Dimension 1: Define and Monitor Social Goals

The Universal Standards Implementation Series

Today's speakers:
Margaret Namazzi, Opportunity Bank, Uganda (OBUL)
Anton Simanowitz, Director, The Business of Doing Good
Yamini Annadanam, Independent Consultant

November 27, 2014

Agenda

- Review of Dimension 1 of the Universal Standards for SPM

- Presentation by Margaret Namazzi, OBUL, Uganda

- Expert comments from Anton Simanowitz, The Business of Doing Good

- Discussion with Participants

There are 19 standards, organized into six dimensions.

Today we will discuss dimension 1.

UNIVERSAL STANDARDS FOR **SOCIAL PERFORMANCE** MANAGEMENT

DEFINE AND MONITOR SOCIAL GOALS

ENSURE BOARD, MANAGEMENT, AND EMPLOYEE COMMITMENT TO SOCIAL GOALS

DESIGN PRODUCTS, SERVICES, DELIVERY MODELS AND CHANNELS THAT MEET CLIENTS' NEEDS AND PREFERENCES

TREAT CLIENTS RESPONSIBLY

TREAT EMPLOYEES RESPONSIBLY

BALANCE FINANCIAL AND SOCIAL PERFORMANCE

Dimension 1 of the Universal Standards

- **Title**: **Define and Monitor Social Goals**

- **Rationale**: An institution must have a clear strategy for achieving its social goals and must measure its progress towards achieving these goals.

- **Standards:** This dimension has 2 standards and 12 Essential Practices.

Dimension 1: 2 Standards

- **1A.** The institution has a strategy to achieve its social goals.
- **1B.** The institution collects, reports, and ensures the accuracy of client-level data that are specific to the institution's social goals.

Dimension 1: Define and Monitor Social Goals

Standard

1B. The institution collects, reports, and ensures the accuracy of client-level data that are specific to the institution's social goals.

Essential Practices

- The institution collects data for each of its social goals and the MIX social performance data.
- The institution has protocols for the collection, quality control, analysis, and reporting of social performance data.
- The institution ensures the quality of the data collected by validating its data and training its employees on data collection and entry.

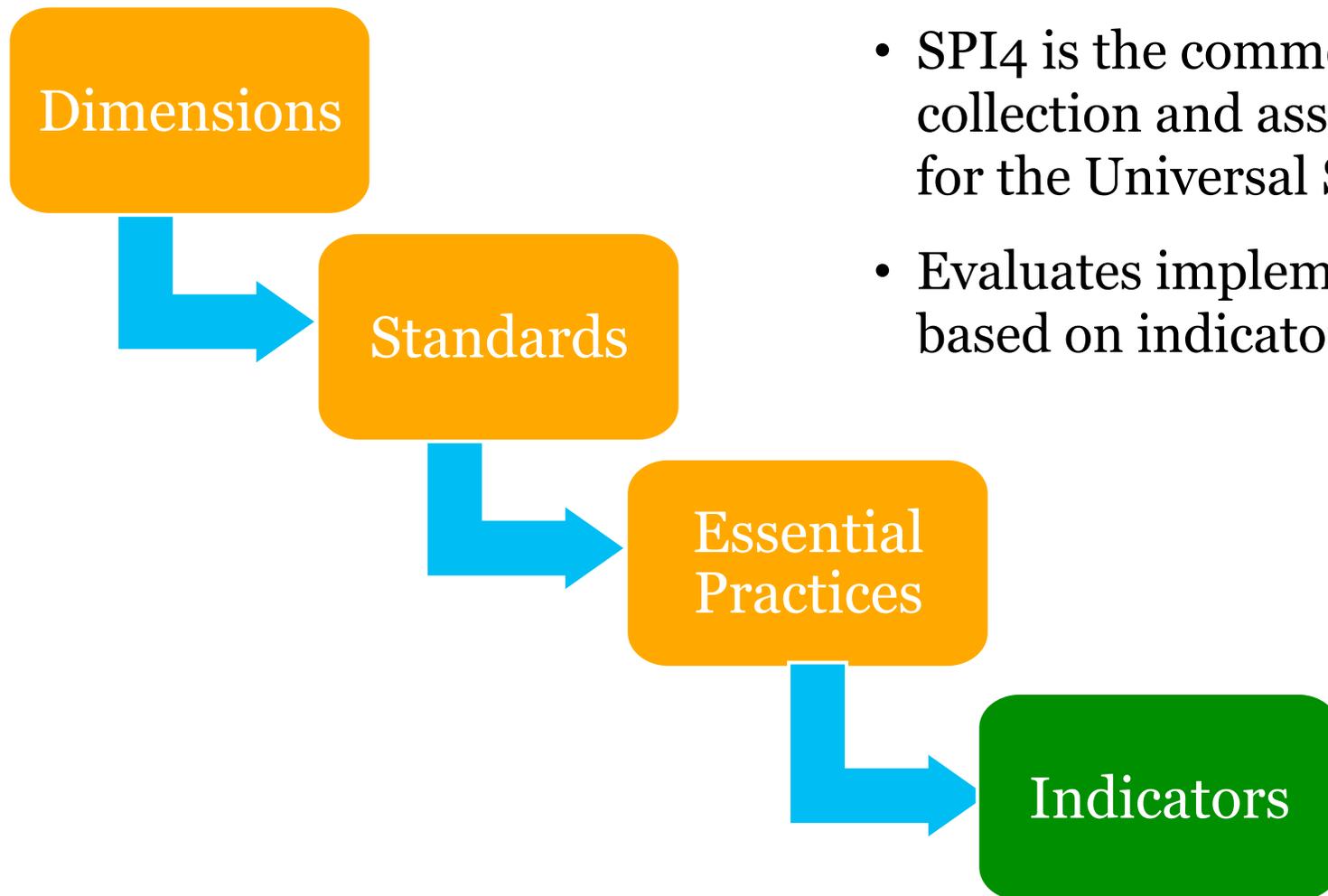## Dimension 1: Define and Monitor Social Goals

Standard

1B. The institution collects, reports, and ensures the accuracy of client-level data that are specific to the institution's social goals.

Essential Practices

- The institution's management information system disaggregates data by gender and other client characteristics.
- If the institution states poverty reduction as one of its social goals, it monitors the poverty levels of its clients using a poverty assessment tool.
- The institution discloses social performance information, including the MIX social performance data.

Reminder! Use the SPI4 Tool to Assess Your SPM Practices

Dimensions → Standards → Essential Practices → Indicators

- SPI4 is the common data collection and assessment tool for the Universal Standards

- Evaluates implementation based on indicators

SPI4 Indicators Corresponding to Essential Practice 1b.2

Standard	1 b	The institution collects, reports, and ensures the accuracy of client-level data that are specific to the institution's social goals.	
EP	1 b 1	The institution collects data for each of its social goals and the MIX social performance data.	
Indicator	1 b 1 1	The institution collects social data relevant to its mission on a regular basis.	-----
EP	1 b 2	The institution has protocols for the collection, quality control, analysis, and reporting of social performance data.	
Indicator	1 b 2 1	Data protocols identify:	
Detail	1 b 2 1 1	Who defines the indicators to be collected	-----
Detail	1 b 2 1 2	Who collects the data	-----
Detail	1 b 2 1 3	How the data are collected	-----
Detail	1 b 2 1 4	Where the data are stored	-----
Detail	1 b 2 1 5	Who analyzes the data	-----
Detail	1 b 2 1 6	Who verifies the accuracy of the data	-----
Detail	1 b 2 1 7	How the data are reported	-----
Detail	1 b 2 1 8	To whom the data are reported	-----

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- Review of Dimension 1 of the Universal Standards for SPM

- Interview with Margaret Namazzi, OBUL, Uganda

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Meet your Speakers!

Name
Title: Transformation Manager
Organization: Opportunity bank
Masters degree in Public Administration and Management
15 years working experience in microfinance.

Email: mnamazzi@opportunitybank.co.ug

Name
Title: Director
Organization: The Business of Doing Good
MA, Development Economics
15 years of helping organisations to design and deliver the systems to effectively put their social mission into practice

Email: antons@pkrc.co.uk

Introduction to Opportunity Bank, Uganda (OBUL)

- Opportunity Bank started in 1995 as Fualu and is now a tier two financial institution regulated by Bank of Uganda
- Partner of Opportunity International (OI) Network
- With its head office in Kampala, it has 19 branches across the country
- Core business loans and deposit

- OBUL is committed to SPM because of the mission:

*"By providing financial solutions and training, we empower and sustain underserved and financially excluded people throughout Uganda, especially in rural areas, to **transform** their lives, their children's future and their communities".*

What OBUL is doing with respect to dimension 1

- The mission states that OBUL intends to increase access of financial services to the underserved people especially in rural areas of Uganda
- OBUL continuously trains staff on the mission
- Target client characteristics are defined in terms of gender, income level, business type and location
- SPM targets are integrated into the institutions strategic business plan
- Social goals are translated into specific outputs, outcomes and indicators

For example →

Social Goals	Output
Reaching target clients	% of women clients % of persons with disabilities
Meeting clients' needs	% of client exit rate
Changing clients life	% of clients' children going to school

- Social indicators are tracked by collecting social data: Piloted in 2014 in 10 branches; rolling out across all branches in 2015

Why did OBUL decide to track social indicators and data?

- The need to measure the transformation impact
- Lack of empirical data in decision making
- The process started in 2010 with support from the Association of Microfinance Institutions of Uganda (AMFIU), Triple Jump
- The process continued since 2013 with the help from Opportunity International and MicroSave who helped us complete the process of defining the indicators, develop data collection tools, train staff in data collection, data analysis

Who collects the data and when is it collected?

- Data collection is done by internal staff: the relationship officers from loan clients and the customer care officers from the savings clients
- Staff are trained on how to use the tools
- Choose internal staff for continuity purposes

How did you ensure that the staff collecting the data are trained and are equipped to do it efficiently?

- Conducted a training of the trainers' program for master training for the head office team and representatives of the branches
- The Transformation manager with the help of trained staff trained rest of the branch staff at branch level

Where is the data stored? And how do you analyze it?

- The staff collect data from the clients using Outreach and Transformation survey tools
- Then data is entered into the online Google forms by the branches, which is accessed centrally by the transformation team
- Data is analyzed and stored by the Transformation manager
- Currently we are in the process of integrating social data into MIS (T24)

Who generates the reports and how is the data used by the management?

- During the pilot phase, reports were generated by both MicroSave and Transformation manager
- Going forward it will be the Transformation Manager
- Based on the results on customer service feedback, management has decided to review the customer service policy and to hire a customer specialists to improve client satisfaction

What were the primary costs involved? What are the foreseen costs?

- Staff training related costs
- Cost of customizing the MIS to integrate social data and generate reports
- Costs of hiring external staff/enumerators, consultants
- Stationary, printing costs of the questionnaires / survey forms
- Travel costs associated with the data collection, quality control, training

What are the benefits to OBUL of such social data collection & reporting?

We are still at initial stages of data collection, so benefits may not be seen as yet but we hope that in the long run we will have:

- Improved customer service
- Improved client retention
- Improved portfolio quality
- Increased profitability
- Improved client loyalty
- Improved caseload through word of mouth
- Reduced operational costs

What are the benefits of such practices to clients?

In the long run:

- Clients will receive demand driven products and services that meet their needs
- Good customer service
- Transformed lives
- Repeat loans

What advice do you have for other practitioners who want to practice 1.b?

- Getting staff buy-in at all levels is a gradual process. It needs continuous training and awareness creation
- When you collect data it is important that you share the results with staff and use the results immediately
- Don't use the results to victimize staff
- Collecting data using internal staff is good but it is additional work to the staff, there is a need to support them and appreciate their efforts
- Need for both financial and human resources for successful implementation

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Take Action: Use the Implementation Guide!

The Universal Standards for Social Performance Management
Implementation Guide

Social Performance Task Force
Lead Author: **Leah Wardle**

- Download the guide here: http://sptf.info/spmstandards/universal-standards
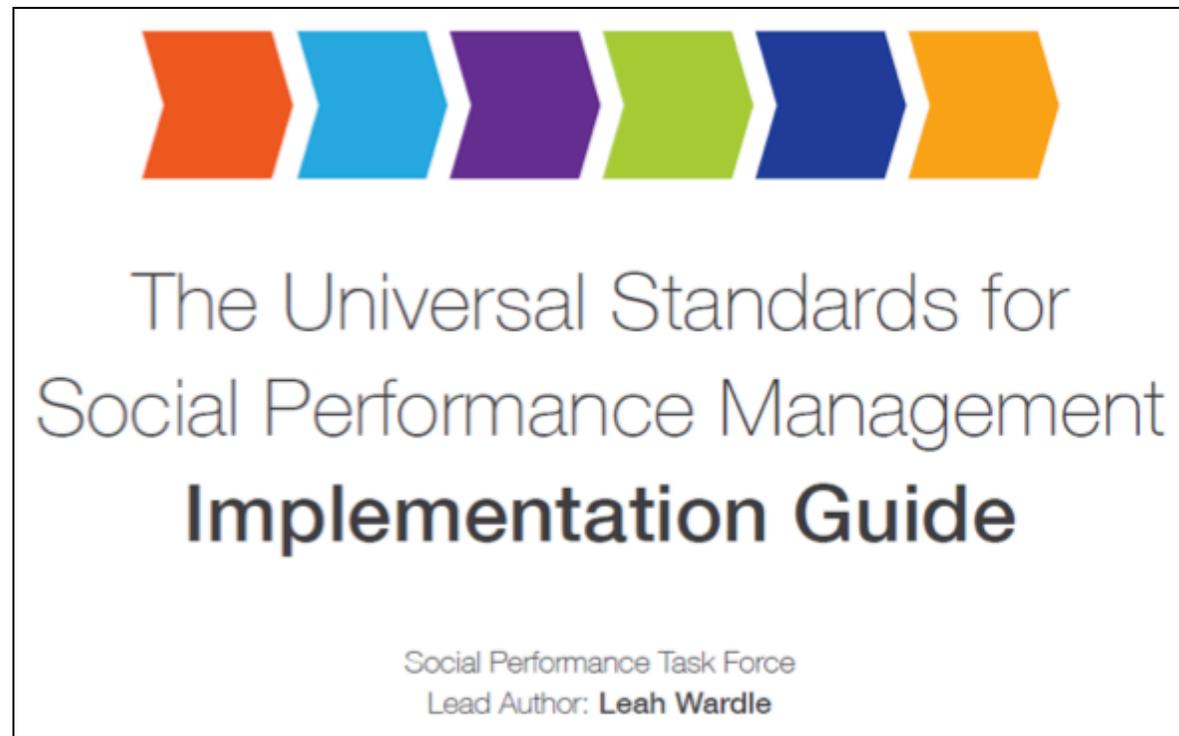
Take Action: Consult the Resource Center!

- Visit the resource center here: http://sptf.info/resources/resource-center

Where to find more information:

- The Universal Standards of SPM Manual:
  http://sptf.info/spmstandards/universal-standards

- The SPI4 social audit tool:
  http://cerise-spi4.squarespace.com

- The presentation and recording from today's session:
  http://www.sptf.info/online-trainings/universal-standards-implementation

- The SPTF Resource Center:
  http://www.sptf.info/resources/resource-center

- The SPM Implementation Guide:
  http://sptf.info/spmstandards/universal-standards

Thank you for your participation!

Please join us in January 2015 for a discussion about
how to improve practice in:
Dimension 2, Ensure Board, Management and
Employee Commitment to Social Goals