

# Assessing Social Impact in Base of the Pyramid Markets



By Will Swanson

Mentor: Dr. Keith Warner OFM

Reader: Dr. Joseph Schuchter



## Abstract

This research evaluates two different impact assessment tools for social entrepreneurs. The Base of the Pyramid (BoP) Impact Assessment framework, created by Ted London, and the logic model were both designed to help guide the impact evaluation methods of organizations working in developing world markets. This research takes two social enterprise case studies, Operation ASHA and the Sankara Eye Foundation, through both systems to determine the strengths and weaknesses of each and what types of organizations they best serve.

Based on this case study application, London's framework is found to be an effective tool for businesses working in the developing world and looking to establish a social mission. However, the logic model better fits the needs of social enterprises like Sankara Eye Foundation and Operation ASHA. Both of these enterprises were built around a compelling social mission and would find a logic model that translates that compelling social mission directly into a monitoring and evaluation system more helpful.

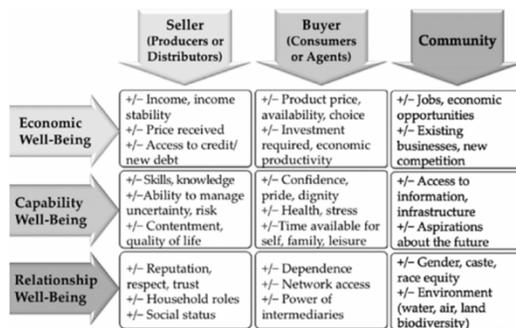
## Sankara Eye Foundation and Operation ASHA



Photos of the GSBF teams at Operation ASHA and Sankara Eye Foundation

## The Challenges of Impact Evaluation

Monitoring social impact is one of the biggest challenges for social enterprises working in the developing world. The foundational idea of the social entrepreneurship sector rests on the premise that social enterprises create a positive change in the communities they operate in. If enterprises are unable to articulate this impact, they become indistinguishable from commercial businesses in the developing world and, as such, are unable to find vital funding from impact investors and grant making organizations. However, impact assessment is far from a straightforward calculation that every enterprise can do, in fact, Jill Kickul and Thomas Lyons describe it as, "One of the most challenging and potentially frustrating aspects of a social entrepreneur's work". What makes impact evaluation so difficult is a series of challenges including; providing the financial and human resources to calculate impact, deciding what type of impacts to track, and monitoring impact in a way that is transparent, reliable, and compelling.



Ted London's Impact Assessment Framework

## Acknowledgements

- o Dr. Keith Warner and Dr. Joseph Schuchter provided invaluable guidance and assistance throughout the entire thesis process
- o SCU's Miller Center for Social Entrepreneurship and Global Social Benefit Fellowship were sources of critical information about the two cases and social entrepreneurship

## References

- o Pictures can be found at: <http://globalsocialbenefit.institute/education.html>

## The Logic Model and London's Framework

Operation ASHA	Sellers	Buyers	Community	Resources	Activities	Outputs	Outcomes	Impacts
<b>Economic Well-Being</b>	+ Jobs Created	+ Vocational training for female TB patients + Patients able to return to work + Income	+ Money saved due to TB treatment	Grants and Donations	Raising TB awareness and finding potential TB patients	TB Patients treated	Patients are restored to full health	Healthier communities
<b>Capability Well-Being</b>	No Available Data	+ Patients cured of Tuberculosis - Treatment Default Rate + Knowledge about healthcare + Access to other health services such as contraceptives	+ Awareness raised in community about TB - MDR and XDR TB rates		Delivering TB drugs and monitoring patients		Patients can return to work	Poverty alleviation
<b>Relationship Well-Being</b>	No Available Data	+ Standing in community when a patient can return to work	- stigma towards TB					

Above is London's framework filled out for Operation ASHA, to the right is a logic model filled out for Operation ASHA

Of these two approaches to evaluating impact, the logic model is likely the best tool for organizations as far along in the social enterprise lifecycle, as Sankara Eye Foundation and Operation ASHA. These social enterprises were founded as a response to a compelling social issue, and this far along in their social enterprise lifecycle they have thoroughly explored the impact of their intervention on that issue. That is why these enterprises would benefit more from the more advanced logic model, which translates more clearly into a monitoring and evaluation system. However, London's framework would be a valuable tool for impact enterprises. These enterprises could use the framework as a comprehensive tool to explore social impact and determine not just how they positively affect the communities they operate in, but also any potential negative impacts. This creates a comprehensive picture of an organization's impact, and would be a valuable first step in establishing a social mission and creating a social impact monitoring system.