Outcomes Working Group
Brief on Session 13: Komida (Indonesia) - Building the System for Outcomes Management
(July 2016)
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Komida is a cooperative in Indonesia with 130 branches and around 300,000 clients. Up to 2014, Komida was collecting PPI data. This was analysed for outreach. Another use was, when the data showed that some clients lacked a toilet at home, Komida introduced a sanitation loan. However, these data were not tracked over time. During a social performance management assessment, board, management and staff mentioned the lack of evidence of whether Komida was achieving its mission: to improve the lives of its clients in three main areas - income, health, and education.

Technical assistance from network supporting SPM
Komida is a partner of Opportunity International (OI), an international support network with a strong social commitment. OI invests in its network of partners and also provides technical assistance. Since 2015, Komida has been receiving support from OI to implement stronger social performance management, including outcomes management.

OI funds technical assistance to mentor local management for SPM, to:
- Train on latest developments and tools
- Assess current practices and help partners develop plans to implement best practices
- Assist in policy development and practice implementation (e.g., staff training, MIS data management)
- Promote consistent social indicators

A comprehensive, participatory, and iterative approach
The consultant initiated a participatory process, consulting organizational representatives at all levels – from board to branch. The aim was to set up a strong system for client data collection, collation and analysis, related to all three SPM goals for outreach, appropriate services and outcomes. The work on outcomes therefore was part of an overall process for SPM over six months that started with mission review and defining social goals and objectives.

Three Excel-based tools were used to guide the management on the selection of indicators and systems development:

1   Indicator short-listing tool
2   Indicator mapping tool – sources of data
3   Data management plan

Each tool sets out the key elements to consider, and enabled different members of Komida to reflect and contribute.

Indicator short listing
This tool lists indicator options for each smart objective, states whether the data already exist, and then asks the staff to score three parameters on a simple scale of 1-3 (low to high): importance for decision making, ease of data collection, and cost-effectiveness of data management. For indicator options, OI does provide a list of core indicators which it uses for reporting on social performance to funders. These indicators are good examples of indicators that can work in different countries, and are open to partners to include or adjust in their context.

Based on the scoring, 11 outcomes indicators were selected to measure objectives for outcome objectives related to client income, health and education.

3 outcome objectives, 11 outcome indicators		
Income	1	% of clients who report an increase in the household incomes after joining KOMIDA
	2	% increase in the average savings balance with KOMIDA
	3	% of clients who moved to the next level of poverty line
	4	% of clients who report an increased ability to pay for key household and life cycle expenditure
Health	1	% of clients who have access to a toilet (own or community shared)
	2	% of clients who have access to their own drinking water
	3	% of clients who report increase in awareness on health
	4	% of clients who report having experienced a serious medical condition/illness in the last 6 months within their household
	5	Of those with a serious medical condition, % of clients that reported having access to a qualified health practitioner or health facility for treatment for this illness/condition
Education	1	% of children/girl children in school age (6-18) who are attending school regularly
	2	Of clients with children (6-18 years), % whose children have the possibility of going to college or university

Indicator mapping and data management

<u>For each selected indicator</u>, sources of data were mapped, identifying existing sources and suggested additions – for physical forms and MIS. And then Komida developed a detailed plan, covering all the different elements required, from collection to reporting.

Data management tool – proposing the data plan

1	Data collection	a.	To which form do we add the question?
		b.	Collect sample or census data?
		c.	Who will collect the data?
		d.	How frequently will they collect the data (continuous, monthly, annually)?
2	Verification and audit	a.	Who will verify data quality
		b.	How will data be verified?
3	Storage	a.	Will data be entered into Excel or the management information system (MIS)?
		b.	How will data be stored over time?
4	Management/analysis	a.	Who will analyse the data?
		b.	What analysis will they do?
5	Reporting	a.	Who will receive the reports?
		b.	What will be the reporting method/document?
		c.	What will be the frequency of reporting?

Implementation

- Since outcome indicators at client entry (=baseline) will be collected on a census basis, Komida has modified its MIS to facilitate data entry of all these indicators.
- The consultant did a training of trainers (i.e., the training team, the SPM team, head of operations, and some branch managers) and these trainers trained the field staff for collecting data.

- Data collection for outcomes indicators takes an additional 5-6 minutes per client.
- For data quality checks: a) the MIS officer at the branch enters the data; b) the branch manager checks the consistency and completeness of 10-15% of the forms; c) the SPM champion does random field checks.

Komida has now been collecting data on additional outcome indicators together with the PPI since 2016, with a new focus on establishing a baseline and then tracking and analyzing change over time.

Next steps:
- Develop an MIS/Excel-based module which can help in automating the analysis and reporting
- Develop a dashboard for client data reporting – including outcomes
- Engage with the board and management to help them use the data for decision-making for improved client outcomes

Key Lessons
- Investor support and management buy-in are important. Senior management has to be deeply involved from the beginning and remain involved
- External TA/mentoring to support a consultation process over a period of time is effective
- Make sure that staff throughout the organization understand why the organization is implementing the system. The work needs to be coordinated across several departments. Be sure to involve branch managers as well as staff in the headquarters office.
- Internal capacity for the MIS helps in accelerating the process for data management
- Making incremental changes is easier. In Komida's case, it helped that they were already collecting PPI data, so adding the collection of some new outcome indicators was not as challenging as if Komida had been launching outcomes management from scratch.
- Do not select too many indicators to track – even if there is a temptation to think that many are important.

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The working group is open to all stakeholders:
practitioners, networks, TA providers, investors, researchers, subject matter specialists – academics
Contact us to share your experience and views: info@sptf.info