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##

SP Fund for Networks: Call for Tools

## Call for Tools

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## Call for Tools Guidelines

To support implementation of the [Universal Standards for SPM](http://www.sptf.info/spmstandards/universal-standards) (the Standards), the SPTF started the process of collecting case studies, tools and templates for each section of the Standards. The collection was carried out in 6 rounds in the period of September 2012 to February 2013 (each month SPTF released a call for tools for one section of the Standards).

To support implementation of the member MFIs, the **networks can organize similar calls for tools at the country or regional level.**

The call for tools process involves the following steps:

1. Prepare call for tools announcement for selected sections of the Standards and communicate it with the MFIs in the country (please see the call for tools announcement guidelines below);
2. Collect the tools from MFIs;
3. Review the tools (please see the tools review guidelines below)
4. Select and award the winners
5. Disseminate the tools among members through a website, conference or a workshop

## Announcing the call for tools

The network should announce the country call for tools specifying:

* A brief introduction to the Universal Standard
* The name of the Universal Standard section for which the network is collecting tools
* Types of the tools being collected
* Process by which the tools will be reviewed by the network
* Benefits to MFIs willing to share the tools (these can be in different forms from recognition for the MFIs that will share the tools through certificates to financial awards, free conference/training passes, etc.)
* Timeline for submitting the tools

The network can use the example of an announcement provided in **Annex** and modify it to own needs (it is recommended to send the announcement as an attached Word or PDF file)**.**

## Reviewing the collected tools

After having collected the tools through the call for tools, the network should engage in the tools quality review process. Each tool should be reviewed by at least 2 people, each carrying out an independent assessment. The persons selected to review the tools should not be staff of the MFIs submitting the tools (to avoid conflict of interest). A network can also form a review committee including network staff and representatives of local stakeholders e.g. raters, investors, support organizations, etc.

The review of the tools should include a quick scan answering the following questions:

1. Is the tool relevant to the standards? Yes/No….

*\*You should be able to define which section of the standards the tool relates to, as well as particular essential practices within the section. If there are only certain sections of the tool that are relevant for the standards, identify those sections and assess only them.*

2. Is the tool useful? Yes/No….

*\*You should be able to define how the institution benefits from applying the tool.*

3. Is the tool applicable to other MFIs as well? Yes/No….

*\*You should be able to determine that other institutions will find this tool helpful as an example.*

4. Is the tool easily understandable? Yes/No….

*\* The tool should be easy to comprehend—e.g. the formatting, language, instruction if necessary, should be clear and easy to comprehend by a person that does not know the context and the organization.*

If the tool passes all four questions, it can be prepared for the broader dissemination.

## Preparing the Tools for Dissemination

To prepare the selected tool (a tool that has passed the quality check described above) for dissemination, the network should develop a tool overview in line with the suggested format below.

|  |
| --- |
| **Tool Sharing Form** |
| Institution name and country:  |
| Document name: |
| Corresponding Section of the Universal Standards: (1, 2, 3, 4, 5, or 6)  |
| Corresponding Essential Practices: (e.g. 1.a3, 2.b4) |
| How is the tool used by the MFI? (explain the process of applying the tool)  |
| Please specify whether the whole or selected sections of the tool support the standards:  |
| How the MFI benefits from using the tool?  |
| /paste the tool/ If only selected sections of the tool support the standards, please include only selected sections or highlight them in a bigger document.  |

The Tools Sharing Forms with the tools attached to them can be disseminated among members and/or posted on the network website.

Interested networks can also submit “**Tools Sharing Form”** and the tools to the SPTF to info@sptf.info so that the tools can be reviewed for global dissemination.

## Recognizing MFIs for Tools sharing

The network can also organize a conference or tools sharing workshop during which the MFIs submitting the tools will have a chance to present them to a wider audience and promote as leaders in SPM. The workshop/conference can be used as a good event to grant awards for the participation in the call for tools (please see an example of a award/tools sharing workshop agenda in **the Annex).**

The MFIs that are most active in sharing their tools can be recognized and/or awarded for their efforts. The Network may recognized the tools sharing efforts with certificates, statuettes, providing scholarships to attend SPM related events or free passes to attend its conferences or training programs.

## Annex 1: Example Call for Tools Announcement (courtesy of Social Performance Task Force)

## *(section 1)*

Dear members,

In June 2012, the SPTF introduced the [SPTF Universal Standards for Social Performance Management](http://www.sptf.info/spmstandards/universal-standards) ("the Standards"), and our network committed to support its members to help them implement the practices found in the Standards.

As a response to this, we are building the [**SPM Resource Library for the Universal Standards**](http://www.sptf.info/spmstandards/standards-resource-library) in our country/region, a free online library providing examples and resources to guide institutions as they implement the Standards (that will complement the global SPTF Resource Library for the Standards with local examples of tools).

/add information on your national call for tools/

**Contribute to the Library Today!**

We are collecting resources for **Section 1 of the Universal Standards, “Define and Monitor Social Goals.”**

The practices in this section focus on defining your target clients, social mission, and goals and on collecting client data to understand your progress toward achieving these goals.

After reviewing Section 1 of the Standards (<http://www.sptf.info/spmstandards/universal-standards>), **share how your institution has defined and monitored its social goals.** You maysubmit any of the following:

* A written description of how the institution implements one or more of the practices in Section 1.
* A copy of your institution’s strategy, featuring SPM.
* A list of the institution’s social goals and/or targets.
* A list of the indicators used to measure social progress.
* A report from the institution that features social data.
* A description of how the institution collects and ensures the accuracy of social data.
* An example of employee training materials on collecting social data.

/modify the list above to be relevant with the selected section of the standards/

**How to Contribute**

**Submit by (insert date)** to have your resources reviewed by the network and recommended to belisted in the SPTF Resource Library.

Please email any of the above resources to /indicate e-mail address/.

**Benefits of Contributing**

As a leader in the field, your example will inspire others to strengthen their own SPM practices. With your permission, your organization name and example will be highlighted in the Resource Library.

Additionally, we will award (one/a few) MFIs, most active in sharing the tools, with /indicate the awards/

**More Learning Opportunities on the USSPM**

To download a copy of the **Universal Standards**, please visit:

<http://www.sptf.info/spmstandards/universal-standards>

To learn about tools in line with USSPM, MFIs around the world are implementing, please visit: <http://sptf.info/spmstandards/standards-implementation-resources>

***(section 2)***

**Contribute to the Library Today!**

We are collecting resources for **Section 2 of the Universal Standards, “Ensure Board, Management, and Employee Commitment to Social Goals.”**

The practices in this section focus on defining your target clients, social mission, and goals and on collecting client data to understand your progress toward achieving these goals.

After reviewing Section 2 of the Standards (<http://www.sptf.info/spmstandards/universal-standards>), **share your examples and documents.**  You may submit any of the following:

* A written description of how the institution implements one or more of the practices in Section 2.
* Orientation materials for introducing the Board to the institution’s social goals.
* Social performance reports reviewed by the Board.
* The institution’s business plan, which includes social goals.
* Social data routinely reviewed by management.
* Employee evaluations that take social performance duties and client treatment into account.
* Employee training materials on appropriate treatment of clients.

***(section 3)***

**Contribute to the Library Today!**

We are collecting resources for **Section 3 of the Universal Standards, “Treat Clients Responsibly”.**

The primary areas of focus for this section are avoiding client over-indebtedness, communicating effectively with clients, treating clients with respect and without discrimination, ensuring privacy of client data, and having a mechanism to address client complaints.

After reviewing Section 3 of the Standards (<http://www.sptf.info/spmstandards/universal-standards>), please share your examples and documents. Any of the following types of resources and tools would be relevant:

* Collections manuals that define “appropriate” and “inappropriate” collections practices.
* Training documents, presentations, or videos used to train loan officers or collections agents in appropriate behavior and/or collections practices.
* Codes of Ethics that include guidelines on collections.
* Institutional scripts used by collections agents when speaking with delinquent clients.
* Common complaints/ questions received from clients about collections practices.
* The process used to define “appropriate” collections within your institution (e.g. focus groups with loan officers).
* Loan approval process procedures incorporating borrower’s capacity assessment, approval policies with debt thresholds.
* Policies on external cross checking client level of debt (Credit Biuro or informal exchange of lists).Policies, procedures and their application used by MFIs to communicate information on terms, rights, obligations and privacy protection to client
* Policies on informing clients about contract terms and conditions
* Policies on handling clients complaints

***(section 4)***

**Contribute Today!**
We are collecting resources for **Section 4 of the Universal Standards, “Design Products, Services, Delivery Models and Channels That Meet Clients’ Needs and Preferences.”**

The practices in this section focus on how the Board, senior managers, and employees demonstrate commitment to monitoring/achieving the institution’s social goals.

After reviewing Section 4 of the Standards (<http://www.sptf.info/spmstandards/universal-standards>), please share your examples and documents. Any of the following types of resources and tools would be relevant:

* A written description of how your institution implements one or more of the practices in Section 4.
* A description of innovative products, services, delivery models and channels that meet clients’ needs.
* A client satisfaction survey used by your institution.
* Social performance reports that include data on client retention and/or the reasons for client exit.
* Market research that reveals client needs and preferences.
* A description of the process for designing new products and services and delivery channels.

***(section 5)***

**Contribute Today!**
We are collecting resources for **Section 5 of the Universal Standards, “Treat Employees Responsibly.”** The practices in this section focus on the measures a financial institution should have in place to protect its employees, to provide employees the training they need to perform their jobs well, and to create a supportive work environment.

After reviewing Section 5 of the Standards (<http://www.sptf.info/spmstandards/universal-standards>), please share your tools and documents. Below are some examples of the types of resources that would be relevant:

* A written description of how your institution implements one or more of the practices in Section 5.
* A copy of your institution's human resources policies.
* Employee job descriptions.
* Training materials your institution uses for employees.
* An employee satisfaction survey used by your institution.
* Reports that analyze your institution's employee satisfaction and turnover data.

***(section 6)***

## Contribute Today!

## We are collecting resources for Section 6 of the Universal Standards, “Balance Social and Financial Performance.”

## The practices in this section focus on how institutions set policies and goals around growth rates, choice of financing structure, profit level, and compensation of senior management, taking into account both financial and social goals.

## After reviewing Section 6 of the Standards (<http://www.sptf.info/spmstandards/universal-standards>), share your examples and documents. You may submit any of the following to the SPTF:

* A description of how your institution balances social and financial performance
* Financial projections, strategy documents, or reports that indicate concern with social performance goals
* Growth projections/policies that indicate concern with client well-being
* Pricing policies that indicate concern with client capacity to afford products
* A description of your institution’s employee compensation policy
* Other documents that demonstrate how your institution balances social and financial performance

## Annex 2: Sample Agenda of Tools Sharing and Award Workshop (courtesy of APSFD – Ivory Coast)

*Workshop for sharing of good practices on sections 2 & 3 of USSPM*

*/Place, date/*

|  |  |
| --- | --- |
| **Schedule** | **Activity** |
| 08 : 30 – 09 : 0009 : 00 – 09 : 3009 : 30 – 11 : 0011 : 00 – 11 : 1511 : 15 – 12 : 4512 : 45 – 13 : 4513 : 45 – 15 : 0015 : 00 – 15 : 3015: 30 – 16 : 00 | Welcome and openingRecall of the context, the objectives of the call for tools on USSPMPresentation of examples of good practices and tools by MFIs (section 2) Coffee breakPresentation of examples of good practices and tools by MFIs (section 3)Lunch breakDiscussion on action plans by MFIs to increase compliance Award Ceremony for MFIs participating in the call for toolsNext steps, evaluation and closing |