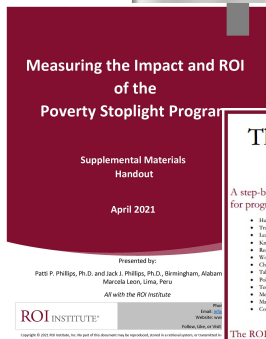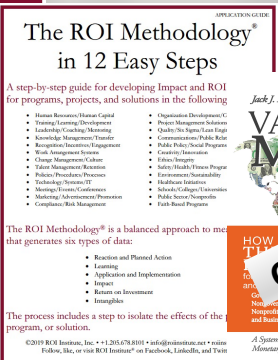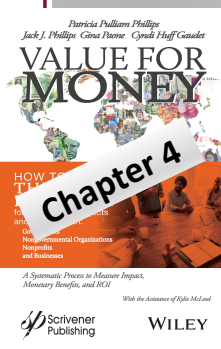# Measuring the Impact and ROI of the Poverty Stoplight Program

Presented by

Patti P. Phillips, Ph.D., CEO, ROI Institute, Inc.

Jack J. Phillips, Ph.D., Chairman, ROI Institute, Inc.

1

Resources

2

Objectives

After attending this workshop, participants will be able to:

1. Explain the need to show the value of the Poverty Stoplight Program.
2. Describe the value chain for a poverty reduction program.
3. Identify the 12 steps of the ROI Methodology®.
4. Design programs to deliver impact and a positive ROI.
5. Explain ROI to stakeholders.
6. Measure Poverty Stoplight Program results at all five levels, including calculating the return on investment (ROI) of a program.

3

3

Analysis of Poverty Elimination Program Investments

Microanalysis
(ROI Studies)

Macroanalysis
(Relationships)

Logic and Intuition
(Intangibles)
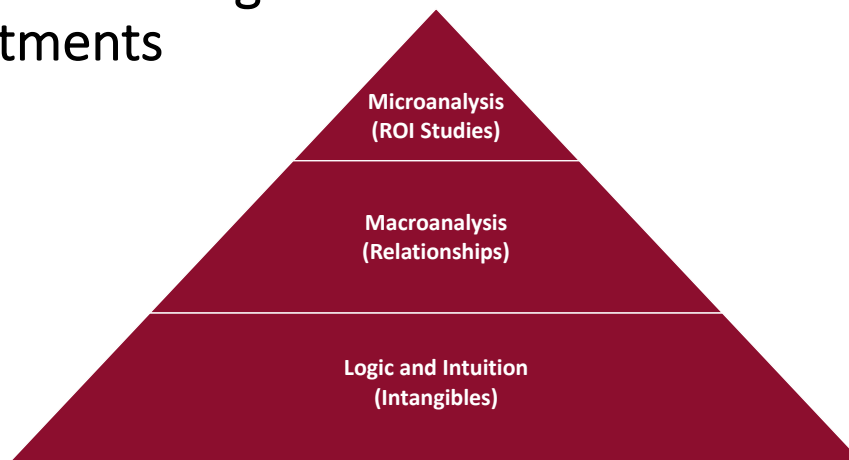
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WorkLife Partnership

1. Is this approach typical?
2. Is ROI necessary?
3. Is ROI achievable?

Workbook Page 11

5

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The Value Chain for a Program

The Chain of Value is Always There

LEVEL	ISSUE	MEASURES
0	Input	Volume, Hours, Convenience, Cost
1	Reaction	*Relevance, Engaging, *Important, Useful, *Necessary, *Intent to Use, *Recommend to Others
2	Learning	Concepts, Trends, Facts, Contacts, Skills, Competencies
3	Application	Use of Content, Frequency of Use, Success with Use, Barriers, Enablers
		Must take a step to Isolate the Effects
4	Impact	Productivity, Poverty, Time, Absenteeism, Quality, Health Status, Engagement, Compliance
5	ROI	Benefit Cost Ratio or Return on Investment, Expressed as a Percent

Workbook Page 3

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What is your experience with ROI?

❑Never heard of it.

❑I've heard about it, but not tried it.

❑I've tried it with no success.

❑I've successfully completed an ROI study.

❑I wish ROI would go away.

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Why This is Needed Now

1. Programs have failed to deliver

2. Budgets are scrutinized

3. Measuring at the impact level is no longer optional for major programs

4. Evidence vs proof

5. Donors are more demanding

6. Mistrust of institutions

Why are you interested in proving the value?

8

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New Habits at School

1. Is this situation typical?
2. Is this approach possible?
3. Why is there so much resistance to this approach?

Workbook Page 6

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Challenges to Overcome

1. I don't know how to do this!
2. What happens if it's negative?
3. Doesn't this take too long?
4. Can't we use something simple, like return on inspiration (ROI)?
5. Can we sustain this?

What's your challenge?

10

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A Variety of ROI Applications

The Possibilities are Endless…

1. What do you see in common with the examples?
2. What is driving this level of accountability for these programs?

Workbook Page 4

11

Five Components Comprise the ROI Methodology

An Evaluation Framework	Case Application and Practice
Implementation	
A Process Model	Operating Standards and Philosophy

Sometimes referred to as a puzzle, the five components make up the system that must exist to develop a sustainable evaluation practice.

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Application of this Methodology

The ROI Methodology is being used to measure the success of any type of project, program, initiative, system, procedure, event, or process in these types of organizations:

- Publicly traded businesses
- Privately held businesses
- Governments (federal, state, and local level)
- Nongovernment organizations
- Nonprofits
- Universities
- Community colleges and technical institutes

- K-12 school systems
- Foundations
- Charities
- Healthcare organizations
- Networks and alliances
- Associations
- Religious organizations

The ROI Methodology is a flexible, versatile process that can withstand the scrutiny of critics, while providing CEO and CFO friendly data through a process that is user friendly.

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The Pressures Facing the Public Sector Today

- Budget constraints
- Need to do more with less
- Need process improvements (effectiveness and efficiency)
- Need to show value of programs
- Need for public accountability and transparency

CASS R. SUNSTEIN
+ THE COST-
BENEFIT
REVOLUTION

"The world will be a better place if the next president of the United States thinks hard about this important book."
Lawrence H. Summers

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Key Issues

Real or Imagined?

- No profits - no ROI?
- Lack of alignment
- Absence of hard data
- Too much politics
- Programs are necessary
- Multiple ROI perspectives

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ROI Use

More than 26 federal governments have adopted the ROI Methodology including:

Australia	Italy	Saudi Arabia
Bahrain	Kenya	Singapore
Brazil	Malaysia	South Africa
Brunei	Mexico	Spain
Canada	Netherlands	Taiwan
Chile	New Zealand	Turkey
Denmark	Oman	United Kingdom
Egypt	Poland	United States (12 agencies)
Ireland	Portugal	

In the United Nations, the ROI Methodology has been adopted by:

DPKO	WFP	UNFPA
FAO	WHO	UNICEF
IAEA	OPCW	UNICRI
ICAO	UNDP	World Bank
IFAD	UNEP	UN Women
IMF	UNESCO	UN AIDS
OCHA		UN Security

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The ROI Methodology®

PLAN THE EVALUATION | COLLECT DATA | ANALYZE DATA | OPTIMIZE RESULTS

LEVEL 0: INPUT

LEVEL 1: REACTION AND PLANNED ACTION — LEVEL 3: APPLICATION

Start with Why: Align Programs with the Business

Make it Feasible: Select the Right Solution

Expect Success: Plan for Results

Make it Matter: Design for Input, Reaction and Learning

Make it Stick: Design for Application and Impact

Make it Credible: Isolate the Effects

Make it Credible: Convert Data to Monetary Value

Make it Credible: Tabulate Costs of Program

Make it Credible: Calculate ROI

Tell the Story: Communicate Results to Key Stakeholders

Optimize Results: Use Black Box Thinking to Increase Funding

LEVEL 2: LEARNING — LEVEL 4: IMPACT

LEVEL 5: ROI

Make it Credible: Identify Intangibles

INTANGIBLE BENEFITS

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Twelve Guiding Principles of ROI

1. When conducting a higher-level evaluation, collect data at lower levels.
2. When planning a higher-level evaluation, the previous level of evaluation is not required to be comprehensive.
3. When collecting and analyzing data, use only the most credible sources.
4. When analyzing data, select the most conservative alternative for calculations.
5. Use at least one method to isolate the effects of a project.
6. If no improvement data are available for a population or from a specific source, assume that little or no improvement has occurred.
7. Adjust estimates of improvement for potential errors of estimation.
8. Avoid use of extreme data items and unsupported claims when calculating ROI.
9. Use only the first year of annual benefits in ROI analysis of short-term solutions.
10. Fully load all costs of a solution, project, or program when analyzing ROI.
11. Intangible measures are defined as measures that are purposely not converted to monetary values.
12. Communicate the results of ROI Methodology to all key stakeholders.

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*Benchmarking Percentages

	Level	Recommended % of Programs	**Benchmarking %
0	Input	100%	100%
1	Reaction	100%	80%
2	Learning	80-90%	70%
3	Application	30%	49%
4	Impact	10%	37%
5	ROI	5%	18%

*Percentage of programs evaluated at each level each year
**Benchmarking 2020

Measurement Targets

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Characteristics of Programs Suitable for Impact & ROI

Life cycle of the program

Linkage of program to operational goals and issues

Importance of program to strategic objectives

Top administrator/executive interest in the evaluation

Cost of the program

Visibility of the program

Size of target audience

Investment of time required

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Slide 21

Poverty Stoplight: Who Needs ROI?

1	2	3	4	5	Employers (current & future)
1	2	3	4	5	Governments (current & future)
1	2	3	4		Nonprofits/NGOs
1	2	3	4		Donors
1	2	3	4		Participants

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Slide 22

Crime in Atlanta

1. At what level of data is the focus of the success in the "8 Million Downloads" advertisement?
2. Could this program be measured at the reaction level? If so, what reactions would you desire?
3. Can the program be measured at the learning level? If so, how would this data be captured?
4. Can this program be evaluated at the application level? If not, why not?
5. Is this program primarily for entertainment, for education, or is it a call to action? Explain.
6. Could this program be evaluated at the impact level as it is designed? If not, how could it be redesigned to focus on impact?
7. Can magazines, newspapers, and news outlets be evaluated at Level 3 and Level 4? Explain.
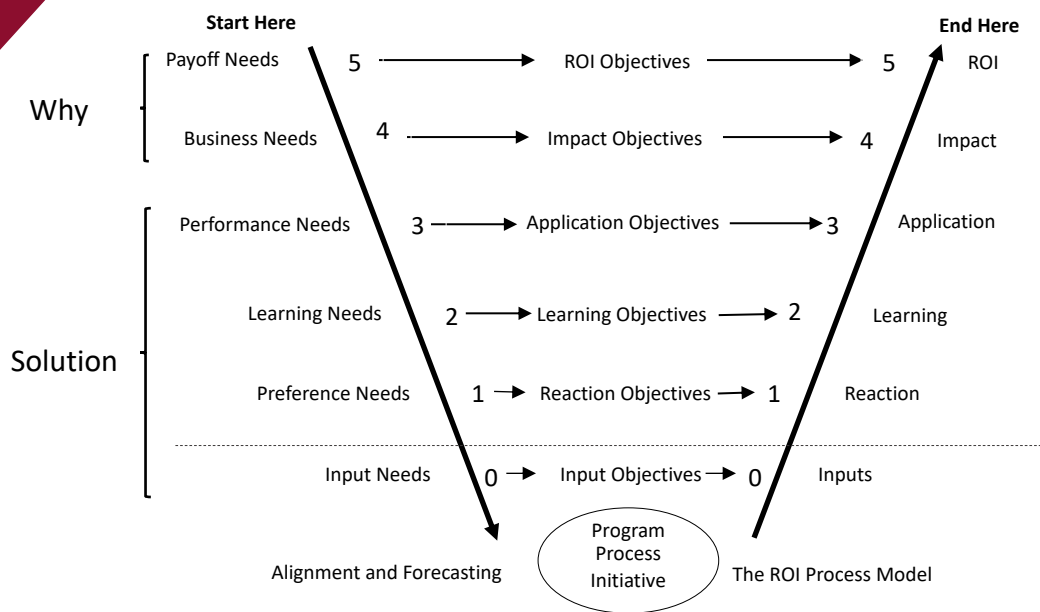
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Start with Why:
Align Programs with the business
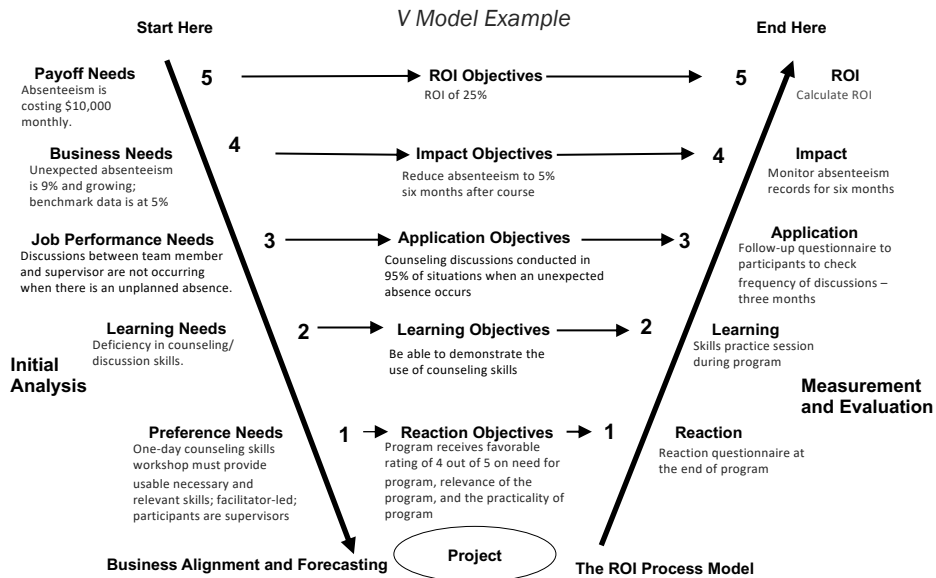
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Make it Feasible:
Select the right solution

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The Alignment Process: V-Model

Start Here   **End Here**

Payoff Needs	5 —→	ROI Objectives —————→	5	ROI

Why

Business Needs	4 ——→	Impact Objectives ———→	4	Impact

Performance Needs	3 —→	Application Objectives →	3	Application

Learning Needs	2 →	Learning Objectives →	2	Learning

Solution

Preference Needs	1 →	Reaction Objectives →	1	Reaction

Input Needs	0 →	Input Objectives →	0	Inputs

Alignment and Forecasting   Program Process Initiative   The ROI Process Model

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Who Could Resist These Programs?

- Improving the health status of families
- Reducing poverty in the community
- Improving decision making capacity
- Increasing income stability
- Acquiring knowledge and skills to generate income
- Creating an inclusive environment
- Managing a diverse team
- Improving female empowerment
- Communicating effectively in a digital workplace
- Creating a great place to work
- Gaining respect for the elderly
- Fostering employee engagement
- Providing leadership development for team leaders

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The Alignment Process

V Model Example

Start Here

End Here

Payoff Needs
Absenteeism is costing $10,000 monthly.

5 → **ROI Objectives**
ROI of 25%

5 **ROI**
Calculate ROI

Business Needs
Unexpected absenteeism is 9% and growing; benchmark data is at 5%

4 → **Impact Objectives**
Reduce absenteeism to 5% six months after course

4 **Impact**
Monitor absenteeism records for six months

Job Performance Needs
Discussions between team member and supervisor are not occurring when there is an unplanned absence.

3 → **Application Objectives**
Counseling discussions conducted in 95% of situations when an unexpected absence occurs

3 **Application**
Follow-up questionnaire to participants to check frequency of discussions – three months

Learning Needs
Deficiency in counseling/ discussion skills.

2 → **Learning Objectives**
Be able to demonstrate the use of counseling skills

2 **Learning**
Skills practice session during program

Initial Analysis

Measurement and Evaluation

Preference Needs
One-day counseling skills workshop must provide usable necessary and relevant skills; facilitator-led; participants are supervisors

1 → **Reaction Objectives**
Program receives favorable rating of 4 out of 5 on need for program, relevance of the program, and the practicality of program

1 **Reaction**
Reaction questionnaire at the end of program

Business Alignment and Forecasting

(**Project**)

The ROI Process Model

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Is it the Right Solution?

1. Examine the data and records.
2. Initiate the discussion.
3. Reference a case study.
4. Use benchmarking from similar solutions.
5. Use evaluation as the hook.
6. Involve others in the discussion.
7. Discuss disasters in other places.

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Diagnostic Tools are Sometimes Used

- Brainstorming
- Problem analysis
- Cause-and-effect diagram
- Mind mapping
- Affinity diagrams
- Simulations
- Diagnostic instruments
- Focus groups
- Probing interviews
- Job satisfaction surveys
- Engagement surveys
- Exit interviews
- Exit surveys
- Nominal group technique

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Expect Success:

- Plan for results
- Success is impact
- Objectives are developed for reaction, learning, application, and impact
- Objectives are provided to all stakeholders

→

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Developing Objectives for Each Level

Levels of Objectives	Focus of Objectives
Level 1, Reaction	Defines specific measures of expected reaction to the program as it is revealed and communicated to the stakeholders
Level 2, Learning	Defines specific measures of improvement in knowledge, information, contacts, and skills as the participants and other stakeholders learn how to make the program successful
Level 3, Application	Defines specific measures of actions taken that define success with application and implementation of the program
Level 4, Impact	Defines the specific impact measures that will change or improve as a consequence of the program's implementation
Level 5, ROI	Defines the minimum return on investment from the program, comparing program costs with monetary benefits from the program

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Rules for Objectives

1. Must be measurable and represent minimum acceptable performance.
2. Fewer objectives are better than many objectives.
3. Involve subject-matter experts and key stakeholders.
4. Keep objectives relevant to the situation, program, and key stakeholders.
5. Create Stretch Objectives, but make sure they are achievable.
6. Allow for the flexibility to change as conditions change.
7. Failure is OK; process improvement is the key.
8. Objectives are tools for progress, not weapons for performance review.
9. Most objectives should be time-bound.
10. Objectives provide the focus for design, development, implementation, and evaluation.

These rules are from a combination of publications:
- J. J. Phillips and P. P. Phillips. *Beyond Learning Objectives: Develop Measurable Objectives that Link to the Bottom Line*. Alexandria, VA: ASTD Press. 2008.
- P. P. Phillips and J. J. Phillips. *10 Steps to Successful Business Alignment*. Alexandria, VA: ASTD Press. 2012.
- J. Doerr. *Measure What Matters: How Google, Bono, and the Gates Foundation Rock the World with OKRs*. New York: Penguin. 2018.

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Evaluation Levels with Objectives

After participating in the program, participants should:

1. Decrease eyesight problems by 20% in one year.
2. Use problem-solving skills to uncover causes of problems.
3. Be able to create a plan and budget.
4. Rate the facilitator 4 out of 5 on presentation skills.
5. Receive vaccinations for the most serious diseases and which are considered compulsory.
6. Achieve a 20% ROI for the government three years after program implementation.
7. Perceive the program to be relevant to their needs (4.5 out of 5).
8. Reduce the acts of violence in their neighborhood to zero in six months.
9. Have an income above the poverty line.
10. Be able to describe the three elements of a comfortable home.
11. Intend to be successful with the Poverty Stoplight Program.
12. Have a valid identity card for members of age.

1	Reaction
2	Learning
3	Application
4	Impact
5	ROI

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Evaluation Levels with Objectives

After participating in the program, participants should:

1.	Decrease eyesight problems by 20% in one year.	**4**
2.	Use problem-solving skills to uncover causes of problems.	**3**
3.	Be able to create a plan and budget.	**2**
4.	Rate the facilitator 4 out of 5 on presentation skills.	**1**
5.	Receive vaccinations for the most serious diseases and which are considered compulsory.	**3**
6.	Achieve a 20% ROI for the government three years after program implementation.	**5**
7.	Perceive the program to be relevant to their needs (4.5 out of 5).	**1**
8.	Reduce the acts of violence in their neighborhood to zero in six months.	**4**
9.	Have an income above the poverty line.	**4**
10.	Be able to describe the three elements of a comfortable home.	**2**
11.	Intend to be successful with the Poverty Stoplight Program.	**1**
12.	Have a valid identity card for members of age.	**3**

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Make it Matter:
Design for input, reaction, and learning

→

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Make it Stick:
Design for application and impact

→

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Collecting Data

Method	Type of Data			
	1	2	3	4
Surveys	✓	✓	✓	
Questionnaires	✓	✓	✓	✓
Observation		✓	✓	
Interviews	✓	✓	✓	
Focus Groups	✓	✓	✓	
Tests/Quizzes		✓		
Demonstrations		✓		
Simulations		✓		
Action Planning/Improvement Plans			✓	✓
Performance Contracting			✓	✓
Performance Monitoring				✓

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Data Collection Methods

Method	Percentage
Surveys/Questionnaires	71%
Performance Records/Databases	51%
Action Plans/Performance Contracts	43%
Observation	39%
Tests	36%
Interviews	35%
Focus Groups	27%

*Survey of Users, N = 246

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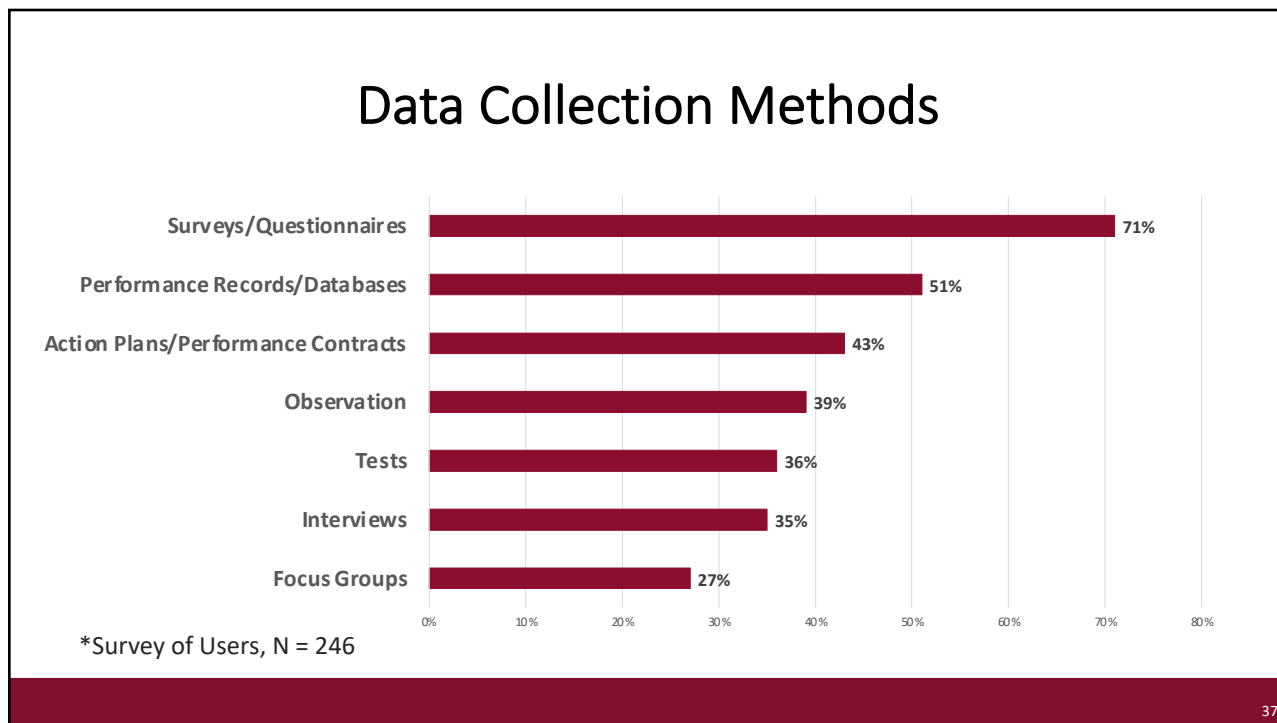
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Survey vs. Questionnaire Example

Question	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1. The program is relevant to my needs.	☐	☐	☐	☐	☐
2. The program is important to my success.	☐	☐	☐	☐	☐

10. Please estimate the following monthly time savings. Use the most recent month compared to the month attending the how to conduct effective meetings program. Provide only improvements directly related to this program and only when the time saved is used productively.

☐   Number of meetings avoided each month with improved planning _____

☐   Average time saved per meeting per month (in hours) _____

☐   Average number of participants reduced per meeting per month

11. What confidence level do you place on the above estimations?

(0 percent = No confidence & 100 percent = certainty   %

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Factors to Consider

When selecting methods, consider:

- Time required for participants
- Time required for supervisors
- Costs of methods
- Amount of disruption

- Accuracy
- Utility
- Culture/Philosophy

When selecting sources of data, consider:

- Participants
- Supervisors
- Direct reports
- Peer groups

- Internal staff
- External sources
- Organizational records

When determining timing, consider:

- Availability of data
- Ideal time for behavior change/application

- Ideal time for business impact
- Convenience of data collection
- Constraints on data collection

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Make it Credible:
Isolate the effects

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International Healthcare Agency (IHA)

Questions for Discussion
1. Is this situation unusual? Please explain.
2. Should the CEO drop the issue?
3. What are some approaches to resolve this dilemma?
4. What would you do?

Workbook Page 16

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Isolation Methods

Method	Percentage
Participant Estimates	57%
Manager Estimates	49%
Senior Manager Estimates	42%
Trendline Analysis	40%
Customer Input	38%
Expert Input	37%
Control Groups	34%
Mathematical Modeling	28%
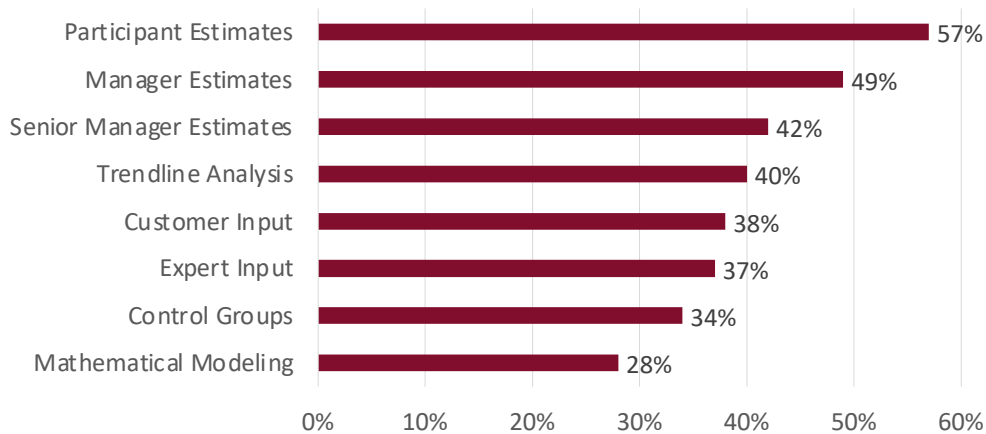
*Survey of Users, N = 246

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Control Group Design

Control Group → M1 ——————————→ M2

Experimental Group → M1 —→ Program —→ M2
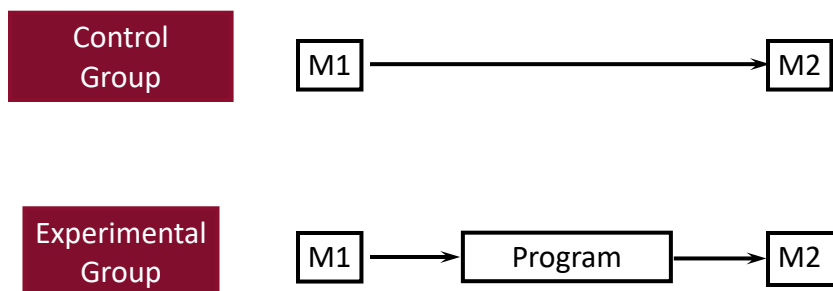
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Isolating the Effects of the Program

Outward Mindset

Program Implemented

2.7

Citizen Complaints

J F M A M J J A S O N D J F M A M J J A S O N D

Months

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44

Trend Line Analysis

Trend Line: Domestic Violence Law (DVL)
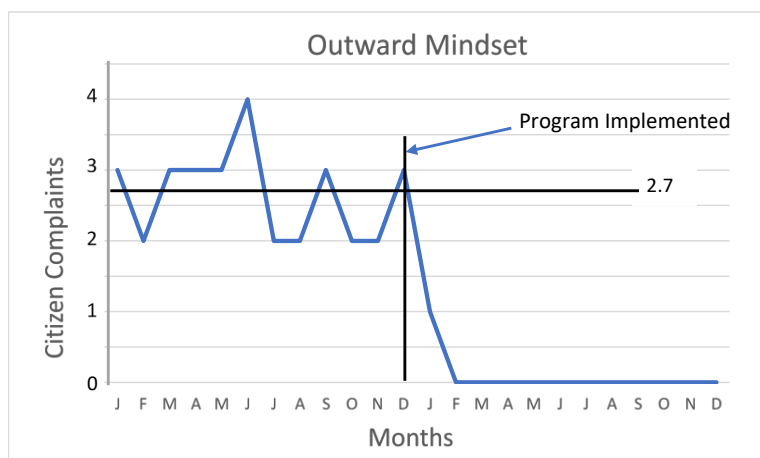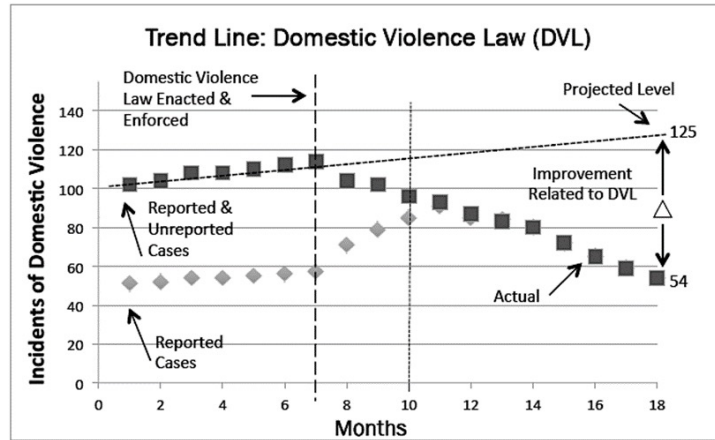
A Conservative Approach to Estimates

- Start with the **fact** in terms of the improvement in a business measure.
- Identify the **most credible sources** of data to help us understand what caused the improvement.
- Ask the source(s) **three simple questions**:
    1. Given the improvement in the measure, what factors caused it?
    2. As a percentage, how much of the improvement is due to each factor?
    3. As a percentage, how confident are you in your estimate?

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Economic Empowerment of Women in Zimbabwe

1. Given the above information, calculate the amount of loans approved by the UN Initiative.
2. Discuss the credibility of this approach.
3. What could be done to improve this process?

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Economic Empowerment of Women in Zimbabwe

Δ= 420 Approved Loans Microfinance Loans for Women

Contributing Factors	Average Impact on Results	Average Confidence Level
UN Program	39%	81%
Changing Attitudes of MF Institutions	11%	77%
Competing Program (NGO)	33%	60%
Pressure from Government	12%	72%
Other	5%	85%
	100%	

The amount attributed to the UN program was determined by multiplying the percent for the program factor times the confidence percentage. This, in effect, shows the impact of the program.

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Example of Estimation

Monthly Decrease in Turnovers: 30 for team (fact)

Contributing Factors	Consensus Impact (%)	Average Confidence (%)
Poverty Stoplight Program	34%	81%
Work Scheduling Changes	36%	79%
Job Training	16%	73%
Incentives (Bonus)	13%	92%
Other _____	1%	89%
	100%	

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Make it Credible:
Convert data to monetary value

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The Wisdom of Crowds

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Five Steps to the Money

1. Define the unit of measure
2. Determine the value of the measure (V)
3. Determine the change in performance (ΔP)
4. Determine the annual change in performance ($A\Delta P$)
5. Calculate the annual monetary benefit ($A\Delta P \times V$)
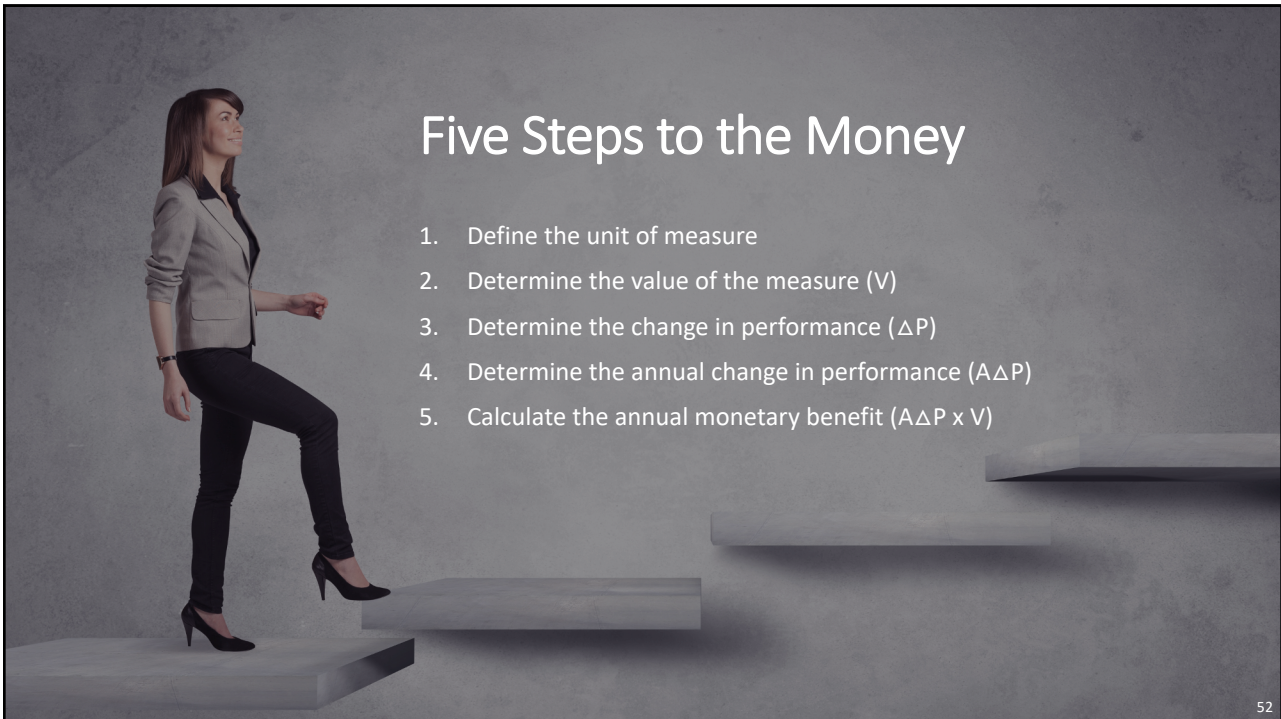
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Data Conversion Methods

Category	Percentage
Standard Values Accepted in the Organization	52%
Participant Estimates	48%
Supervisor Estimates	48%
Internal and External Experts	45%
External Databases	42%
Staff Estimates	41%
Linking Soft Skills with Hard Data (models; regression)	32%
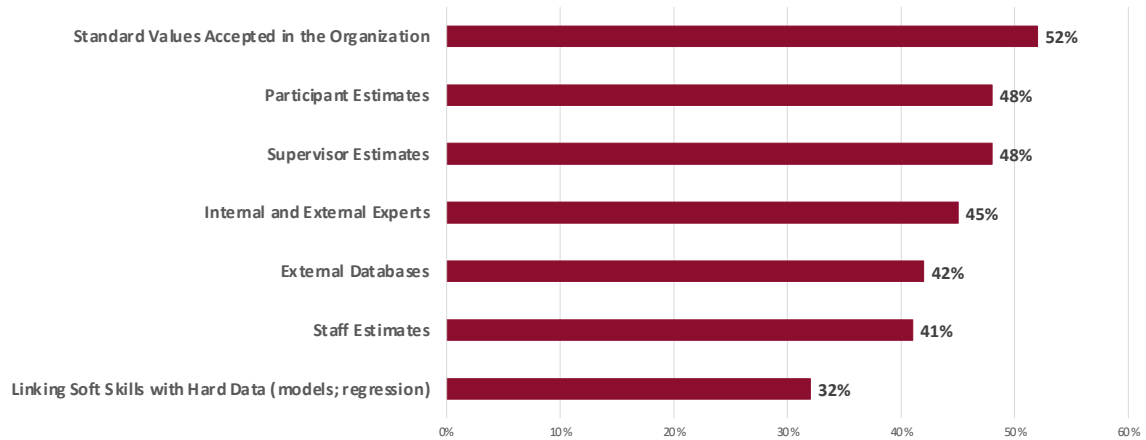
*Survey of Users, N = 246

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Cost of an Unplanned Absence

Actual Costs from Payroll Records

If Employees are Absent, the Daily Wage Rate is Lost

Wage Rate

Additional Estimated Costs from HR

Occasional Overtime, Administrative Time, Management Time

25% of Wage Rate
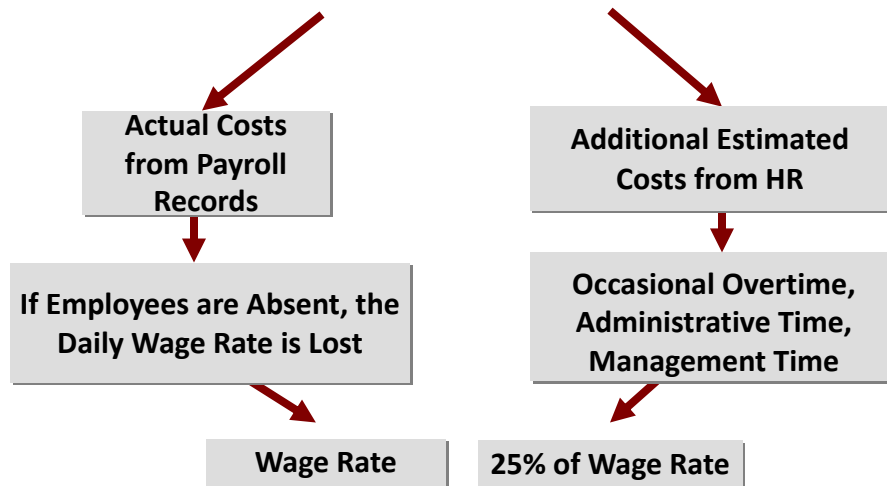
Cost per Absence: 1.25 x Wage Rate

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Turnover of Employees:
A Word Problem

Your organization is experiencing a high level of turnover of production workers who are paid $30,000 per year (fully-loaded). To capture the value of turnover for this group, you rely on a database. The database provides you with various job groups and a range for the cost of turnover for each group. A program was implemented to reduce the turnover. One year after the program, you found that turnover decreased by 10 for the year – a direct result of the program. Using your five steps, the guiding principles, and the Turnover Cost Summary, calculate the annual monetary value of the reduction in turnover of middle managers who are paid $30,000 per year.
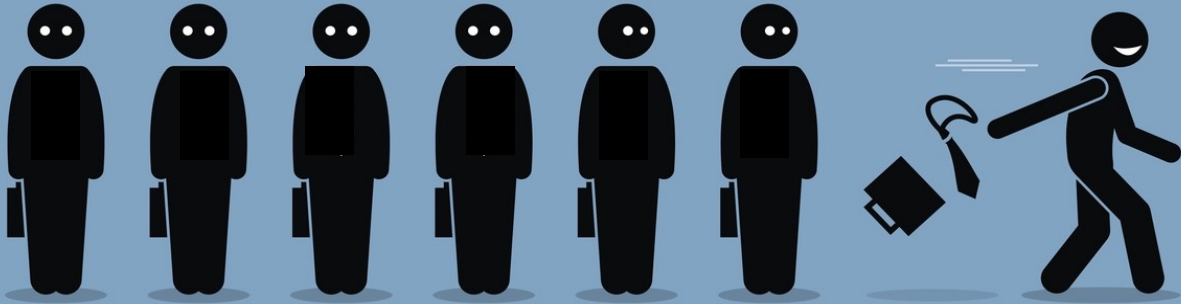
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Turnover Cost Summary

Job Type/Category	Turnover Cost Ranges*
Entry level – hourly, non-skilled	30-50%
Service / Production workers – hourly	40-70%
Skilled hourly	75-100%
Clerical / Administrative	50-80%
Professional	75-125%
Technical	100-150%
Engineers	200-300%
Specialists	200-400%
Supervisors / Team Leaders	100-150%
Middle Managers	125-200%

*Percentage of salary

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Can Happiness be Converted to Money?

1. Should happiness be converted to money? Explain.
2. When should you stop this conversion process?

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Make it Credible:
Identify intangibles

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Intangible 4-Part Test

To Convert or Not To Convert

```
Is there a              Yes              Add to                              Convert Data to
standard value?  ──────────────▶        Numerator      ◀──────────────      Monetary Value
      │                                                                            ▲
      ▼                                                                            │
     No                                                                           Yes
      │                                                                            ▲
      ▼                                                                            │
Is there a        Yes         Can we get        Yes          Can we credibly
method to get  ──────▶        there with     ──────▶         convince
there?                        minimum                        executives in 2
                              resources?                     minutes?
      │                            │                              │
      ▼                            ▼                              ▼
     No                           No                             No
      │                            │                              │
      └──────────────────────── Leave as Intangible Benefits ────┘
```

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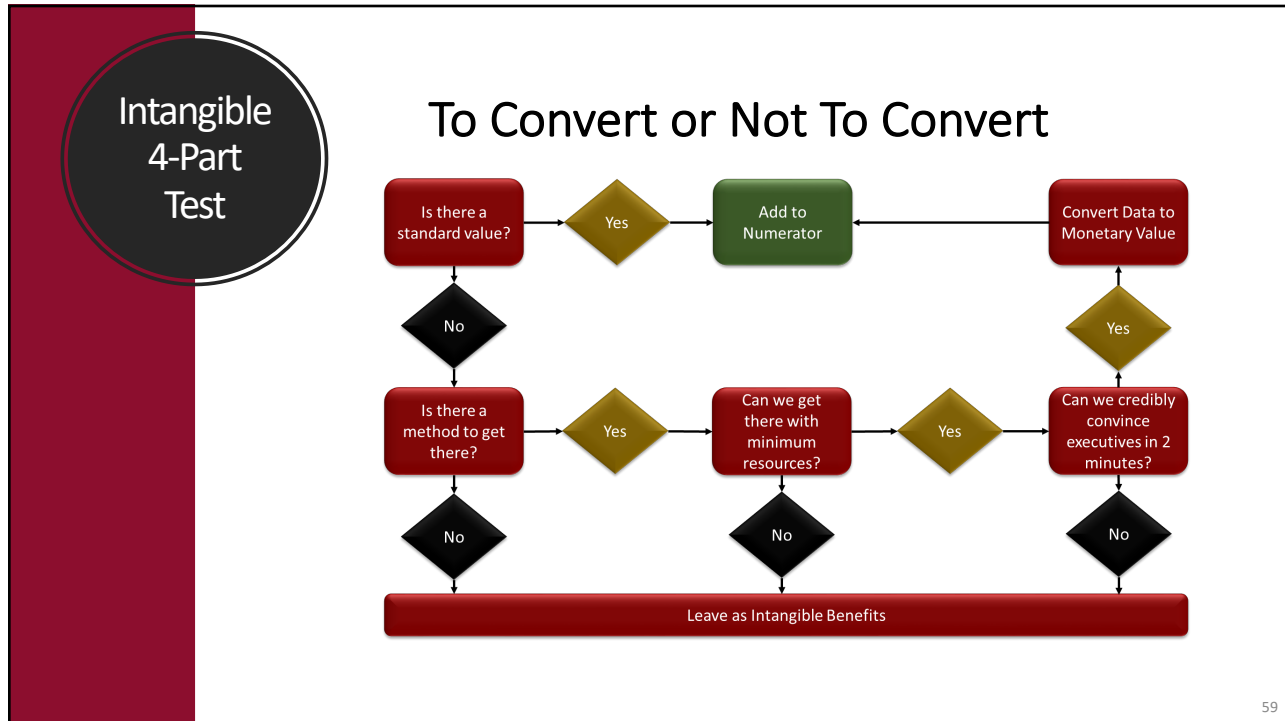
Intangibles

- Adaptability
- Agility
- Alliances
- Awards
- Brand awareness
- Burnout
- Capacity
- Caring
- Clarity
- Collaboration
- Communication
- Conflicts
- Compassion

- Compliance
- Corporate social responsibility
- Decisiveness
- Engagement
- Food security
- Happiness
- Human Life
- Image
- Innovation
- Job satisfaction
- Leadership
- Mindset
- Networking

- Organizational climate
- Organizational commitment
- Poverty
- Reputation
- Risk
- Social capital
- Stress
- Sustainability
- Talent
- Teamwork
- Trust
- Uncertainty

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Make it Credible:
Tabulate cost

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Fully Loaded Costs

"When in doubt, put it in."
The process should withstand even the closest scrutiny in terms of its credibility.

DIRECT

❑ Program materials

❑ Instructor/facilitator

❑ Facilities

❑ Travel, lodging, meals

INDIRECT

❑ Needs assessment (prorated)

❑ Program development (prorated)

❑ Participant time (salaries & benefits)

❑ Administrative/overhead

❑ Evaluation

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Make it Credible:
Calculate ROI

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Poverty Stoplight Program

Employer

Monetary Benefits

Turnover reduction	$745,000
Absenteeism reduction	210,000
Accident prevention	155,000
Productivity improvement	75,000
	$1,185,000

Program Costs

Direct (including salary increase)	$631,000
Indirect	242,000
	$873,000

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ROI Calculation

$$BCR = \frac{\$1,185,000}{\$873,000} = \boxed{}$$

$$ROI = \frac{\$1,185,000 - \$873,000}{\$873,000} \times 100 = \boxed{}$$

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Misuse of ROI

ROI
ROE
ROA
ROCE
ROP
ROR

ROT
ROW
ROM
ROO
ROQ
ROC

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Tell the Story:
Communicate the results to key stakeholders

→

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Methods of Communication

- Meetings
  - o Executives
  - o Management
  - o Stakeholders
  - o Staff
- Detailed Reports
  - o Impact study
  - o Case study (internal)
  - o Case study (external)
  - o Major articles
- Brief Reports
  - o Executive summary
  - o Slide overview
  - o One-page summary
  - o Brochure

- Electronic reporting
  - o Website
  - o Email
  - o Blog/Social media
  - o Video
- Mass Publications
  - o Announcements
  - o Bulletins
  - o Newsletters
  - o Brief articles
  - o Press releases

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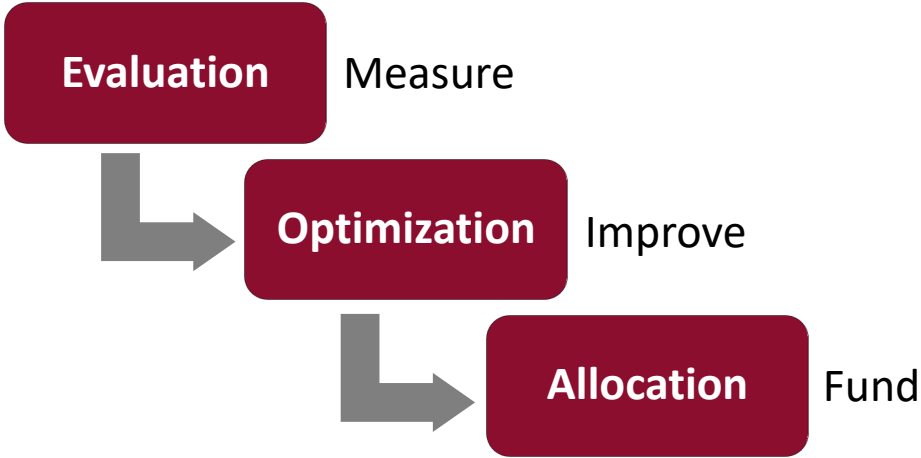
Optimize Results:
Use black box thinking to increase funding

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Process Improvement is the Key: Black Box Thinking

Evaluation Measure

Optimization Improve

Allocation Fund

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Cost vs. Investment Perception: The Reality

Perception	Actions	Consequences

Executive Perception of Programs

It's a cost →
- Control it
- Reduce it
- Eliminate it

- Partnerships are rare
- Influence diminishes
- Support is lost
- Funding is curtailed

It's an investment →
- Maintain it
- Enhance it
- Protect it

- Business partnerships flourish
- Client relationships improve
- A seat at the table is earned
- Funding is easier
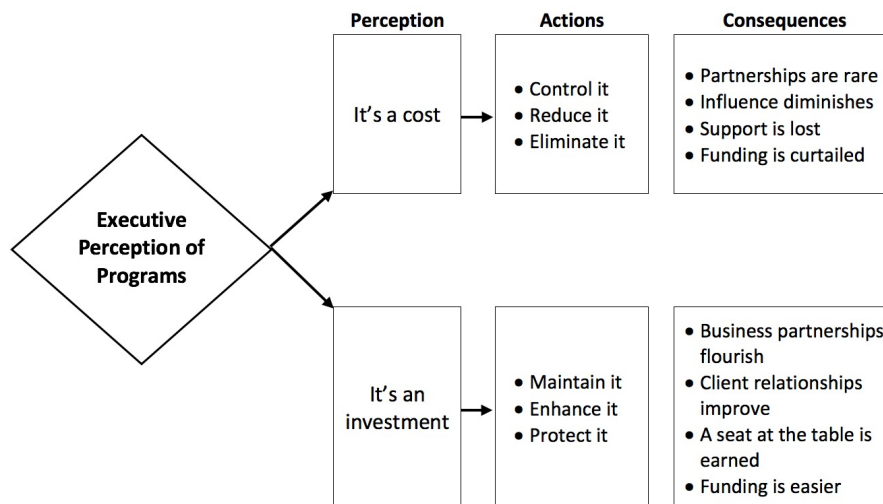
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