
Shubha Kumar, PhD, MPH
Assistant Professor & Director of Distance Education Programs
Disease Prevention & Global Health
University of Southern California

Global Health & Innovation Conference
Yale University, New Haven, CT
April 2014
### Biggest Challenge in Global Health?

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Challenge</th>
</tr>
</thead>
<tbody>
<tr>
<td>14%</td>
<td>Funding/Resources</td>
</tr>
<tr>
<td>13%</td>
<td>Access/Coverage</td>
</tr>
<tr>
<td>13%</td>
<td>Quality of Health Services</td>
</tr>
<tr>
<td>12%</td>
<td>Government/Political Will</td>
</tr>
<tr>
<td>10%</td>
<td>Health Education/Information/Communication</td>
</tr>
<tr>
<td>7%</td>
<td>Maternal &amp; Child Health/Women &amp; Girls</td>
</tr>
<tr>
<td>7%</td>
<td>Water &amp; Sanitation</td>
</tr>
<tr>
<td>6%</td>
<td>Communicable &amp; Noncommunicable Diseases</td>
</tr>
<tr>
<td>6%</td>
<td>Poverty/Economic Development</td>
</tr>
<tr>
<td>5%</td>
<td>Qualified Staff</td>
</tr>
</tbody>
</table>

Most Critical Investment in Global Health in next 5-10 years?

Best Measures of Success in Global Health?

**BEST MEASURE OF SUCCESS: LIVES SAVED**
What are the characteristics of a successful global health program? We asked respondents to rank in order of importance.

- Health Impact/Lives Saved: 75%
- Community Ownership: 70%
- Cost-Effectiveness/Value-for-Money/Return on Investment: 58%
- Broad Collaboration Among Stakeholders: 51%
- Ability to be Taken to Scale: 43%

*The scores represent weighted calculations based on respondents’ rankings. Chart shows percentage of importance.*

What is SROI Analysis?

* A process for understanding, measuring, and reporting on the social, environmental, and economic value created by an organization, program, or policy
Why SROI Analysis for Global Health?

MACRO

* Better information—better decisions—better health
* Get the best value for money
* Strike a balance between investments

MICRO

* Internal Performance Management
* Attract/disburse funds
* Strengthen relationships with key stakeholders
Using SROI

* When:
  * Planning (prospective)
  * Evaluation (retrospective)

* How:
  * At the policy level
  * At the organizational level
  * At the program level

* Who:
  * Non-profits/NGOs, Government agencies, For-profits/CSR, Donors, Investors, etc.
“WHAT GETS MEASURED, GETS VALUED”

1. Involve stakeholders
2. Understand what changes
3. Value what matters
4. Only include what is material
5. Do not over-claim
6. Be transparent
7. Verify results
1. Establishing scope and identifying key stakeholders.
3. Evidencing outcomes and giving them a value.
4. Establishing impact.
5. Calculating the SROI.
6. Reporting, using, and embedding.

Inputs

Activities

Outputs

Outcomes

IMPACT
Key Features of SROI Analysis

* Multiple Types of Information (Mixed Methods)
  * Quantitative, Qualitative, Financial, Narrative

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

For example, an SROI of 3:1 indicates that for every $1 invested, the program delivers $3 in value (economic, social and/or environmental)
Example: Applying SROI to an Emergency Medical System (EMS) in Kenya
Stakeholders Identified:

* Priorities:
  * Disparate services exist but need coordination
  * Need for a Good Samaritan Policy
  * Need for a centralized emergency phone number that actually works
  * Ambulance vehicles exist but need equipment upgrade+staff training
  * Ambulance dispatch technology already exists!
  * Pilot should include entire Nairobi, not just certain districts for political and equity reasons
Selected Differences in Estimates of SROI and CBA

SROI Analysis

* Costs Include:
  * 74 Staffed Ambulances
  * 25 Ambulance Equipment Upgrades only

* Benefits Include:
  * $ Value of lives saved
  * $ Value of less disability
  * $ Value of skills acquired through trainings
  * $ Value of less welfare spending

Cost Benefit Analysis

* Costs Include:
  * 99 Staffed Ambulances
  * Emergency Dispatch Technology

* Benefits Include:
  * $ Value of lives saved
More Examples: SROI Reports in Global Health

* International HIV/AIDS Alliance: The true cost of stigma in Zambia

* International HIV/AIDS Alliance: CHAHA Program for children affected by HIV/AIDS in India

* Mkombozi: Delivering health services in the streets of Moshi, Tanzania
Findings Summary: SROI Analysis

- Encourages accountability, transparency, and sustainability in decision-making

- Places stakeholders at the center of the process, including beneficiaries of aid whose voices have often been ignored

- Some challenges: monetization, comparability, etc.

- Not a magic bullet, but can provide added value over current approaches
SROI Resources & Support

* The International SROI Network (www.thesroinetwork.org)
* New Economics Foundation (www.neweconomics.org)
* SVT Group (www.svtgroup.net)
* SROI Online Training (www.globalsroi.com)

* My email: shubha.kumar@usc.edu

THANK YOU