts for each interview

Compare impacts across stakeholders in each company

Compare impacts within strategies

Compare impacts across strategies

For each interview

Read and re-read interview notes

Identified emerging themes

Labeled codes based on data represented (well-being area and stakeholder)
**Finding:**
All business models create potential for negative economic impacts for children.

**Implication for Managers:**
Explore methods to provide access to additional support during the payment period or when expenses are incurred to comply with venture requirements.
Finding:
Children of distributors experience the largest magnitude and number of positive impacts compared to those of other stakeholders.

Implication for Managers:
Strategize between creating impacts for the largest group of stakeholders or deepening impact for the smallest group.
**Finding:**
Children of caregivers who work with a venture experience additional capability and relationship well-being impacts compared to other stakeholders’ children.

**Implication for Managers:**
- Strengthen networks for distributors, producers, and employees by enabling regular conversations
- Help identify high-quality child support options.
### Finding:

Ventures that sell services to the BoP have the largest impact on children in the broader community due to the “network effect”, marketing campaigns, and when they positively impact a public good.

### Implication For Managers:

Investors with limited resources with missions to benefit largest number rather than create deepest impacts for customers may want to identify service-selling ventures.
The 1-2-3 of qualitative methodology in impact assessment

1. Conduct literature review, speak with experts and identity likely positive and negative impacts

2. Conduct qualitative research with all key stakeholders to refine, identify additional, and prioritize impacts

3. Code and analyze data collected from interviews
Enhancing Poverty Alleviation Performance: the SolarAid/SunnyMoney experience

Kat Harrison
Director of Research & Impact
SolarAid and SunnyMoney

Mission: to eradicate the kerosene lantern from Africa by 2020. Set up social enterprise, SunnyMoney which sells pico-solar lights in rural Africa and aims to build a market to make them more accessible and available.
The WDI study

• WDI chose SunnyMoney to be part of the study on social enterprises
• The study looked at the impact of our work in Africa on children under 8
• Conducted at a time when SolarAid had little M&E
The results

- Nothing unexpected but strengthened our communication
- Provided a discussion forum within senior management
- Adapted our marketing approached to better target
The recommendations

• Study results allowed us to consider impact for different stakeholder groups
• Improve access through different services to stakeholders
• More clearly defined strategies to support expansion of services
Research at SolarAid

• Mixed methods: quantitative and qualitative
• The benefits of a qualitative approach
• Multi-dimensional: not just looking at the economic impact
• Building partnerships
Tips from SolarAid

- Qualitative data focus
- Partnerships
- Lay strong foundations
- Collect what is key
- Ensure M&E is part of grant budgets
Questions?
Contact information

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Link to Webinar Series:
http://wdi.umich.edu/research/bop/webinar2014
References

• UNICEF. “Inequities in Early Childhood Development.” February 2012
• London, T. “Making better investments at the base of the pyramid.” Harvard Business Review. 2009. 87: 106-113
Technical details on coding

**What is coding:** the process of attaching labels to lines of text so that similar or related pieces of information can be grouped and compared (Ulin et al 2002)