



# *Sustainable Development at Ipsos*

**Sustainable development is the great challenge of our time. Can we end extreme poverty and reduce inequality while conserving the Earth's limited resources? Can we build a safer and fairer world for future generations?**

Ipsos is one of the world's largest consulting and research companies. Our specialist teams have decades of experience delivering credible, robust, and empowering insights, including in challenging environments such as conflict zones, and across a vast range of themes, from financial inclusion and economic empowerment, to health and sanitation, to agriculture and clean energy, to gender equality.

**At Ipsos we offer evidence-based consulting to help our clients:**

- Track progress toward the SDGs
- Make development cooperation more effective
- Help governments improve their policies and services
- Help private companies become more sustainable

**Our expertise includes:**

- Impact evaluation
- Corporate reputation and brand health
- Communications and messaging
- Social media and remote data analytics
- Political risk assessment



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# CASE STUDIES



BANK OF PALESTINE / INTERNATIONAL  
FINANCE CORPORATION

## IMPROVING ACCESS TO FINANCE FOR ENTERPRISES

Bank of Palestine (BOP) partnered with IFC to launch the Mini-MBA Program. The program aimed to increase women's economic participation and the resources available to them by reducing traditional barriers that women business owners face including lack of access to finance, capital, markets, and networks.

### THE APPROACH: studies of women business owners in the west bank and gaza

Ipsos conducted a study with 30 women business owners across the West Bank and Gaza to understand the impact of the program on their businesses. The study focused on conditions specific to the West Bank and Gaza, and worked with limited information using retrospective questions and in-depth qualitative work to understand questions of impact in-depth.

### OUTCOMES: training can improve access, grow business, and have positive impacts on the economy

Mini-MBA participants doubled their revenue and profits, took steps to formally register their businesses, created new jobs, and developed confidence in their abilities to grow their business. The program expanded women's financial inclusion and access to financial products beyond lending, driving more business to BOP. There was a positive reputational impact for the Bank of Palestine, and shifts in culture for its employees. These findings support a business case for investing in programs that focus on the better integration of women into financial services.

**“Now, we support businesswomen and female entrepreneurs. That has had a positive impact on the bank's reputation and its market share.”**

— Bank of Palestine Branch Manager



WATER AND DEVELOPMENT ALLIANCE /  
USAID AND COCA-COLA

## EMPOWERING WOMEN THROUGH WATER

The Water and Development Alliance (WADA), a public-private partnership between the US Agency for International Development and Coca-Cola, has anecdotal evidence of their water interventions leading indirectly to women's empowerment. WADA wanted to see if this hypothesis could be more rigorously substantiated.

### THE APPROACH: measuring the impact of water programs on women

Ipsos began by conducting a comprehensive literature review on available information on the direct and indirect impacts of water interventions on women. Through this information and interviews with key stakeholders, a complex theory of change was developed that connected the direct impacts of water interventions to thematic “pathways” or ripple effects.

### OUTCOMES: water access has empowering effects on women, including income generation and shifting cultural norms

We tested this theory of change, and the hypothetical linkages, by collecting data from three water interventions in sub-Saharan Africa (Rwanda, Swaziland, and Nigeria). The data that was gathered supported our hypotheses of the ways that water can empower women, specifically through time savings, income generation, community engagement, and leadership opportunities, and increases in safety and security.

Findings from this research have been socialized across USAID and Coca-Cola, and were presented at World Water Week in Stockholm to gain more support for empowering women through water.

**“When I look back at all we have gone through, the pain and the stress we have experienced, I see that they have given us life. We feel safer, we engage in other activities, we are listened to, we feel appreciated and we feel safe.”**

— Female Head of Household, Rwanda



MONDELEZ INTERNATIONAL

## EVALUATING THE IMPACT OF THE COCOA LIFE PROGRAM

The goal of the Cocoa Life Program is to create a sustainable cocoa supply chain while transforming the lives of cocoa farmers and their communities in five countries: Indonesia, Ghana, Cote d'Ivoire, India and Dominican Republic. The ongoing evaluation of Cocoa Life seeks to assess the impact of the program on farmer livelihoods and how it can continue to empower farmer communities, while also looking at both how the program ensures a sustainable supply chain and produces positive business outcomes for Mondelez.

### THE APPROACH: rigorous impact measurement

Ipsos is currently implementing a multi-faceted evaluation approach to measuring impact in five program areas: farming, livelihoods, community, youth, and environment. This rigorous theory-based approach to evaluation includes quantitative and qualitative methods and applies innovative approaches to understanding the incidence and impact of gender empowerment and digital-financial inclusion. Actionable results guide Mondelez' practices on the ground while feedback to corporate/procurement ensures supply-chain sustainability.

### OUTCOMES: impact takes time and is not linear

Ipsos' work helps Mondelez demonstrate genuine tangible impact, which is critical to building trust in the Mondelez chocolate brands. This evaluation has resulted in extensive learning for the program and the business, as well as around understanding metrics in context. Finding meaningful metrics is challenging, and must be done through a collaborative theory of change development process. Familiarity with the structural conditions in which a program operates is critical to understanding outcomes. Impact takes time. Cocoa Life has seen promising results on farming, and slower results in areas where the program is still scaling and/or impacts are not linear.

**"Cocoa Life has taught us how to prune, how to weed, how to nest seedlings, and has given us machines. Because of that, production has boomed and we now get more bags of cocoa in the harvest."**

— Farmer, Ahodwo Nyamebekyere, Ahafo Ano North, Ashanti-Cocoa Farmer, Ghana

## IPSOS INDUSTRY BENCHMARKING UNLOCKING THE VALUE OF SOCIAL PURPOSE

For businesses to understand how to integrate social purpose into their mission, a critical factor is understanding how social purpose impacts their brand, reputation, and bottom line.

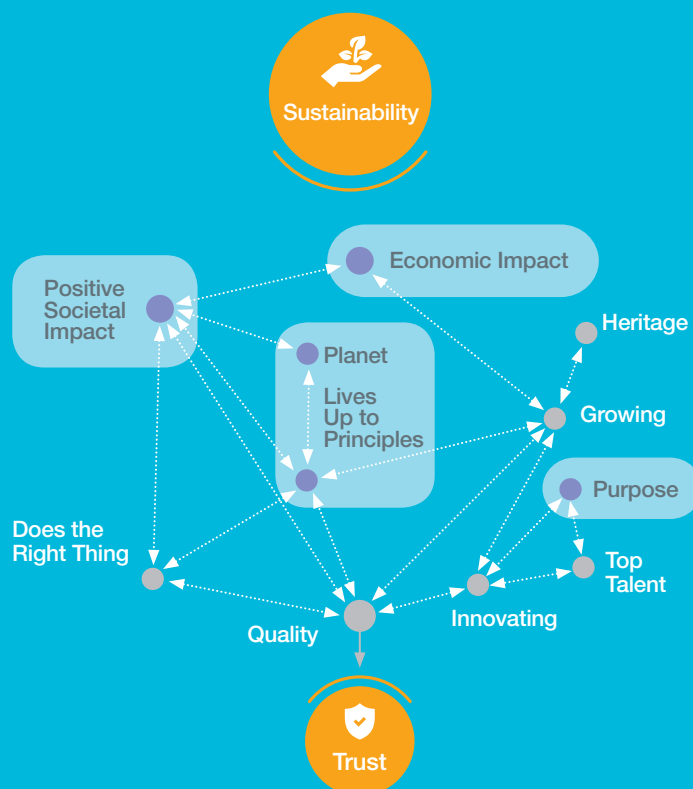
### THE APPROACH: using drivers of trust to unlock the value of social purpose

Ipsos looked at the drivers of trust in business using the Ipsos Bayes Net (IBN) analytical tool with data from a massive global survey on perceptions of the top 100 companies worldwide.

### OUTCOMES: socially responsible attributes have a direct impact on commercially dynamic measures

Ipsos' analysis found that trust is primarily driven by the perception that a company is commercially dynamic and provides high quality products and services. However, consumers link social responsibility variables with product quality. Therefore, the greater extent to which social goods can be integrated into the core of the business, the greater the value unlocked from their social investment.

### Sustainability is a Major Driver of Trust



# CORPORATE SUSTAINABILITY AND CITIZENSHIP

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



Corporate citizenship programs can go beyond doing business responsibly—they can create a positive social impact in line with the company’s mission and brand, and enhance business sustainability.

**“YEAR AFTER YEAR THERE IS A GREATER EXPECTATION THAT COMPANIES WILL PARTICIPATE IN SOLVING THE MOST IMPORTANT SOCIAL ISSUES.”**

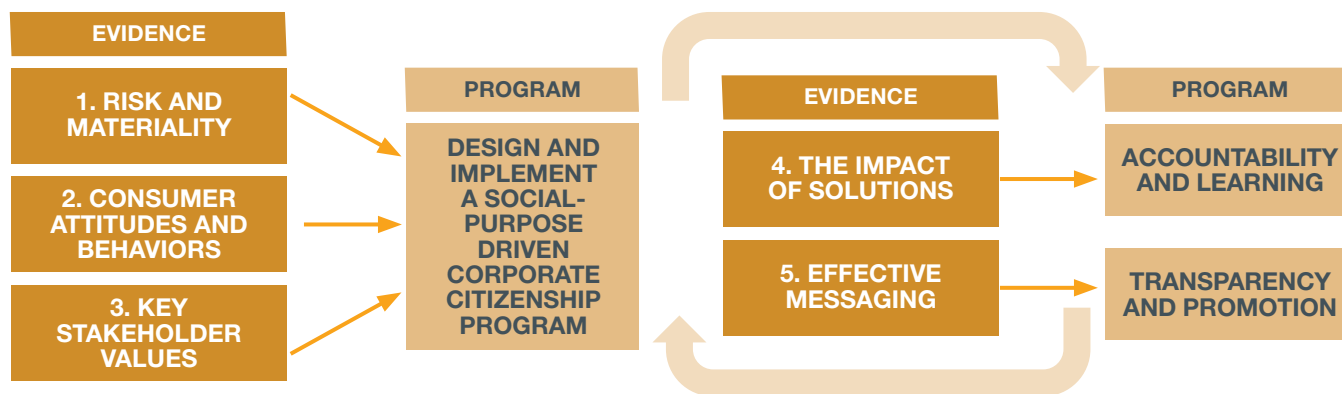
To create an authentic, credible, and effective corporate citizenship strategy around social purpose, the first step is to recognize that there is no off-the-shelf solution. Successful social purpose is inherently unique to the business that seeks it.

## Corporate Citizenship: Critical Elements

AUTHENTICITY	CREDIBILITY	EFFECTIVENESS
<ul style="list-style-type: none"> <li>• Linked with company products, mission and brand</li> <li>• Linked in to business supply-chain</li> <li>• Reflects the values of stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Business know-how applied to social transformation</li> <li>• Alignment with external realities</li> <li>• Transparency around process and outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Create positive social value and reduce negative externalities</li> <li>• Generate goodwill amongst stakeholders</li> <li>• Mitigate risk of existential threats</li> </ul>

With an evidence-based approach to defining social-purpose, business can rally stakeholders behind a meaningful corporate mission, reduce existential threats and bolster business continuity, and increase competitive advantage.

## Using Evidence to Inform the Corporate Citizenship Program Cycle



## About Ipsos

Ipsos is an independent market research company controlled and managed by research professionals. Founded in France in 1975, Ipsos has grown into a worldwide research group with a strong presence in all key markets. Ipsos ranks fourth in the global research industry. With offices in 89 countries, Ipsos delivers insightful expertise across a wide range of research specializations: brand, advertising and media; customer loyalty; marketing; public affairs research; and survey management.

Ipsos researchers assess market potential and interpret market trends. They develop and build brands. They help clients build long-term relationships with their customers. They test advertising and study audience responses to various media and they measure public opinion around the globe. Ipsos has been listed on the Paris Stock Exchange since 1999 and generated global revenues of €1,780.5 million in 2017.

