

FIRST RUSSIAN SROI EVALUATION PUTS MONDELĒZ INTERNATIONAL ON A PATH TO GREATER IMPACT

Mondelēz International Foundation

The client

Mondelēz International is a global snacking powerhouse, and the company behind many of the world's best-known snack brands – including Oreo, Cadbury and Toblerone.

Through its *Call for Wellbeing* strategy, Mondelēz International seeks to create a global conversation centred on the wellbeing of the world. In line with this mission, the Mondelēz International Foundation works with community partners around the world to empower families and communities to lead healthier lives by offering nutrition education, promoting active play and providing access to fresh foods.

In Russia, Mondelēz International Foundation invests in the 'Be Healthy' programme, aimed at promoting healthy lifestyles among school children.

The issue: unhealthy eating

With over 50 per cent of Russian adults classified as overweight or obese, Russia is now facing an obesity crisis on a par with that of the USA and Western Europe.

Childhood obesity is less common, but a growing concern. Recent research indicates that in some regions five or six per cent of Russian children are obese. Besides overeating, schoolchildren in Russia are often affected by the opposite problem. Only 30 per cent of 8 to 12 year olds regularly eat breakfast, meaning that the majority go to school without the nourishment they need to perform their best. Missing out on a healthy morning meal is a serious issue, as children are unlikely to make up for the lost vitamins and minerals later in the day.

Be Healthy initiative

To tackle these unhealthy eating patterns, Mondelēz International Foundation teamed up with Charities Aid Foundation (CAF) Russia to create the Be Healthy initiative. Be Healthy focuses on 8 to 12 year olds, aiming to increase their wellbeing by developing their nutrition skills and making them more physically active. To achieve this goal, children take part in four key activities:

1. Nutrition lessons, focusing on healthy breakfast
2. Healthy cooking
3. Growing and learning about food
4. Active play and physical exercise

Schools from the four regions where Mondelēz International's facilities in Russia are situated – Leningrad (only during 2007-2014), Vladimir (from 2009), Novgorod (from 2011) and Novosibirsk (from 2014) – compete for grants to buy cooking and sports equipment. They also receive a full support package, including inspirational learning materials, teacher training and the expert advice they need to encourage pupils into healthier lifestyles.

The background

Mondelēz International Foundation called on CAF Russia at an early stage to bring the benefits of their philanthropic experience to Be Healthy's design and delivery. Having helped plan an effective structure for them, CAF Russia created a teachers' resource pack and engaged with experts to deliver essential teacher training. Since the launch of Be Healthy in 2007, CAF Russia has continued to play a leading role, with full responsibility for programme implementation and monitoring.

The goal

Mondelēz International Foundation is committed to transparent reporting, and take great care to explain the value of their social programmes to their Board and the wider public. They wished to find the clearest, most compelling way to do this for Be Healthy. They were also keen to identify how the initiative could achieve an even greater impact in the future.

CAF Russia recommended Social Return on Investment (SROI) evaluation, as a way to:

- provide clear evidence of the impact of Be Healthy
- reveal opportunities to maximise future impact

CAF Russia worked in partnership with Mondelēz Rus (part of the Mondelēz International group of companies) to carry out the first ever internationally accredited SROI evaluation in Russia.



SROI project aims

- To understand the impact of Be Healthy on schoolchildren, their parents and teachers
- To demonstrate the value generated, in return for the investment made
- To identify opportunities to maximise future impact

Approach

The evaluation focused on three schools in three separate regions. The team applied the SROI framework to:

- analyse the effect of the programme on its 'stakeholders' (i.e. everyone who had changed as a result of the programme)
- assign a financial value to the programme outcomes
- calculate the total value of Be Healthy's benefits

To put a financial value on Be Healthy's outcomes, the evaluation team ran a 'choice experiment'. Be Healthy's stakeholders were asked via a survey to compare the outcomes of the programme (eg increased self-esteem) with the impact of paid-for services which had a similar effect on people's wellbeing. They were then asked to put a value on these services. The evaluation team used this information to calculate approximate monetary values, or 'proxies', for all the outcomes of Be Healthy.

Achievements

The internationally accredited SROI report indicated that for every ruble of investment in Be Healthy, over RUB 4 of social value was being created. In other words, the programme was more than quadrupling the value of Mondelēz International Foundation's investment. The evaluation provided clear evidence that the programme was achieving its goal of increasing schoolchildren's wellbeing. As a direct result of taking part in the programme the children displayed:

- improved vitality (improved energy and physical ability)
- better social skills,
- increased self-esteem and confidence.

The SROI process also revealed important avenues for improvement, including:

- making the most of parental influence and support, by educating and involving parents
- avoiding the negative consequences of children outside the 8 to 12 age group feeling left out, by extending involvement in Be Healthy to every child in participating schools

Project outcome

Mondelēz International Foundation now has clear, data-based evidence of the positive impact Be Healthy is having on the wellbeing of schoolchildren in Russia. The foundation can demonstrate that the programme is achieving exactly what it set out to do, thanks to SROI.

SROI has also given Mondelēz International Foundation clear, cost-effective pointers for programme development – putting them on a path to even greater social impact in future.

CAF

Russia

T: +7 (495) 792 5929

E: cafrussia@cafrussia.ru

W: www.cafrussia.ru

CAF is an international non profit organisation registered in the UK that works to make giving more effective and non profit organisations more successful. Our Global Alliance of offices operates across six continents in Brazil, Canada, India, Russia, South Africa, United States, Australia and Bulgaria.

Mondelēz International

FOUNDATION

“Mondelēz International has always been keen to evaluate the impact of its leading community programme in Russia. ‘Be Healthy’ was launched almost 10 years ago, and till now we didn’t have adequate tool to measure its impact at the substantive level. SROI offered an appealing methodology and reliable impact measurement tool, and was well received among our key internal and external stakeholders.

SROI not only proved the programme was effective, it also provided useful recommendations for increasing its effectiveness, which we are putting into practice in the next phase involving 15 schools in three regions.”

Yana Guskova, Corporate Affairs Director



CAF Charities Aid Foundation

T: +44 (0) 3000 123 000

E: cafglobal@cafonline.org

W: www.cafonline.org

Registered charity number 268369