



SPTF Featured Member: Anne H. Hastings

Anne recently left her position as Director of the Working Group. She will no longer be working full-time, but will be advocating for the graduation program for the extremely poor as a consultant to Uplift, a joint initiative between Amplifier Strategies and a group of philanthropic donors to accelerate the global adoption of the graduation approach (www.joinuplift.org).

Reflections on Social Performance:

I am passionate about social performance management. For 17 years, I was in the leadership of Fonkoze, Haiti's largest microfinance institution. I joined the founder of Fonkoze, Fr Joseph Philippe, to help him realize his vision of a bank the poor could call their own. From the start, we were all about reaching the rural poor, especially women, and providing them with the tools they needed to lift their families out of poverty. In late 2006, soon after I attended my first SPTF meeting, I learned about an action-research project in social performance management implemented by the Imp-Act Consortium. I believe there were six organizations that participated in the program, which was focused on learning and improving how we were managing towards a double bottom line. It was led by Anton Simanowitz.

I learned so very much by participating in this program and realized that while leadership is a critical variable in the success of organizations that achieve their double bottom line goals, social performance management requires that all aspects of the organization be aligned in support of both bottom lines. That, of course, takes a lot of work.

I'm looking forward to a microfinance industry that:

1. Succeeds in reaching the most excluded, especially poor rural women
2. Remembers that we haven't achieved our goal until we reach [full financial inclusion](#)
3. Opens itself up to using all channels, including digital channels, to reach clients but ensures that the products delivered through those channels are appropriate for the clients they reach
4. Commits to [ending extreme poverty](#) while recognizing that for most of those in extreme poverty a loan is not the solution.

Overview of your organization:

The Microfinance CEO Working Group is a collaboration among the CEOs of 10 of the largest global microfinance networks (Accion, BRAC, CARE, FINCA International, Freedom from Hunger, Grameen Foundation, Opportunity International, Pro Mujer, VisionFund International and Women's World Banking). Collectively, the Working Group's networks represent 250 microfinance institutions serving 70 million clients and savings groups in 94 countries serving 5.7 million clients. These MFIs and savings groups are operating today in 89 unique countries.

Convened in early 2011, the Working Group is committed to ensuring that the microfinance industry reaches its full potential by advocating for, and implementing, responsible business practices that keep clients at the forefront.

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Importance of Social Performance Management

All 10 CEOs agree that the Universal Standards are critical for the success of any double-bottom line organization. In fact, it promotes both among its own affiliates and across the industry as a whole, responsible institutions, which it defines as ones that:

- are client-focused;
- do all in their power to protect clients from harm;
- are transparent about fees and interest rates; and
- measure their effectiveness in achieving desired client-level outcomes.

The CEOs believe that those who implement the Universal Standards are the most likely to be responsible microfinance institutions.

Organizational support for Social Performance Management

The Working Group has supported SPM and the SPTF since its beginning. For instance, it

- Published the [Road Map for the Microfinance Industry: Focusing on Responsible and Client-Centered Microfinance](#) as a statement of principle and intent.
- Beta tested the Universal Standards during their development and made suggestions for improvement.
- Actively encouraged the adoption of the [Universal Standards for Social Performance Management](#), including the client protection principles, within the Working Group's networks and across the industry.
- Tracks on a quarterly basis ALL of its affiliates so that it knows where each one is on the pathway to responsible microfinance.
- Promotes use of the SPI4, along with social ratings and audits.
- Requested that I, as Executive Director of the Working Group, serve on the board of the SPTF, the Steering Committee of the Smart Campaign and the Responsible Inclusive Finance Working Group.

Upcoming publication

In the coming weeks, the Microfinance CEO Working Group will be publishing, together with the Grameen Foundation and Accion International, a new study entitled "Measuring the Impact of Microfinance: Looking into the Future" by Professor Kathleen Odell. Please be on the lookout for it!

Learn more about the Microfinance CEO Working Group [here](#).