

# Proposal for Ongoing Survey

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## Introduction

Miller Center's Global Social Benefit Fellows shadowed Jinja Senior Credit Officer Bigirwa Bashir on 30 July 2018 and observed Tugende's Credit procedures. Through this process, the Fellows discerned an efficient and cost-effective way for Tugende to continuously measure its social impact.

## Section 1: Why?

Measuring social impact enables Tugende to assess how well it achieves its mission and helps its investors understand the returns on their investments. However, social impact studies are often labor-intensive and require drawing resources from other projects. Tugende would benefit from establishing more robust procedures for future impact reporting.

## Section 2: What?

### 2a. Credit Department Procedure for Measuring Impact

#### **Proposal**

The addition of a procedure for Tugende's Credit Officers to conduct short social impact surveys. Officers will administer surveys to Tugende clients that have completed at least one lease at the stages they visit during the vetting process.

#### **Opportunity**

As Tugende scales, there will be more completed clients at a given stage. Fellows observed that Credit Officers often have downtime at stages, particularly while one officer fills out paperwork or when the vetting process is stalled by rain. During these periods, Credit Officers can ask if there are Tugende customers who have completed at least one lease that are willing to participate in the survey.

## 2b. Implementation

### Taroworks

Tugende's adoption of the Taroworks platform for the Credit Department procedures presents the opportunity to conduct paperless social impact surveys. 2018 Global Social Benefit Fellows developed a survey for Tugende's future impact measurement (See Appendix A: Ongoing Social Impact Survey). The survey contains suggestions about how to code it into a Taroworks module.

### Anticipated Obstacles

Fellows are aware of several obstacles to the successful implementation of this procedure:

First, identifying and reaching completed customers may prove difficult. New Credit Officers do not necessarily know the names and faces of all Tugende customers. Customers may have stopped working, switched stages, or changed their phone numbers since completing their first lease with Tugende. Furthermore, Tugende customers may be out working while Credit Officers are present at their stages or say they are too busy.

Fellows are also aware that the addition of another procedure may over-extend Credit Officers, especially at branches that are behind on their targets. If this is the case, we suggest establishing incentives that encourage Officers to conduct surveys when they have time instead of giving them another target to reach.

Despite these anticipated obstacles, this procedure is cost-effective, efficient, and allows Tugende to continuously collect data that will prove useful.

**Appendix A:** Link to Ongoing Social Impact Survey:

<https://millercenter.app.box.com/s/57oy8dedrf2r8jb7lr6jposemqvv0h96>

