

STONE SOUP CONSULTING

CASE STUDY:

Altadis Foundation's impact evaluation (2014)

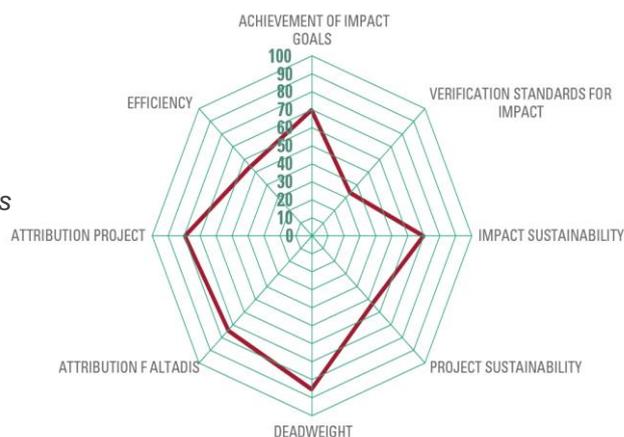
CASE STUDY

The challenge

Altadis Foundation, the Foundation branch of Imperial Tobacco in Spain, was founded in 1992 and focused on cultural development. In 2009, the Foundation decided to change its strategy and since then it has been financing social impact projects in those low-income countries with high social needs and where Imperial Tobacco is strongly present. During these last 5 years it has financed over 50 projects in more than 16 countries in Africa, Asia, Latin America and Europe with the goal of supporting 4 categories of causes: employability, life quality, prevention and treatment of contagious diseases, and environmental preservation. Reached this point, the Foundation has decided to bring Stone Soup Consulting on board in order to analyse its results over the last 5 years and help it understand, quantify and better communicate the impact of its work. Ultimately, this impact study will also serve as a starting point to a standardized monitoring and evaluation tool and will give Altadis Foundation keys for a more targeted strategy in selecting those projects that create the highest impact.

The process

Stone Soup's Impact Evaluation process has consisted on the definition of impact indicators related to the theory of change of each project, the implementation of online surveys and interviews directed to key stakeholders on the ground and a more in-depth impact analysis with focus group meetings on the ground in Logroño, Spain. Stone Soup's team used 8 indicators to evaluate each of the 8 projects selected as a sample of Altadis Foundation's portfolio. Because of the characteristics of the process (mainly back office, no field visit), it has not been possible to fully go from an outcome analysis to an impact analysis.

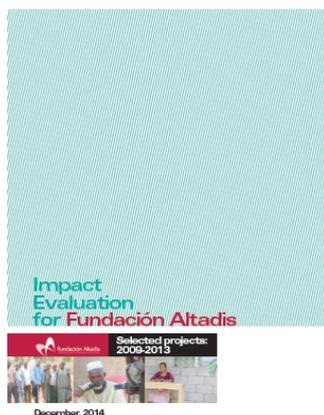


The results

As a result of this process, Stone Soup's team elaborated an average performance analysis for the analyzed sample and, based on this, made recommendations to Altadis Foundation in order for it to strengthen the social value of its portfolio. A report gathers all the results of the study.

The future

Altadis Foundation will use this document as a starting point to improve its process and monitoring tools, and contribute to increase the efficiency of the organization it invests in.



The team of consultants

Lara Viada
Clara de Bienassis
Isabel Ripà
Isabel Custodio
Sophie Robin