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Assess the contribution of a particular product or business unit Contribution analysis is used in estimating how direct and variable costs of a product affect the net income of a company. It addresses the issue of identifying simple or overhead costs related to several production projects. Contribution analysis aids a company in evaluating how individual business lines or products are performing by comparing their contribution margin dollars and percentage. Direct and variable costs incurred during the manufacturing process are subtracted from revenue to arrive at the contribution margin. This is, therefore, a very crucial procedure or tool to manage the growth of a business. To learn more, check out our Financial Analysis Fundamentals course. Contribution Margin Formula The formula for contribution margin dollars-per-unit is: (Total revenue – variable costs) / # of units sold For example, a company sells 10,000 shoes for total revenue of \$500,000, with a cost of goods sold of \$250,000 and a shipping and labor expense of \$200,000. The contribution margin per shoe is (\$500,000 – \$250,000 – \$200,000) / 10,000 Contribution = \$5.00 per shoe Download the Free Template Enter your name and email in the form below and download the free template now! To learn more, check out our Financial Analysis Fundamentals course. The Pros of Contribution Analysis Contribution analysis helps compare how individual products are profitable to the company and is easy to use. The significance of contribution analysis is that it indicates the profitability of each product and helps you understand the various components and specific external and internal factors that influence a company's income, and it utilizes existing information. The Cons of Contribution Analysis Some disadvantages of contribution analysis are that its assumptions are unrealistic: Sales prices remain constant; no discounts are given Costs of production are linear What is produced is what is sold (no inventory) Learn More Thank you for reading CFI's guide to Contribution Analysis. To learn more, see the CFI resources listed below and check out our Financial Analysis Fundamentals course. What is a Stock? Investment Banking Debt Schedule Quid Pro Quo Approaches (on this site) refer to an integrated package of options (methods or processes). For example, 'Randomized Controlled Trials' (RCTs) use a combination of the options random sampling, control group and standardised indicators and measures. A strengths-based approach designed to support ongoing learning and adaptation by identifying and investigating outlier examples of good practice and ways of increasing their frequency. Click an approach on the left to navigate to it An approach that focuses on assessing the value of an intervention as perceived by the (intended) beneficiaries, thereby aiming to give voice to their priorities and concerns. Click an approach on the left to navigate to it A research design that focuses on understanding a unit (person, site or project) in its context, which can use a combination of qualitative and quantitative data. Click an approach on the left to navigate to it An approach designed to support ongoing learning and adaptation, which identifies the processes required to achieve desired results, and then observes whether those processes take place, and how. Click an approach on the left to navigate to it An impact evaluation approach based on contribution analysis, with the addition of processes for expert review and community review of evidence and conclusions. Click an approach on the left to navigate to it An impact evaluation approach that iteratively maps available evidence against a theory of change, then identifies and addresses challenges to causal inference. Click an approach on the left to navigate to it An approach used to surface, elaborate, and critically consider the options and implications of boundary judgments, that is, the ways in which people/groups decide what is relevant to what is being evaluated. Click an approach on the left to navigate to it Various ways of doing evaluation in ways that support democratic decision making, accountability and/or capacity. Click an approach on the left to navigate to it An approach designed to support ongoing learning and adaptation, through iterative, embedded evaluation. Click an approach on the left to navigate to it A stakeholder involvement approach designed to provide groups with the tools and knowledge they need to monitor and evaluate their own performance and accomplish their goals. Click an approach on the left to navigate to it A particular type of case study used to jointly develop an agreed narrative of how an innovation was developed, including key contributors and processes, to inform future innovation efforts. Click an approach on the left to navigate to it A way to jointly develop an agreed narrative of how an innovation was developed, including key contributors and processes, to inform future innovation efforts. Click an approach on the left to navigate to it A particular type of case study used to create a narrative of how institutional arrangements have evolved over time and have created and contributed to more effective ways to achieve project or program goals. Click an approach on the left to navigate to it Approach primarily intended to clarify differences in values among stakeholders by collecting and collectively analysing personal accounts of change. Click an approach on the left to navigate to it An impact evaluation approach suitable for retrospectively identifying emergent impacts by collecting evidence of what has changed and, then, working backwards, determining whether and how an intervention has contributed to these changes. Click an approach on the left to navigate to it An impact evaluation approach which unpacks an initiative's theory of change, provides a framework to collect data on immediate, basic changes that lead to longer, more transformative change, and allows for the plausible assessment of the initiative's contribution to results via 'boundary partners'. Click an approach on the left to navigate to it A range of approaches that engage stakeholders (especially intended beneficiaries) in conducting the evaluation and/or making decisions about the evaluation. Click an approach on the left to navigate to it A participatory approach which enables farmers to analyse their own situation and develop a common perspective on natural resource management and agriculture at village level. Click an approach on the left to navigate to it A strengths-based approach to learning and improvement that involves intended evaluation users in identifying 'outliers' – those with exceptionally good outcomes - and understanding how they have achieved these. Click an approach on the left to navigate to it An impact evaluation approach without a control group that uses narrative causal statements elicited directly from intended project beneficiaries. Click an approach on the left to navigate to it An impact evaluation approach that compares results between a randomly assigned control group and experimental group or groups to produce an estimate of the mean net impact of an intervention. Click an approach on the left to navigate to it A Rapid Evaluation is an approach that uses multiple evaluation methods and techniques to quickly and systematically collect data when time or resources are limited. Many terms are used to describe these approaches, including real time evaluations, rapid feedback evaluation, rapid evaluation methods, rapid-cycle evaluation and rapid appraisal. The common feature of these different models is the expedited implementation timeframes which generally range from 10 days to 6 months. An approach especially to impact evaluation which examines what works for whom in what circumstances through what causal mechanisms, including changes in the reasoning and resources of participants. Click an approach on the left to navigate to it A participatory approach to value-for-money evaluation that identifies a broad range of social outcomes, not only the direct outcomes for the intended beneficiaries of an intervention. Click an approach on the left to navigate to it Click an approach on the left to navigate to it An approach to decision-making in evaluation that involves identifying the primary intended users and uses of an evaluation and then making all decisions in terms of the evaluation design and plan with reference to these. Click an approach on the left to navigate to it Contribution analysis is particularly useful in situations where the programme is not experimental, i.e. not in trial projects but in situations where the programme has been funded on the basis of a relatively clearly articulated theory of change and where there is little or no scope for varying how the program is implemented. Contribution analysis helps to confirm or revise a theory of change; it is not intended to be used to surface or uncover and display a hitherto implicit or inexplicit theory of change. The report from a contribution analysis is not definitive proof, but rather provides evidence and a line of reasoning from which we can draw a plausible conclusion that, within some level of confidence, the program has made an important contribution to the documented results. Steps Six steps are taken to produce a credible contribution story: 1: Set out the attribution problem to be addressed Determine the specific questions being addressed. Not all cause-effect questions are useful to pursue. Contribution analysis is less suitable for traditional causality questions such as: Has the program caused the outcome? To what extent, quantitatively, has the program caused the outcome? These often are not that useful because they treat the program as a black box and don't get at the fact that there are usually many causes involved. Contribution analysis is more appropriate for contribution questions: Has the Program influenced the observed result? Has the program made an important contribution to the observed result? Why has the result occurred? What role did the intervention play? and for management questions: Is it reasonable to conclude that the program has made a difference? What does the preponderance of evidence say about how well the program is making a difference? What conditions are needed to make this type of program succeed? 2: Develop a theory of change and risks to it Develop the program logic/results chain describing how the program is supposed to work. Identify as well the main external factors at play that might account for the outcomes observed. Based on the results chain, develop the theory of change upon which the program is based. This theory of change should lead to a plausible association between the activities of the program and the outcomes sought. The theory of change must include the assumptions made in the results chain and the inherent risks as well as external influences such as donor pressure, influences of peers and resourcing levels. Some links in the theory of change will be fairly well understood or accepted. Others will be less well understood, contested or subject to significant influence other than from the program. In this way you acknowledge that attribution is indeed a problem 3: Gather the existing evidence on the theory of change It is useful to first use existing evidence such as from past related evaluations or research, and from prior monitoring, to test the theory of change. It sets out the intended results (outputs, intermediate and end outcomes). What evidence (information from performance measures and evaluations) is currently available about the occurrence of these various results? The links in the theory of change also need to be assessed. What evidence currently exists on the assumptions and risks behind these links? Which are strong (good evidence available, strong logic, or wide acceptance) and which are weak (little evidence available, weak logic, or little agreement among stakeholders)? What evidence exists about the identified other influencing factors and the contribution they may be making? 4: Assemble and assess the contribution story, or performance story, and challenges to it With this information, you will be able to assemble your contribution story that expresses why it is reasonable to assume that the actions of the program have contributed (in some fashion, which you may want to try and characterize) to the observed outcomes. Now you have to assess it. How credible is the story? Do reasonable people agree with the story? Does the pattern of results observed validate the results chain? Where are the main weaknesses in the story? There always will be weaknesses. Weaknesses in the story point to where additional data or information is needed. 5: Seek out additional evidence Having identified where the contribution story is less credible, additional evidence is now gathered to augment the evidence in terms of what results have occurred, how reasonable the key assumptions are, and what has been the role of external influences and other contributing factors. Augmenting evidence can include the collection of additional, new data such as from surveys, field visits, administrative data, focus groups, national statistical data, etc. as well as the synthesis of evidence from other research and evaluations. 6: Revise and, where the additional evidence permits, strengthen the contribution story With the new evidence, you should be able to build a more substantive and so more credible story, one that a reasonable person will be more likely to agree with. It will probably not be foolproof, but the additional evidence will have made it stronger and more plausible. Using a generative perspective on causality to infer that a program made an important contribution to an expected result that has been observed, contribution analysis argues that a reasonable contribution causal claim can be made if: There is a reasoned theory of change for the intervention: the key assumptions behind why the intervention is expected to work make sense, are plausible, may be supported by evidence and/or existing research, and are agreed upon by at least some of the key players. The activities of the intervention were implemented as set out in the theory of change. The theory of change—or key elements thereof—is supported by and confirmed by evidence on observed results and underlying assumptions—the chain of expected results occurred. The theory of change has not been disproved. Other influencing factors have been assessed and either shown not to have made a significant contribution or their relative role in contributing to the desired result has been recognized. Issues Some issues might arise when taking this approach with regards to: Reducing uncertainty about the contribution the intervention is making to the observed results. Inferring causality in real-life program evaluations. Confirming or revising a programme's theory of change – including its logic model. Risks and assumptions are labelled as [O] over which the intervention has no or very little influence, or [I], where the intervention can (should) have an influence, direct or indirect, or [C] where the intervention should be able to directly control. Resources Guides Addressing attribution through contribution analysis: using performance measures sensibly. This article from the Canadian Journal of Program Evaluation outlines the key steps involved with using contribution analysis as a tool to discover the contribution a program has made to particular outcomes. Contribution Analysis: An approach to exploring cause and effect: This brief from the Institutional Learning and Change Initiative(ILAC) explores contribution analysis and how it can be used to provide credible assessments of cause and effect. Mayne, J. (2011). Addressing Cause and Effect in Simple and Complex Settings through Contribution Analysis. In Evaluating the Complex, R. Schwartz, K. Fors, and M. Marra (Eds.), Transaction Publishers. Mayne, J. (2011) Contribution Analysis: Addressing Cause and Effect in Evaluating the Complex, K. Fors, M. Marra and R. Schwartz (Eds.), Transaction Publishers; Piscataway, New Jersey, Source

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