

Measuring & Demonstrating Impact

Vision Zero Cancer / Testbed Sweden
Workshop part II

Dr Roel Boomsma



THE UNIVERSITY OF
SYDNEY



IT'S ALL VERY WELL "MAKING DISCOVERIES",
"SAVING LIVES" AND "IMPROVING THE WORLD",
ROGER. BUT YOUR RESEARCH IS MAKING
BARELY ANY IMPACT ON SOCIAL MEDIA.



The focus of my research on *accountability* and *impact*

Balancing Accountability

The current issue and full text archive of this journal is available on Emerald Insight at www.emeraldinsight.com/0951-3574.htm

AAAJ
28,1

36

The co-construction of NGO accountability Aligning imposed and felt accountability in NGO-funder accountability relationships

Brendan O'Dwyer and Roel Boomsma
University of Amsterdam Business School, Amsterdam, The Netherlands

Abstract

Purpose – The purpose of this paper is to deepen and advance the understanding of the construction of accountability within the relationship between government funders and development non-governmental organisations (NGOs).

Design/methodology/approach – The paper presents a case study examining the process through which an influential Dutch development NGO, Odium Novis, constructed its own accountability while simultaneously seeking to influence shifts in government funder accountability requirements. It entails a combination of comprehensive archival data on the Dutch government's financing scheme for NGOs from 1960 to 2012 and in-depth interviews with Odium Novis managers and Dutch government officials. The co-evolution in accountability within Odium Novis and the government funding scheme is conceptualised using the notions of imposed and felt adaptive accountability.

Findings – The case unravels the dynamics through which accountability within a major government funding scheme for NGOs was constructed by Odium Novis and the Dutch government's development aid department. In particular, it reveals how this process was influenced by an internal evolution in Odium Novis's organisational approach to accountability and an institutional context characterised by consensus-based economic and social policy making. The case also unravels the process through which Odium Novis's influence declined as more demanding, narrowly focused government accountability requirements emerged in a setting that was increasingly critical of NGOs. **Originality/value** – The paper presents a rare example of a context where development NGOs have proactively sought and secured influence over the accountability demands of a key donor. It is unique in combining consideration of the internal evolution of accountability within an individual NGO (conceptualised as an evolution from felt to adaptive accountability) with a progression in the form of accountability required by governmental funders. The paper unravels the conditions under which NGOs perceived opportunities of accountability may gain (and lose) influence among key funders.

Keywords Accountability, Non-governmental organisations (NGOs), Adaptive accountability, Development aid, Felt accountability, Imposed accountability, NGO accountability

Paper type Case study

Introduction

Many non-governmental organisations (NGOs) are prominent in attempting to improve the lives of disadvantaged people and have traditionally been deemed more

The authors would like to acknowledge the extensive assistance of George Georgopoulos in the initial stages of this paper's development. The authors would like to thank participants at presentations delivered at the 2010 Alternative Accounts conference in Toronto, the 2009 International Congress on Social and Environmental Accounting Research in St Andrews, the 2010 Asia Pacific Interdisciplinary Research in Accounting (APRIA) Conference at the University of Sydney, a 2013 research presentation at the University of Sydney Business School. The authors also acknowledge the highly helpful comments of Mary Carrigan, David Cooper, and the two anonymous reviewers. The generous assistance offered by all of the interviewees who participated in the study is warmly appreciated.



Accounting, Auditing &
Taxation
ISSN 0951-3574
DOI: 10.1108/AAAJ-03-2013-0018

Influencing Accountability

Accounting, Organizations and Society 72 (2016) 1–30



Accounting, Organizations and Society

Journal homepage: www.elsevier.com/locate/aos

Constituting the governable NGO: The correlation between conduct and counter-conduct in the evolution of funder-NGO accountability relations

Roel Boomsma^a, Brendan O'Dwyer^{b,c,*}

^a The University of Sydney Business School, 27-29 Castlegay St, Darlington, NSW, 2008, Australia
^b Alliance Manchester Business School, University of Manchester, Accounting and Finance Division, Booth Street East, Manchester M13 9PL, United Kingdom
^c University of Amsterdam Business School, Accounting Group, Plantage Madsdijkstra 12, 1018 PV, Amsterdam, The Netherlands

ARTICLE INFO

Article history:
Received 9 March 2017
Received in revised form
20 May 2017
Accepted 28 July 2018
Available online 23 June 2018

ABSTRACT

This paper mobilises a governmentality framing drawing on Miller and Rose (1990) and Rose and Miller (1992) to examine how flexing, rationalising and programming of government shaped the construction of accountability over several decades in the relationship between Dutch development NGOs and their governmental funder. It reveals a dynamic, mutually constitutive interrelationship between an assortment of NGO accountability technologies and the shifting rationalities and programmes that underpinned their emergence and adoption. We show how a rationale idealising influence over NGO accountability through quality improvement underwent constant modification in a context where programmes seeking to facilitate this ideal were continually falling and continually altered. Within these efforts to shape the conduct of NGOs we call attention to the constitutive role of NGO 'counter-conduct' – conduct by NGOs motivated by a desire to be governed differently (Foucault, 2002). We uncover what Foucault (2007) refers to as the 'correlation between conduct and counter-conduct' (p. 196) in the process through which accountability technologies were mutually modified in the interaction between NGOs and their governmental funder, a correlation frequently overlooked in analyses of governmentality. We unearth five interrelated forms of NGO counter-conduct – associating self-governance with good governance, concentrating engagement at the programmatic level, pre-empting, working around core programmatic aims, and aligning the 'rules of competence' with existing expertise. We illustrate how this counter-conduct was initially absent but ultimately, constitutive of governmentality as it stimulated shifts towards programmatic aims of cost consciousness, increased professionalisation, and enhanced NGO cooperation. Within this process, the creation of competition for funding among NGOs emerged as an objective of accountability theory offering a counterpoint to prior research which frequently perceives competition as the basis for an explanation for increased attention to NGO accountability.

© 2018 Elsevier Ltd. All rights reserved.

1. Introduction

Prior to the 1990s, non-governmental organisations (NGOs) were widely perceived as inflexible in their quest to improve the quality of life of disadvantaged people (Vakil, 1997). Despite

scant supporting evidence, NGOs were considered more competent at reaching the poor and marginalised in a cost-effective manner than national governments (Hudson, 2013a), which resulted in them becoming increasingly influential in fields such as development cooperation (Ishik & Trepo, 2002). Throughout the 1990s, however, as the profile and reach of many NGOs expanded appreciably (Urbaniak, 2001a, 2001b, 2005; Vakil, 1997), public trust in them began to fade and scrutiny of their activities escalated. This was commonly attributed to the waning level of government funding of NGOs (Gardner et al.

* Corresponding author: University of Amsterdam Business School, Accounting Group, Plantage Madsdijkstra 12, 1018 PV, Amsterdam, The Netherlands.
E-mail addresses: b.o.dwyer@amsterdambusinessschool.nl, brendan.o.dwyer@man.ac.uk (B. O'Dwyer).

<http://dx.doi.org/10.1016/j.aos.2018.05.002>
0361-3682/2018 Elsevier Ltd. All rights reserved.

Resisting Accountability

The current issue and full text archive of this journal is available on Emerald Insight at www.emeraldinsight.com/insight/1176-0903.htm

Coping with audit society pressures: a review of NGO responses to funder accountability demands

Roel Boomsma

*The Discipline of Accounting, Governance and Regulation,
The University of Sydney Business School, Sydney, Australia*

Coping with
audit society
pressures

Received 31 March 2012
Revised 31 October 2012
26 April 2013
25 July 2013
Accepted 2 August 2013

Abstract

Purpose – This paper aims to extend some of the theoretical propositions of Michael Power's (1997) audit society thesis by exploring the capacity of organisations to push back against external accountability pressures. The paper positions the literature on non-governmental organisation (NGO) accounting and accountability as a 'case study' against which the notion of the audit society is put to the test.

Design/methodology/approach – A qualitative meta-synthesis of the accounting literature is used to analyse how NGOs have responded to audit society pressures – most notably funder pressures to adopt formalised accountability mechanisms. The different responses of NGOs to funder accountability demands are analysed using Christine Oliver's (1993) typology of strategic responses to institutional pressures.

Findings – This review of the accounting literature unravels that NGOs can adopt a range of strategic responses to funder accountability pressures that vary from passive conformity to proactive manipulation. The findings confirm that NGOs often perceive acquiescence to funder accountability demands as necessary to ensure organisational survival. Yet, the author also found that NGO resistance to funder accountability pressures is more common than previously assumed. Five dominant forms of 'accountability resistance' emerged from the analysis: eruding accountability, disguising accountability, stalling accountability, negotiating accountability and shaping accountability.

Originality/value – By conducting a qualitative meta-synthesis of the accounting literature, the author was able to integrate the findings of prior research on NGO resistance to funder accountability demands, guide future research and extend Michael Power's (1997) work by developing a more nuanced understanding of how organisations respond to external accountability pressures.

Keywords Accountability, Meta-synthesis, Non-governmental organisations, Resistance, The Audit Society

Paper type Literature review

1. Introduction

In his seminal book *The Audit Society*, Michael Power (1997) explores how formalised accountability has become the ruling principle in our society. He argues that we have become an audit society – a society that is based on the belief that constant checking and verification can alleviate all mistrust and doubt. While *The Audit Society* examines how formalised accountability has permeated both personal and organisational life in the UK, its claims have relevance far beyond this context (Power, 1998, 1997). The immense popularity (1) of *The Audit Society* in a broad range of disciplines and contexts (Iverson, 2002; Jenks and



The author would like to thank Brendan O'Dwyer for his helpful suggestions. The author also wishes to thank the editor, Lukas Goetzak, and the anonymous reviewer for their highly valuable comments on the paper.

Accounting Research in
Australia & Management
of Financial Accounting
ISSN 1176-0903/2018
DOI: 10.1108/AR-03-2013-0018

A conceptual framework of accountability regimes

O'Dwyer and Boomsma (2015)



Imposed accountability *“Being held responsible”*

Accountability as formal, external oversight and control imposed on individuals or organisations.



Felt accountability *“Feeling responsible”*

Accountability as a voluntary sense of “felt responsibility” to a set of values or a mission motivated by the ethical or value-based concerns of individuals within organisations.



Adaptive accountability *“Balancing act”*

Aspects of imposed accountability and felt accountability are adapted to form hybrid regimes. Felt and imposed accountability coexist with their relative dominance shifting over time.

Passive conformity VS Active resistance

Boomsma and O'Dwyer (2019) & Boomsma (2023)



NGOs as passive subjects

Prior literature often depicts NGOs as docile subjects, who have no choice but to comply with the narrowly focused accountability demands of funders.

Meeting the formalised accountability demands of funders – no matter how excessive or absurd – is often seen as essential to ensure organisational survival.



NGOs as proactive influencers

Recent studies indicate that some NGOs have been remarkably resourceful in working with or around externally imposed accountability requirements.

NGOs have adopted tactics that seek to:

- Evade accountability
- Disguise accountability
- Shield accountability
- Negotiate accountability
- Shape accountability

The focus of my research on *accountability* and *impact*

Impact Management

3. From measuring to managing “impact”

Donors and the public increasingly demand that fundraising organisations assess and demonstrate how their activities ‘impact’ on big societal problems such as poverty, climate change, and inequality. As a result, many fundraising organisations now measure their impact, using techniques such as Social Return On Investment (SROI) analysis, and disclose the results on their websites, in dedicated impact reports, or as part of their annual reports.

But is impact just a buzzword? An important sounding, but broad and ambiguous, “thing” that is measured solely to appear laudable and to improve the public? Or has impact measurement and reporting the potential to assist fundraising organisations by providing learning? The limited academic research to date tells us that impact is often ill defined and poorly understood, which can lead to confusion when managers within fundraising organisations attempt to measure and report on their impact.

Furthermore, as impact reporting is often driven by funder accountability demands, it tends to focus on the direct, short-term, intended and positive effects of activities. The potential for indirect, longer-term, unintended, and negative impacts is largely ignored. This can hamper learning and three-mission achievement by encouraging fundraising organisations to concentrate on ways to achieve short-term goals. The key question then is: how can we ensure that impact measurement and reporting is considered a meaningful practice (instead of just another bureaucratic burden)?

The literature on management control offers some insights that may help to address this question. According to David Daley, the general idea is that before thinking about measures, managers need to reflect on the key objectives of their organisation. For a fundraising organisation, this would involve a reflection on the mission and the intended impact of its core activities.

Based on the key objectives, plans and strategies need to be developed and management needs to reflect on how to assess and measure the impact that different strategies and plans have on the achievement of the key objectives. Several challenges are likely to emerge. Measures may only provide a “snapshot” of reality and hence tend to be “incomplete”. This is particularly true for fundraising organisations that seek to address complex social problems. Measures that need to be complemented with words and visuals to craft meaningful performance narratives. It is acknowledging both the strengths and limitations of measures and work with them mindfully and reflectively, then they are “rigor” constructive discussions.

Part of a mindful engagement with measures is to be aware of different time horizons. Creating fiscalal impact is hardly a short-term endeavour. It is more important to reflect not only on how certain strategies are expected to contribute to the organisation’s key objectives but also when they can be reasonably expected to do so. Not considering the time component can lead to tensions when it comes to (1) deciding on initiatives (long-term projects might lead “worse” on paper than short-term projects) and (2) evaluating performance (moments of a project or activity are not visible in the short-term, raising mitigated concerns).

Another important aspect is to distinguish between indicators that relate to impact in such and those that relate to impact drivers. Considering the impact might be difficult to measure, managers can use conceptual ideas about causes and effects to define measures that are linked to activities that they believe will drive impact. These measures have clear managers to assess contributions to the organisation’s achievement of key objectives, even if the actual impact is difficult to

“This is impact just a buzzword? An important sounding, but broad and ambiguous, “thing” that is measured solely to appear laudable and to improve the public? Or has impact measurement and reporting the potential to assist fundraising organisations by providing learning?”

Roel Boomsma
is Senior Lecturer, Discipline of Accounting at The University of Sydney Business School. Roel’s research is driven by an interest in the complexities surrounding accounting and accountability in contexts where performance is difficult to measure. He has also spent time in Sweden at the Stockholm School of Economics.

Lukasz Górecki
is Associate Professor, Department of Accounting at Stockholm School of Economics.

Lukasz’ main research interests are the re-evaluation of controllers, budgeting, forecasting, performance management and the effects of digitalisation on the finance sector research.

Gus Savage is involved in several research projects together with the Stockholm School of Economics related to impact and financial reporting.

Cause-effect relations can be seen as “hypothetical” that need to be tested and constantly refined over time. That is, if managers realise that ideas about what drives impact do not hold in reality, they need to revise their “hypothese”.

In addition to the design of measures, managers need to reflect on how to use them. Here we can draw upon a lot of the literature on the distinguished between “algorithmic” and “intuitive” use of measures. When measures are used algorithmically, managers use the expected level of performance and only intervene to help their subordinates to “get back on track” if significant deviations occur. An alternative approach is the intuitive use of measures where managers frequently review and discuss measures that are closely related to strategic uncertainties that could fundamentally challenge their strategies. Ongoing engagement with the measures enables managers to use if skills in the organisation’s strategy or desired outcomes. Measures used for intuition are those that are only related to bringing the organisation back on track to changing the track.

Finally, an effective management control system requires well-forming information flows that help organisations to monitor their achievements or to adjust target, the underlying strategies or even the key objectives. Here we see the potential for integrating external and internal reporting practices. Organisations that internally work with measures that reflect the strategies and ideas that are anticipated to contribute to achievements on the key objectives can also use those measures to communicate with their external stakeholders. Rather than using measures not only serve the purpose of external reporting, these measures might be perceived as more meaningful and to enable organisations to fulfil their mission.

Impact Measurement

Vibrant materialities in the ‘doing’ of performance measurement: A field-study of an international development NGO

Roel Boomsma¹
Senior Lecturer in Accounting

Wai Fong Chua
Professor of Accounting

Discipline of Accounting, Governance & Regulation
The University of Sydney Business School
21-23 Coddington St Darlington 2008 NSW Australia

Abstract

This paper seeks to analyse (a) how human actors together with vibrant things shape the production of evidence of impact using performance measurement; and (b) the tactics mobilised to justify and make sense of the use of quasi-evidence (evidence that breaches ‘the’ rules of evidence). The empirics are based on an international development NGO motivated to produce ‘rigorous’ evidence of impact using performance evaluation. The case highlights how, inter alia, variable consultants, fluid survey instruments, language proffered, and maddly roads result in the production of quasi-evidence. The use of quasi-evidence is justified through open acknowledgement of evidential absence, the influence of ‘uncontrollable’ factors, organisational immaturity, and a discourse of hopeful betterment. Such justification, however, is grounded in irony and contradiction. The greater demand for evidence resulted in the rejection of randomised control trials as infeasible science and is now associated with a looser, ‘more sensible’ definition of impact. But the continued reliance on ‘scientific’ methods for the assemblage of evidence results in the persistent acceptance and use of quasi-evidence.

Keywords: vibrant materialities, performance measurement, accounting incompleteness, non-governmental organisations, quasi-evidence.

Impact Reporting

The Theoretical Dimensions of NGO Reporting Practices

Susan O’Leary & Roel Boomsma

Introduction

Accounting as a practice is “as much about communication as it is to do with measurement” (Lee, 1982) and hence plays an important role in the “structure of the theatre in order to perform collective imaginations of vulnerable others in the West” (Çoşuluoğlu, 2013a, p. 45). This is particularly visible in the reporting aspect of accounting, which is also the focus of this study. We adopt a broad definition of reporting that explicitly recognises that contemporary NGOs rely upon a variety of channels to disseminate performance and impact information. We define reporting as “all disclosure vehicles used to communicate accounting and accountability information” (Merkl-Davies & Brennan, 2017). This broad definition of reporting includes more traditional vehicles such as the annual report but also press releases, social media posts, videos, blogs, e-mails and webpages.

NGO reporting practices “invite... us to engage in performances, that is, staged images and stories about action and, thereby, enable... us to imagine ourselves as citizens who can act at a distance, by speaking out [through protest or petition] and by paying [through donation] in the name of a moral cause” (Çoşuluoğlu, 2013b, p. 28). As such, NGO reporting is more than a “neutral conduit for transmitting independently existing information” about historical events. (Bocour, 1981; Craig, 2007, p. 127). Reporting practices have a constitutive power – they configure the past and anticipate the future (Llewellyn, 1999) – and can nurture a normative humanist imagination among their audiences by performing or bringing the world into being in the process of representing it (Çoşuluoğlu, 2010; Bocour, 1981). To better understand the considerations and intentions that underlie NGO decisions about the reporting of performance and impact information, we mobilise the interrelated theoretical dimensions of the story, the stage, and the audience.

In examining the difference between the different types of stories that are told through theatrical staging, we find not a shift in the substance of the narrative that is being told but an important shift in the way in which these stories are (or are not) mediated through the theatrical performance. Herein lies the importance of accounting practices as communicative tools, in particular in light of criticisms that accounting often fails to operate as a representative tool of, in this case, impact yet nonetheless becomes important in numerous other ways in shaping audience sensibilities (Burchell et al., 2006; Busco & Quattrone, 2018a; 2018b; O’Leary & Smith, 2020). In this context, the narrative still contains a story regarding an NGO beneficiary and this is theatrically staged, however, this story is presented

Some preliminary insights...

Most impact reports focus on outputs (and sometimes outcomes)

Measurement is often disconnected from evidence needs

➤ *Drowning in data but still struggling to produce evidence of impact*

Evidence gap analysis & priority evaluations to produce stronger evidence of impact

➤ *Taking stock of available evidence of impact*

➤ *Identify evidence gaps*

➤ *Focus evaluations on 'plugging' evidence gaps*

A shift from 'measuring' to 'managing' impact?



Who is measuring and demonstrating their impact? Everyone!

Business Schools



Medical Universities

Creating impact together

- A short guide

What do we mean? Definition
Impact can be defined as an effect, a change or a benefit. Impact from academic research includes societal, environmental, cultural and economic benefits.

The journey - from research to impact
Imagine the journey as taking many steps - research activities generate 'outputs', e.g. publications, reports, data, which create 'outcomes' i.e. short- and medium-term effects as a direct result of the research project. Impact is the long-term actual changes in the society.

Research → Output → Outcome → Impact

Check out the tool 'to impact canvas' to help you on the journey.

Why exploring steps to impact matters

- Increase the likelihood of getting funding for research, and associated activities.
- Increase ability to identify additional funding alternatives, potential partnerships, and business opportunities.
- Communicating the value and impact will help to build trust and further enhance yours and K's reputation.

Pathway to impact
There are many ways to create impact from research & knowledge. Which one will you choose?

From research & knowledge to a healthier society - different pathways to create benefit!

- Publication in peer-reviewed journals
- Review science publications
- Interaction with the public
- Working with stakeholders to influence e.g. policies and regulations
- Collaboration & knowledge transfer
- Out-Reaching (reach transfer)
- Translation of research, foundations, associations, etc.

Addressing impact and research process with the team
Everyone has different motivations. Every pathway is different and requires many unique skills. Key to success is to build on strengths and capabilities. During the journey it is important to maintain focus, but also be flexible as the project develops and may change direction. New opportunities and challenges will occur. Be prepared to take actions and seize the opportunities.

Different motivations

- Goal
- Motivation
- Problem solving
- Team - complementary skills
- Training
- Academic impact
- Intellectual stimulation
- Career development
- Understanding of the problem
- Learning
- Societal approach

Advice and lessons learned

- Be proactive - start with the end in mind
- Engage the stakeholders and end-users
- Build partnerships and collaborate
- Be aware of intellectual property
- Remain open minded
- Keep eyes open for serendipity opportunities and spin offs
- Consider cross disciplinary knowledge exchange
- Review and evaluate regularly
- Share your knowledge and results regularly to stakeholders
- Make knowledge useful by packaging into products, services, methods or tools

Every one of us can make a difference and together we can improve society and human health.

Karolinska Institutet
University Administration
Research support office
Contact: Kerstin Lundin

For additional information and guidance:
Web: kise/creating-impact-together

Medical Companies

Sustainability Report 2022

IQVIA Solutions Products Insights About Careers [CONTACT US](#)

OUR IMPACT

What inspires us

Together with customers and partners, we're committed to enabling healthcare transformation to improve people's lives world-wide.

[LEARN MORE](#)

“It is a challenge, because everyone wants impact, but they actually have different ideas of what that impact looks like”

- NGO evaluation manager -

How to measure impact?



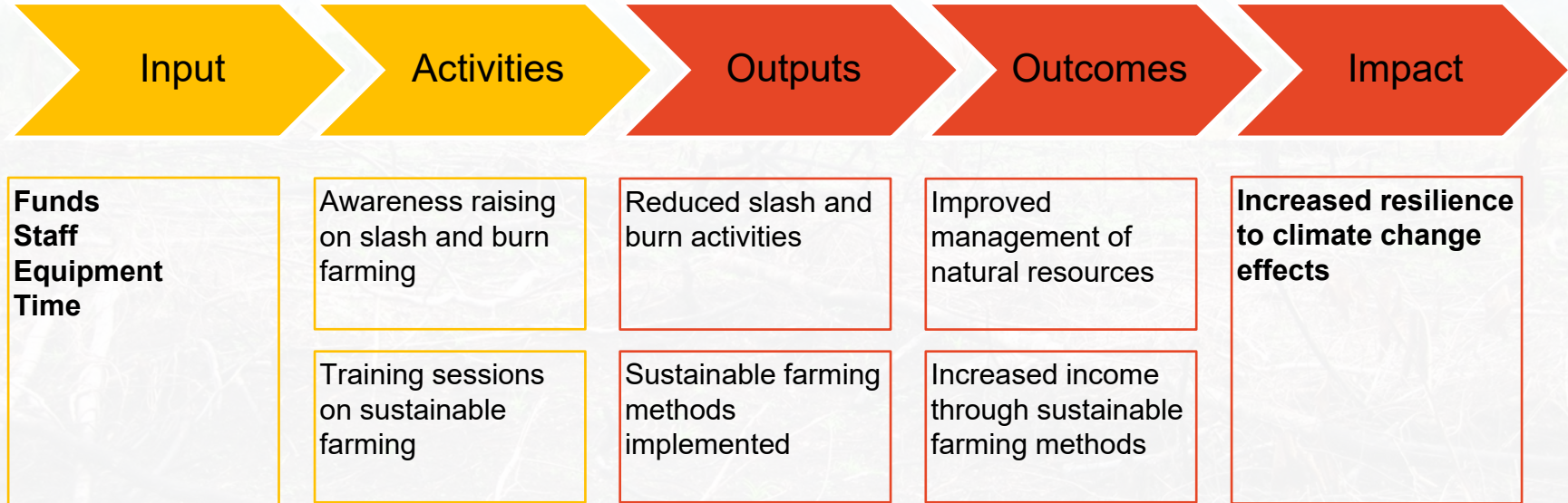
Logical Framework Approach



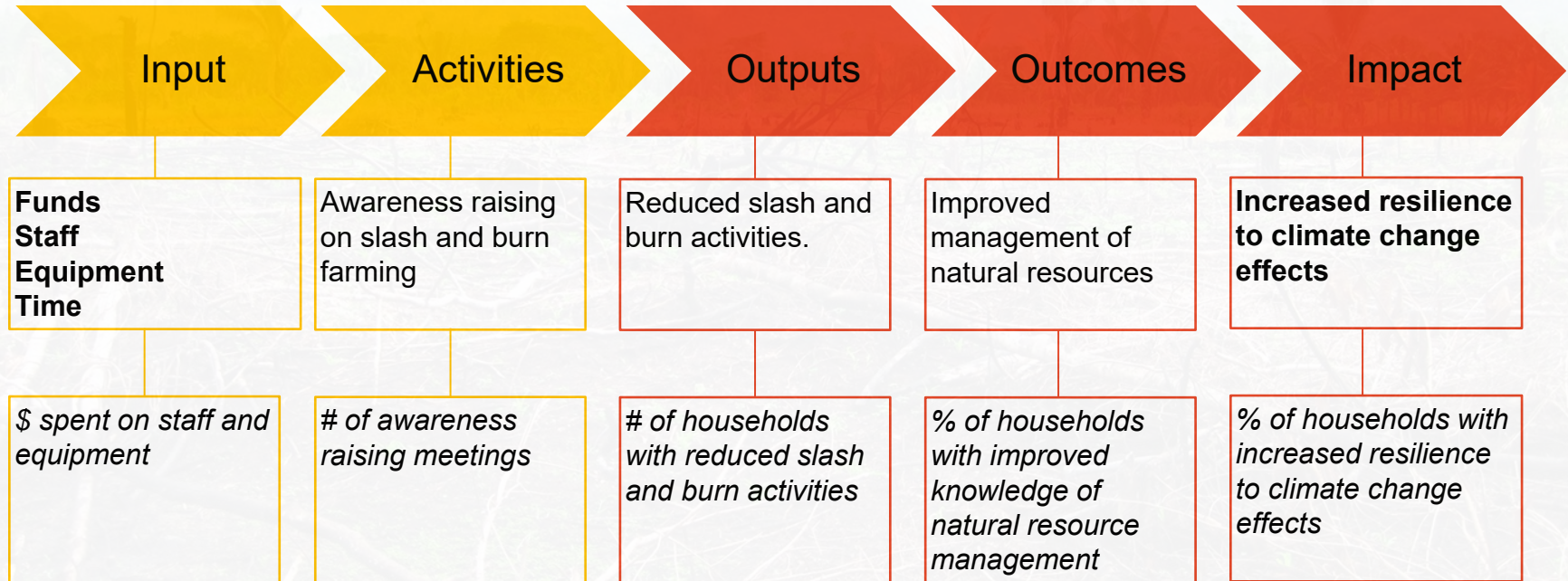
The impact of a climate change resilience project



The logical framework approach: Climate change resilience



The logical framework approach: Climate change resilience



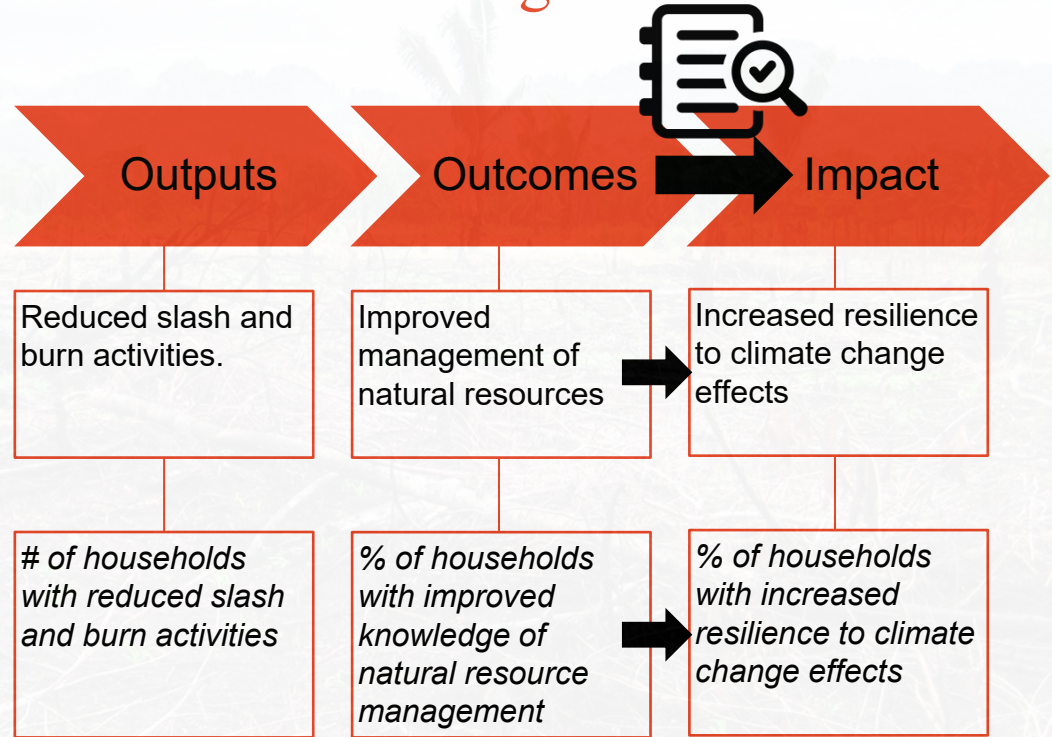
The logical framework approach: Climate change resilience

But... should we always measure impact?

And how about measuring...

- Indirect changes?
- Unintended changes?
- Negative changes?

And how do we demonstrate our impact to stakeholders?



Alternative ways to produce evidence of impact?

“A doctor does not have to prove that [...] the chemistry in the tablet works in this particular way in your body.

They have just got to demonstrate that they are handing out the right medication at the right time [...]

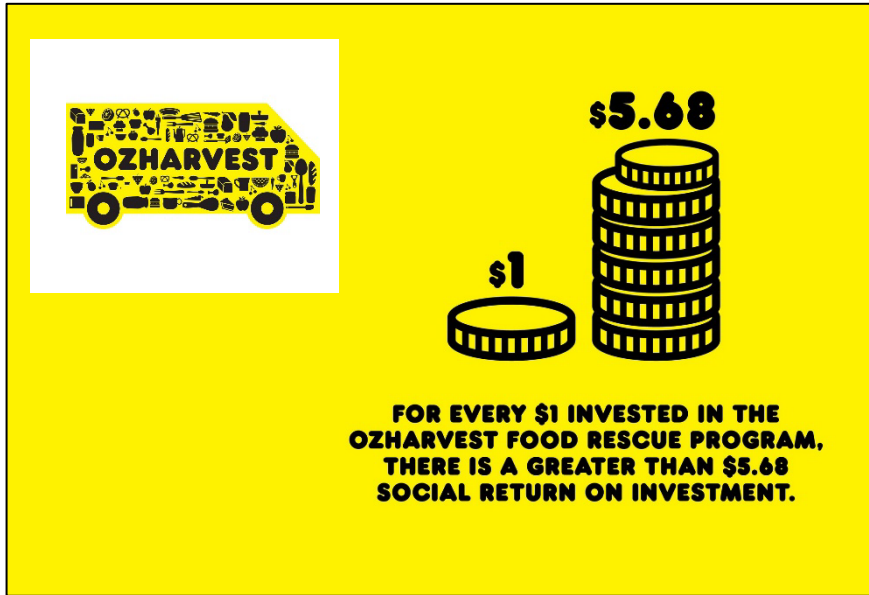
The donors have an expectation that we demonstrate that the chemistry in the tablet works every time”

- NGO evaluation manager -





How to demonstrate impact?

Monetary impact metrics



$$\text{SROI} = \frac{\{\text{Net present value of benefits}\}}{\{\text{Net present value of investment}\}}$$

AstraZeneca 
Young Health Programme
Social Return on Investment (SROI)
October 2017



	Investment (\$'000)	Costs Avoided (\$'000)	SROI Ratio
Brazil	781	6,599	8.4
India	540	3,531	6.5
Canada	655	4,359	6.7
Romania	200	1,759	8.8

How to demonstrate impact?

Quantitative impact metrics (1)



Supplied clean, safe water to over **1.8 million people**, and given over **900,000 people** access to a handwashing station, helping to stop the spread of the virus.



Constructed over **5,000 toilets**, specifically designed to support social distancing and ensure maximum possible hygiene.



Distributed over **200,000 hygiene kits**, containing items such as laundry detergent, soap, female hygiene products, and a bucket and a jug for washing hands where no tap is available.



Provided essential public health information to over **4 million people**, regarding coronavirus and how to protect yourself from it.

OUR GLOBAL IMPACT

Globally, we're achieving incredible things.



1,676,469 PEOPLE

were reached by Plan International Australia in FY22.

715,658 PEOPLE

were reached through Plan International Australia's longer-term development programs.

960,811 PEOPLE

were reached through Plan International Australia's humanitarian response, protracted crises and disaster preparedness programs.

PLAN INTERNATIONAL'S IMPACT

604,688 COMMUNITY MEMBERS

were trained in gender equality

16,979 COMMUNITIES

with sponsored children directly benefited from Plan International's work

39,957 COMMUNITIES

directly benefited outside of child sponsorship areas

52,216,480 CHILDREN**

were reached by Plan International's work



83 COUNTRIES

Plan International was active in 83 countries this year

1,348,281 SPONSOR CHILDREN

were assisted by Plan International's work

81 DISASTER RESPONSES

carried out globally, reaching **28,715,967** children and adults*



How to demonstrate impact?

Quantitative impact metrics (2)



OUR IMPACT

286

children prevented from
being placed in institutions.

294

social workers, government staff
and supervisors trained in
child protection and abuse.

767,000

refugees in Uganda have received
food or cash assistance

3.5 million

people reached since January through our
East Africa Hunger Crisis response

82%

of projects led to an overall positive
or partially positive impact.

100%

of urban projects resulted in overall
positive or partially positive impact.

75%

of rural projects resulted in overall
positive or partially positive impact.

How to demonstrate impact?

Stories of impact (1)



Water, Economic development

Building Resilient Communities

Through Join My Village, a partnership between CARE, General Mills and Cargill, communities in...



Food security,
Economic development,
Arc stories 2017, Arc Winners 2017

Beating Extreme Poverty With Hard Work and Hope

SOUTH GONDAR ZONE, ETHIOPIA –
Mulu Chanie lives in a rural village




Education

Creating Ray of Hope in Urban Slums

“Working children” like Shawon are found in many city streets, selling water, popcorn, nuts or chanachur ...

How to demonstrate impact?

Stories of impact (2)



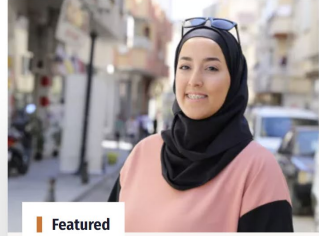
Featured

19th August 2023

World Humanitarian Day: “I need to be here and help”

Even though Vural was also affected by the earthquake he was one of the first to volunteer to help the people who lost their homes, their family members and friends, and everything they owned. Like many other affected aid workers, he continues his...

STORY CRISIS RESPONSE TURKEY




Featured

18th August 2023

Türkiye: “First I lost my home in Syria and then I lost my home in Türkiye”

“I lost my home in Syria and then I lost my home in Türkiye. However, I am grateful. We survived. We are together. And with CARE I can do something with meaning. Shaping society with what I have learnt and experienced for a better future,” says Aya, a 26...

STORY CRISIS RESPONSE TURKEY



Featured

16th August 2023

World Humanitarian Day: “Stand on the side of Tigrayan women”

In her work at the Women’s Association of Tigray (WAT), a CARE partner NGO, Abeba Hailasilassie helps to support Tigrayan survivors of GBV and promotes women’s leadership in decision-making.

STORY GENDER EQUALITY
GENDER-BASED VIOLENCE ETHIOPIA



Featured

16th August 2023

World Humanitarian Day: “I want women to be able to fully use their voices”

Maryam Imtiaz is a Communications Assistant at CARE Pakistan. In 2022, she worked closely in the response to the floods that left nearly one-third of the country underwater and impacted over 30 million people. She shares with us her experience.

STORY CLIMATE JUSTICE CRISIS RESPONSE
GENDER EQUALITY PAKISTAN

How to demonstrate impact?

Impact case studies (1)

Measuring impact: Case studies



Global Arms Trade Treaty

In 2012, a historic arms trade treaty derailed. Oxfam assessed what we needed to do to get it ratified. Eight months later, the first international arms trade treaty passed.



Saving lives in El Salvador

In El Salvador, the rains of October 2011 were catastrophic, but the emergency response was swift and effective—the culmination of years of advocacy and training.



Mining in East Asia

Development work is all context—and contexts change—which is why monitoring and evaluating our work are critical: so we can change course as needed to achieve impact.

How to demonstrate impact?

Impact case studies (2)

Impact case stories



These stories showcase different types of KI research that have had an impact on our society.



Making cervical cancer disappear
Data from KI researchers are enabling worldwide efforts to eliminate cervical cancer.



Supporting family caregivers through mobile app
Caring in Community Care seeks to support caregivers to sustain their health and quality of life with a mobile app.



Prostate cancer treatment
Every year more than 10 000 men in Sweden are diagnosed with prostate cancer – the most common form of cancer among men.


The George Institute for Global Health

Better treatments. Better care. Healthier societies.


Case studies and examples




Reducing salt to save lives: Advocacy, partnerships and research



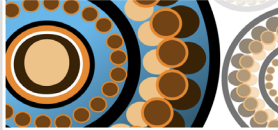
Transforming treatments, saving lives: The SAFE, SAFE-TBI, CHEST & PLUS studies




Tackling the world's biggest killers: The PILL, IMPACT, Kanyini GAP, UMPIRE & TRIUMPH studies and the SPACE Collaboration



Improving Cancer Care in South East Asia: The ACTION case Study



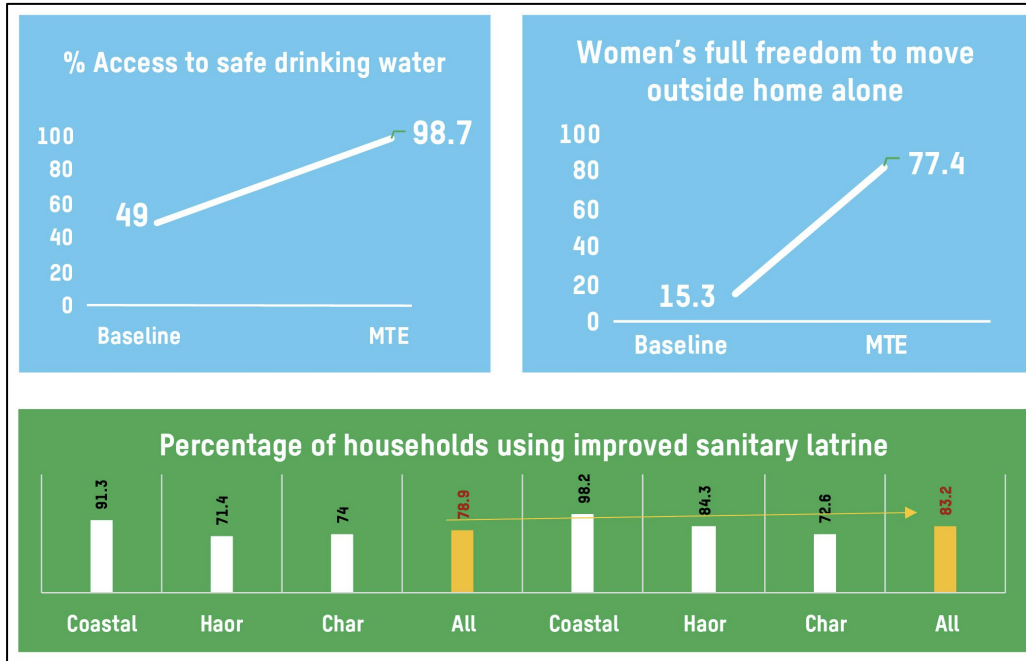
Evolution of the Aboriginal and Torres Strait Islander Health Research Program: Advocacy, partnerships and research



Project & Research Impact Mapping (PRISM) series: Heralding a new era in kidney disease research and treatment

How to demonstrate impact?

Impact graphs



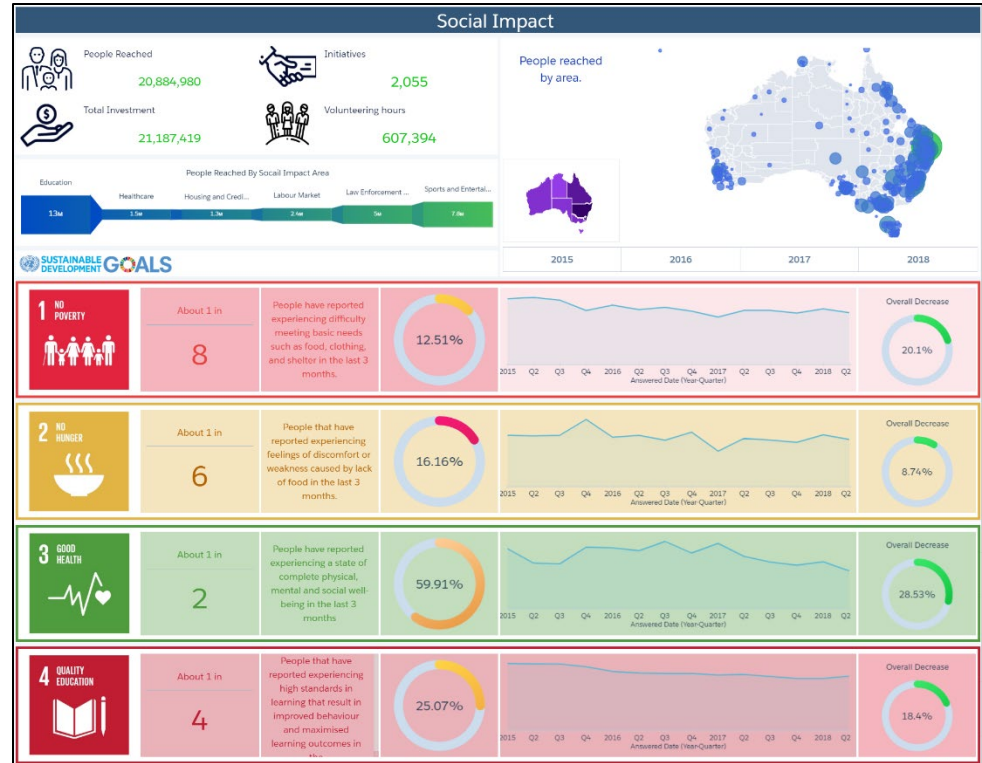
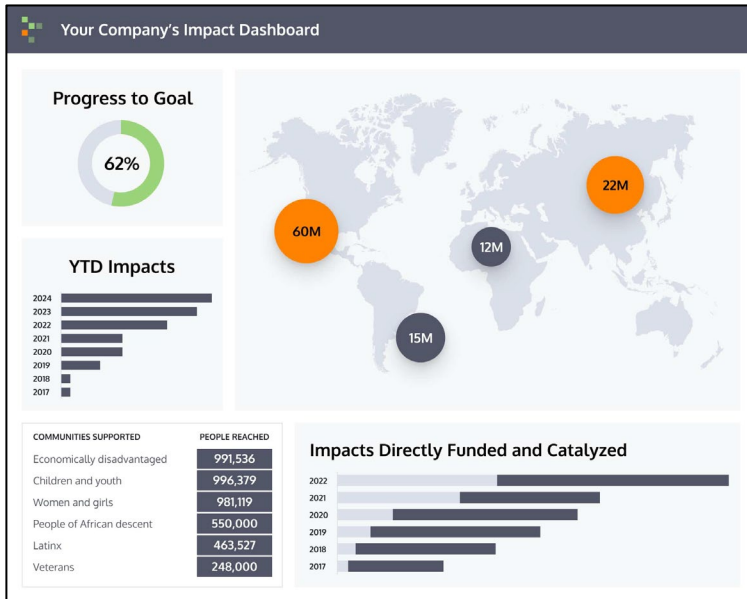
How to demonstrate impact?

Impact maps



How to demonstrate impact?

Impact dashboards





Activity II: *Measuring success*

Develop a performance measurement framework for Vision Zero Cancer / Testbed Sweden.

- 1) Use the logical framework approach.
- 2) Define the outputs, outcomes, and impact of a project on cancer prevention (advocacy) OR earlier detection (diagnosis).
- 3) Propose indicators to measure the outputs, outcomes, and impact of a project on cancer prevention (advocacy) OR earlier detection (diagnosis).
- 4) How would you demonstrate the impact of a project on cancer prevention (advocacy) OR earlier detection (diagnosis)?

Dr Roel Boomsma

Discipline of Accounting, Governance & Regulation
The University of Sydney Business School

roel.boomsma@sydney.edu.au