

# Growing with “El Mejor”



## Impact Measurement Report



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## “EL MEJOR” FAMILY



It was the early days of June 2014, and the family "**El Mejor**" had their day as usual, without many upheavals or dramatic changes that would alter the lives of its members.

The "**El Mejor**" family reflected the typical features of a traditional and humble Paraguayan family. Living in the present, not worried about managing their monthly expenses and not having a family savings plan. Moreover, they were unaware of the existence a savings culture applicable to the average daily schedule of a family. The way in which management addressed every members money was entirely spontaneous and without planning.

From Monday to Monday they consumed foods that were easy to cook and easy to find, such as the famous Sandwi-nadas (a combination of bread with a local meat pastry). They never considered food an essential element for the proper development of their bodily functions and therefore never reached the optimal performance in the areas in which family members were developing. We could cite more features but this story is very long.

The family took an unexpected turn ever since a methodology called **The Poverty Stoplight** crossed its path. It allowed them to classify 50 aspects of their life into three levels (red, yellow and green). Ever since the initial contact, each member realized that although they had many positive aspects in their life there were still a great number of qualities that could be improved.

What surprised the family the most was the fact that thanks to making visible what is normally invisible, they realized that most of the tools and resources to address critical aspects of their lives (as evidenced by the results of their Poverty Stoplight) were already within the family. They also appeared on their Life Map as small green dots. Once the "**El Mejor**" family interpolated their consciences and empowered themselves in regards to their reality of extreme poverty in some of the measured indicators, they leveraged their resources and set out to transform the reds into greens.

Today we can say that the "**El Mejor**" family significantly improved their quality of life. We can also affirm that there was a transformation and the birth of a responsible commitment to the future of all its members and each ones indicators.



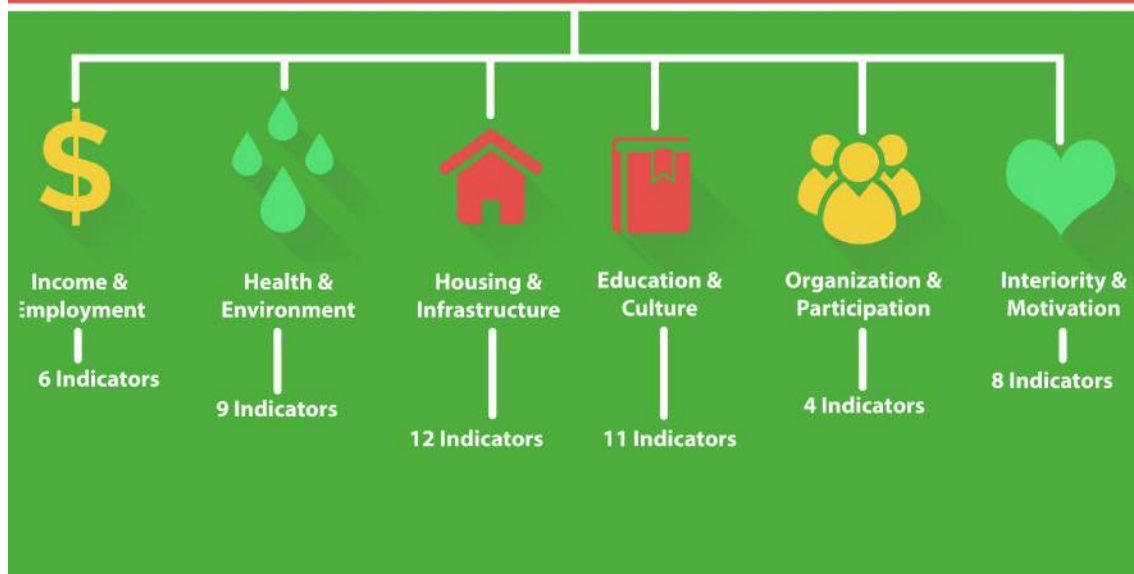
## 1. INTRODUCTION

The Poverty Stoplight is a methodology developed by Fundación Paraguaya which is based on the following premises: a) poverty is multidimensional, b) poverty affects differently each family, c) the poor must be the protagonists of their own departure from poverty, d) should involve the widest possible set of actors to help eliminate poverty through their field of expertise.

### Analysing multi-dimensional poverty...

The Poverty Stoplight measures poverty based on 50 indicators that are divided among 6 dimensions.

Each indicator is defined in 3 levels: extreme poverty (red), poverty (yellow) and non-poverty (green).



This methodology uses a visual survey with images that define poverty in 50 indicators grouped into six dimensions. The Poverty Stoplight allows families to easily and quickly measure what your current situation regarding income and quality of life is and at the same time they can identify their strengths and weaknesses. It is also possible to map the results so as to leverage resources and develop partnerships with institutions in different sectors in the areas identified through the Poverty Stoplight.

The Project “BUSINESSES WITHOUT POVERTY”, carried out by the Association of Christian Entrepreneurs (ADEC) and Fundación Paraguaya, uses the Poverty



Stoplight methodology to gain knowledge of and positively improve the quality of life of the employees of the participating companies. In this context, 65 families applied the self-diagnosis from the Poverty Stoplight to determine their level of poverty in 50 indicators. Having identified the priorities, an action plan was established by **El Mejor**, with technical support from Fundación Paraguaya and ADEC.

Companies that join this initiative are seeking:

- **Increase the productivity** of the company following the commitment of the families with whom they work.
- **Reduce turnover of their employees** by aiming for employee satisfaction, whom will make a stronger commitment and produce more in the long run, creating savings for the company.
- **Minimize the distraction** generated in the employee due to personal and family problems, in turn creating a positive impact on performance.
- **Companies become agents of change** and transform ideas into action when it comes to poverty.
- **Create value in society and create impact** beyond the economic aspect.

The project lasted 14 months and the following activities were carried out:

- Presentation of the methodology and training the employees of **El Mejor**.
- Implementation of a Strategic Internal Communication Plan in the company.
- Baseline Survey for the 65 families of the employees, using the visual survey (Poverty Stoplight Software).
- Development and implementation of a Poverty Elimination Plan in accordance with the priorities set by **El Mejor**.
- Monitoring of progress and solution of the various indicators of poverty that affect families.
- Survey of the impact line for 65 families of employees, using the visual survey (Poverty Stoplight Software).



## 2. IMPLEMENTATION OF THE WORK PLAN

After making the first measurement of data (baseline), the data was processed and presented in a report that was the basis for the construction of the work plan. Specific actions were taken directed at addressing the indicators with higher percentages of "red" in order to transform them into "green" or in other words a non-poverty situation. The Elimination of Poverty Stoplight is a metric, so we can say that it allows us to reach clear conclusions about the impact (measurable) of the actions taken towards improving levels of selected indicators of high priority. At the same time, this metric becomes parallel in a comprehensive transformation methodology of each family who can set specific goals to improve their quality of life.

**El Mejor** has been part of an inter-corporate discussion table where I had the opportunity to share their goals and strategies of approach to possible solutions. This space clarifies the views framed in the project and above all things, nourishes and strengthens the practices to be carried out, basing success on the experiences of other companies.




The fact that companies that join this initiative are committed to adopt the role of a substantial change agent in the quality of life of its employees is the key. The presentation of the following report seeks to provide as much information as possible about the gains that existed throughout the process and above all things, facilitate the process of identifying indicators to be addressed in a more timely manner.








### 3. FEATURED ACTIONS

**El Mejor** is known for having continuously performed actions directed toward solving the various indicators measured. The following are some that stand out:




Indicator #48	<b>DOMESTIC VIOLENCE</b> (Dimension: Interiority and Motivation)		
<b>Definition</b>	RED	YELLOW	GREEN
	Family violence exists but family is not aware of it (seems normal) or take action to avoid it.	There is domestic violence. However, victims are aware of it, and take actions to prevent it.	No member of the family is the subject of domestic violence.
<b>Image</b>			
<b>Activities</b>	<ul style="list-style-type: none"> <li>Preparation of a guide to prevent gender violence, this program within the company is called, "Life Clean of Violence against Women"</li> <li>Lectures and workshops within the office with administrative staff and workers.</li> <li>Promoting the eradication of violence against women through communication materials, flyers, monthly newsletter.</li> <li>Participation in Business Cost Study of violence against women.</li> <li>Will also implement a support system for the victims of violence.</li> <li>Approximate amount of investment: 10,000,000 gs</li> <li>Results achieved: 53 people trained. Increased cases of complaints from employees on Family Violence.</li> <li>Opportunities for improvement: Getting the involvement of more people within the company.</li> </ul>		
<b>Allies</b>	<ul style="list-style-type: none"> <li>A partnership with GIZ (German Development Cooperation) and the ComVoMujer program was finalised.</li> <li>Contact information: Regional Program ComVoMujer</li> <li>Name: María Victoria Heikel</li> <li>Title: National Coordinator for the Regional Program ComVoMujer</li> </ul>		






	<ul style="list-style-type: none"> <li>• Teléfono: (021)611. 943</li> <li>• Email: <a href="mailto:maria.heikel@giz.de">maria.heikel@giz.de</a></li> </ul>
<b>Testimonials</b>	Testimonials are quite encouraging as the fact remains that the company is continuing to focus on such activities and in turn promotes the welfare of the employee who finds support in this situation.
<b>Next Steps</b>	<p>A schedule of interviews and internal support is made so that the victims can make their arrangements without affecting the perceived salary, that is so they feel integrally supported.</p> <p>Progress is also being made with developing an agreement with CIDSEP (Interdisciplinary Centre for Social Law and Political Economy) from the Catholic University to conduct trainings to company personnel on the first response with the victims of violence.</p>
<b>Pictures</b>	  











Indicator #17	<b>LATRINE, BATHROOM AND SEWER</b> (Dimension: Housing & Infrastructure)		
Definition	The family needs to have your stool properly disposed of to protect the health of its members and contribute to the well being of the community and the environment.		
	<b>RED</b>	<b>YELLOW</b>	<b>GREEN</b>
	The family does not have a sanitary latrine and/or modern bathroom and they do not meet several of the requirements described for Level 3.	The family has a sanitary latrine and a modern bathroom that does not meet one of the requirements described for Level 3.	The family has modern bathroom, which implies that: (a) has a toilet (WC), (b) cistern, (c) ensures privacy, (d) has a good drainage system, and (e) keeps it clean.
Images			
Activities	<ul style="list-style-type: none"> <li>• <b>El Mejor</b> took the experience of Fundación Paraguaya's contest "<a href="#">My Bathroom, My Kitchen, My Pride</a>" and adapted to the context of its company in order for several of its employees to find solutions for this indicator.</li> <li>• The process began by conducting a survey to find volunteers for the project who are trained in different trades (Mason, electricians, carpenters, volunteers in general).</li> <li>• The group <b>El Mejor Solidario</b> was formed, whom was in charge of finding funds and organizing the construction of the bathrooms. Some of the fundraising activities included: Used clothes sale, raffles, etc.</li> <li>• One of the ways to raise funds for the construction of the restrooms is through a project called <b>El Mejor Recicla</b>, which consist of recycling paper and cardboard in the office. They worked with the company called Cartones Yaguareté. This practice has been replicated by other companies participating in the program.</li> <li>• The construction of toilets is done with volunteer labor (no charge) by <b>El Mejor</b> employees.</li> <li>• The cost of each construction is divided as follows: The General Management defined a scheme of support for the project consisting of 25% be paid by the company, the beneficiary will pay 25% and <b>El Mejor Solidario</b> the last 50% of the total cost of materials to be used.</li> <li>• To date two bathrooms have been constructed.</li> </ul>		
Testimonials	Testimony: Zulma Moran (first recipient): "I appreciate the help of my colleagues		



	<p>who instead of using their free time to rest or do other activities decided to join this noble cause. The changes are noticeable, my family and I are very pleased to have a bathroom inside the house because we had previously been going across the courtyard to enter the bathroom. Security is present today, and thanks to that I don't need to bother my son to accompany me to the morning, nor did we have a bathroom door on the front so the fear was constant. We did not have electricity which made only we use it up to a certain time in the afternoon before the sun goes down. Thank God today I count all amenities like electricity, water and above all security. "</p>		
<b>Next Steps</b>	<p><b>El Mejor Solidario</b> will continue doing this type of work and keep adding people to the team.</p>		
<b>Pictures</b>	 <p>BEFORE</p>	 <p>AFTER</p>	



Indicator #4	<b>SAVINGS</b> (Dimension: Income & Employment)		
Definition	Savings allows the family to cope with unexpected life situation and / or planned purchase of goods or services.		
	RED	YELLOW	GREEN
	The family never or almost never saved.	The family has saved less than six months and / or has occasionally saved.	The family has savings and a "savings culture" which manifests itself in maintaining the practice for at least six months.
			
Activities	<ul style="list-style-type: none"> <li>Lectures and workshops on awareness of savings and money management are conducted to 125 employees</li> <li>Each employee was awarded a personal pin that allows access to the bank website and have a customized control of the status of your account.</li> <li>As part of the induction process, new employees are trained in preparing a monthly budget.</li> <li>Formed an alliance with Banco Itau (ally for conducting trainings and workshops that address elements of the indicator in question).</li> <li>The amount of investment in these initiatives: no cost.</li> </ul>		
Improvement Opportunities	The possibility of a more timely and individual follow up with experts in the field on the monthly budgets and savings of each family.		
Allies	Banco Itaú <ul style="list-style-type: none"> <li>Name: Karina Moreno</li> <li>Position: Sustainability and Foundation</li> <li>Phone: (595 21) 217.3368</li> <li>Email: Karina.moreno@itau.com.py</li> <li>Web: www.itau.com.py</li> </ul>		
Other Data	The lectures and workshops are able to attract the interest of employees in terms of savings and personal budget. People become aware of the economic situation we are going through and sparks actions for specific improvements.		
Pictures			

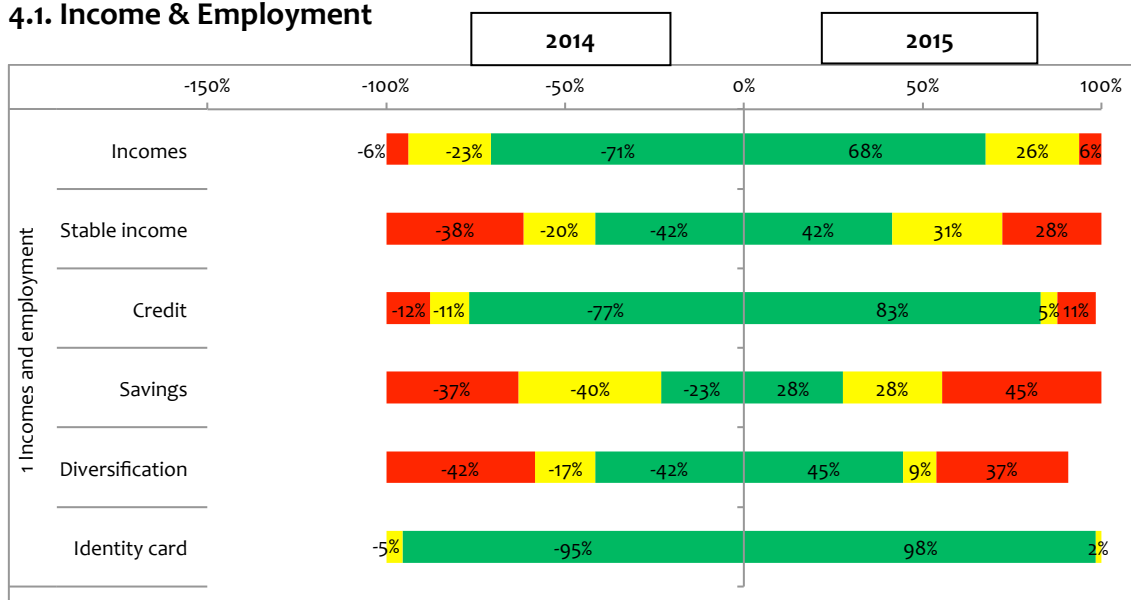


## 4. COMPARATIVE GRAPHICS

Here we present the six dimensions with their respected indicators.

The percentages are located on the left side of the graph (left axis 0 °) correspond to the data collected in the baseline measurement (June 2014). The percentages set forth on the right side represent the results Impact Measurement (July-August 2015).

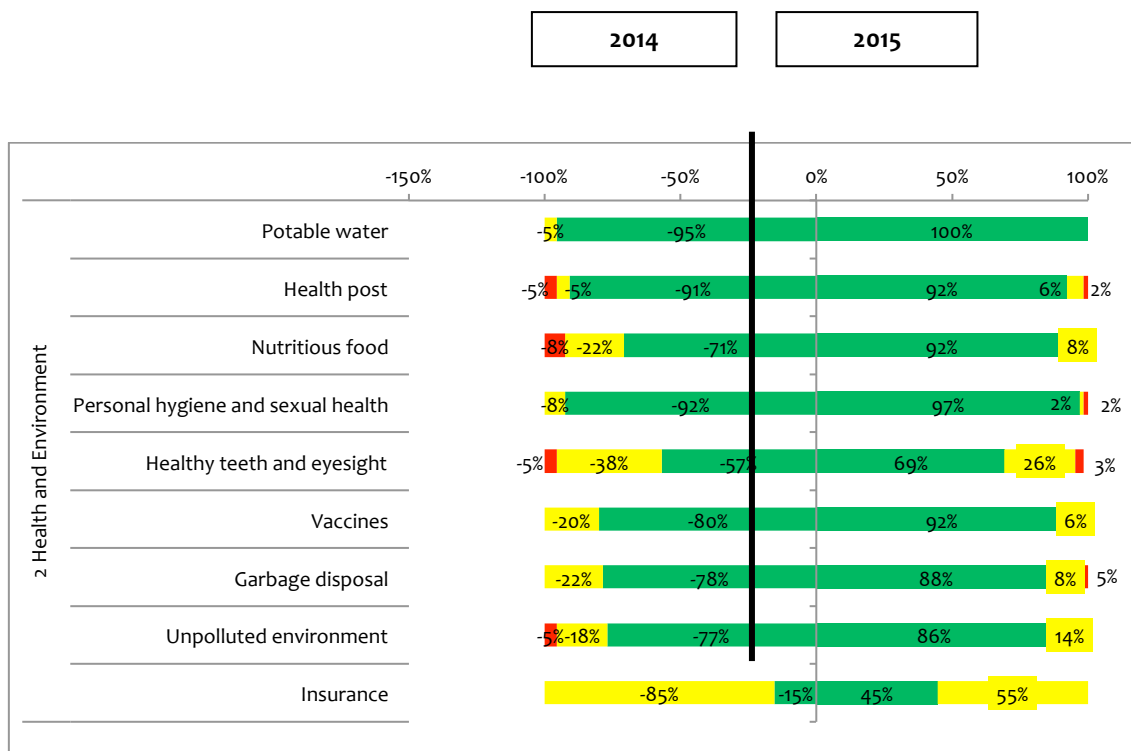
### 4.1. Income & Employment



**Observations:** A considerable improvement in the indicator "Income Diversification". As far as "stability of income" means, there was a 10% decrease in the red level. A fact to be addressed is that the indicator "Savings" suffered an increase of 8% in red. This may be due to greater awareness of the implications of having a "savings culture" when completing the survey due to training conducted with participating employees.



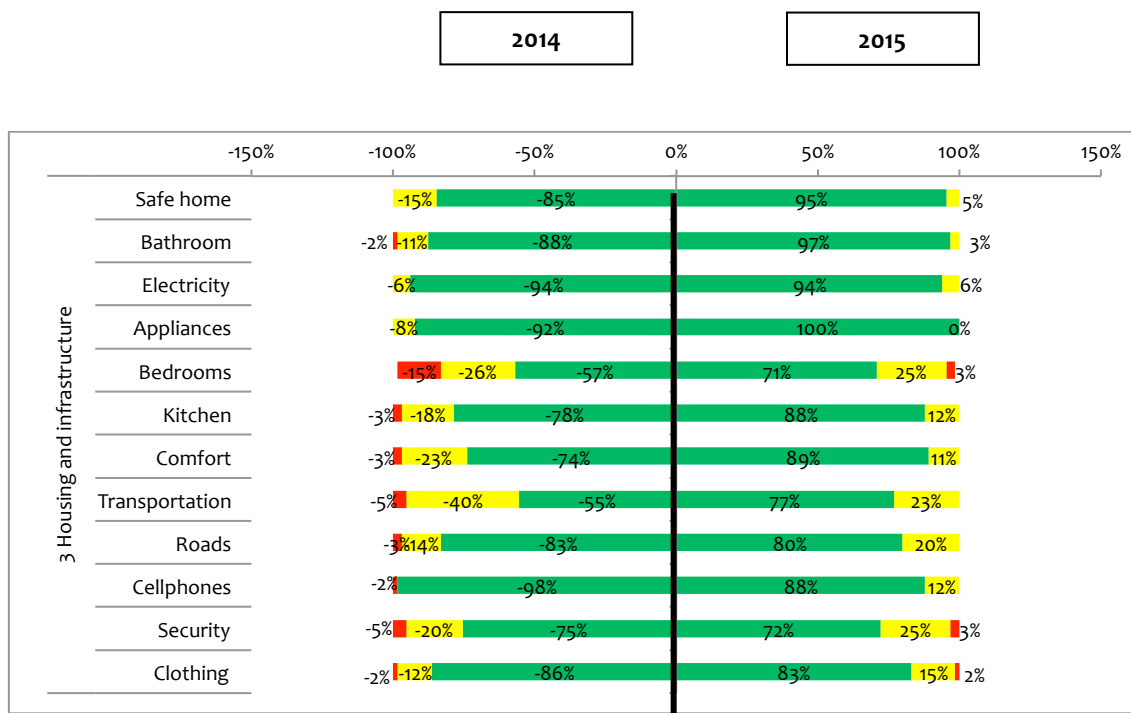
## 4.2. Health & Environment



**Observations:** A clear improvement was made in all indicators for this dimension. There were no people that reported "red" in the second measurement of the "Unpolluted environment" indicator. Regarding the indicator "Healthy Eating" - 71% "green" passed to 92% in the same category. The indicator "Insurance" (non-poor) level 3 shows an increase of 30%.



### 4.3. Housing & Infrastructure

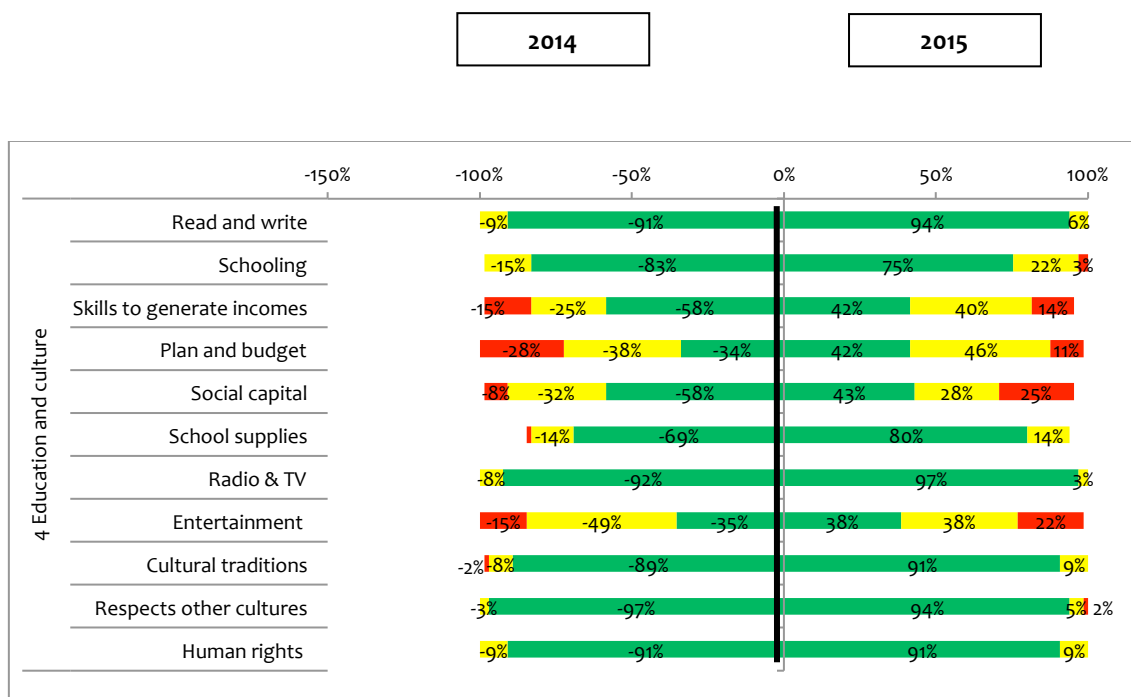


**Observations:** No one is in "red" when it comes to the "Bathroom" indicator. The indicator "Bedrooms" shows a decrease of 12%, this reflects that five employees of **El Mejor** are currently living in a less overcrowded condition. With regards to the indicator of "Roads", the "red" level seems to have disappeared.





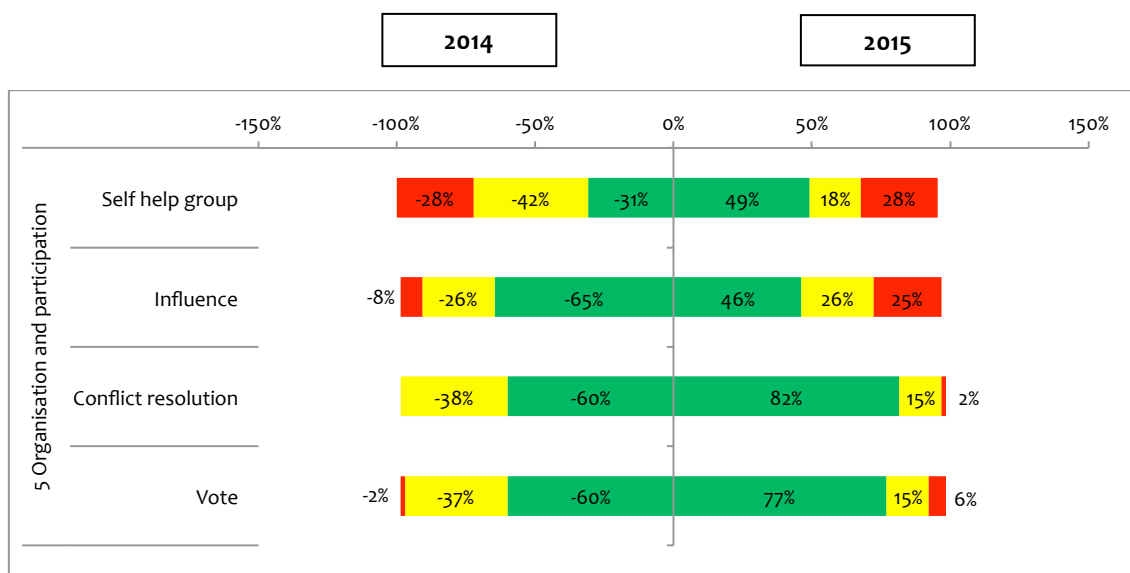
#### 4.4 Education & Culture



**Observations:** New cases were registered (3%), where more than one family member of school age did not go to school or did not complete the 3rd. A clear improvement in the "Plan and budget" indicator is seen. This indicator is one of the keys for optimal operation and maintenance of a family budget and we may consider the activities under the Banco Itau alliance vital to this progress. On the other side you can see an increase in "red" in the "Social capital" indicator. We believe this came to be because there was a greater awareness of the measurements description.



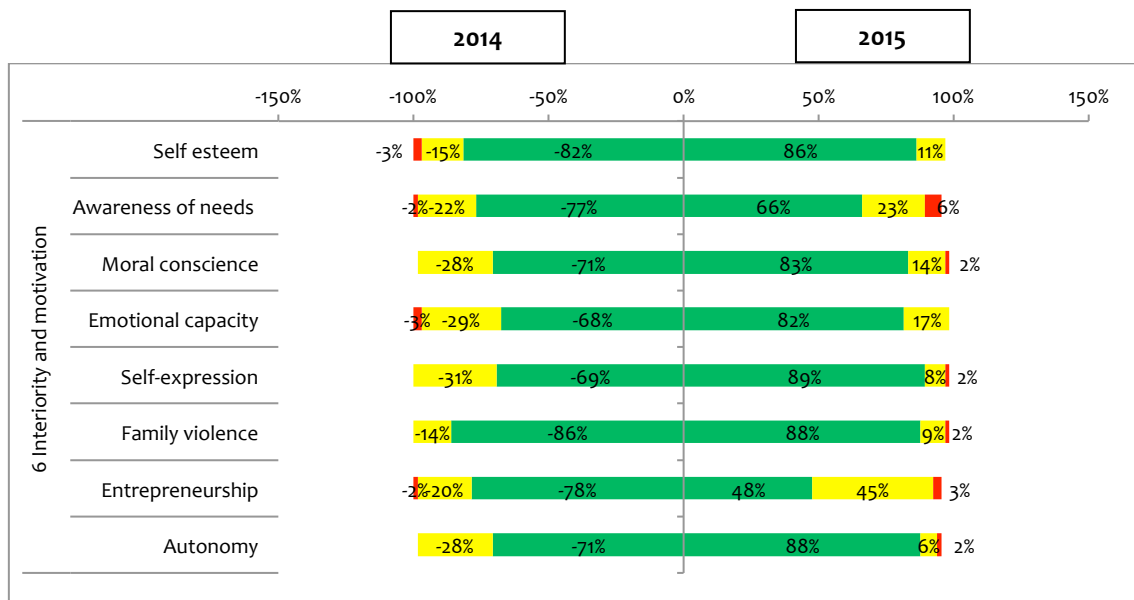
## 4.5 Organization & Participation



**Observations:** It is contemplated that in 6% of the families not all the adults are enrolled in the electoral register. There was a 22% increase in "green" in the "Conflict resolution" indicator. There was a decrease of 19% as far as the effective and constant impact on the public sector is concerned, this suggests that the interpretation and assessment level of indicator increased as well as the social consciousness of the employee. The indicator "Self-help group" shows that the 42% within level 2 ("yellow") decreased to 18%.



#### 4.6. Interiority & Motivation



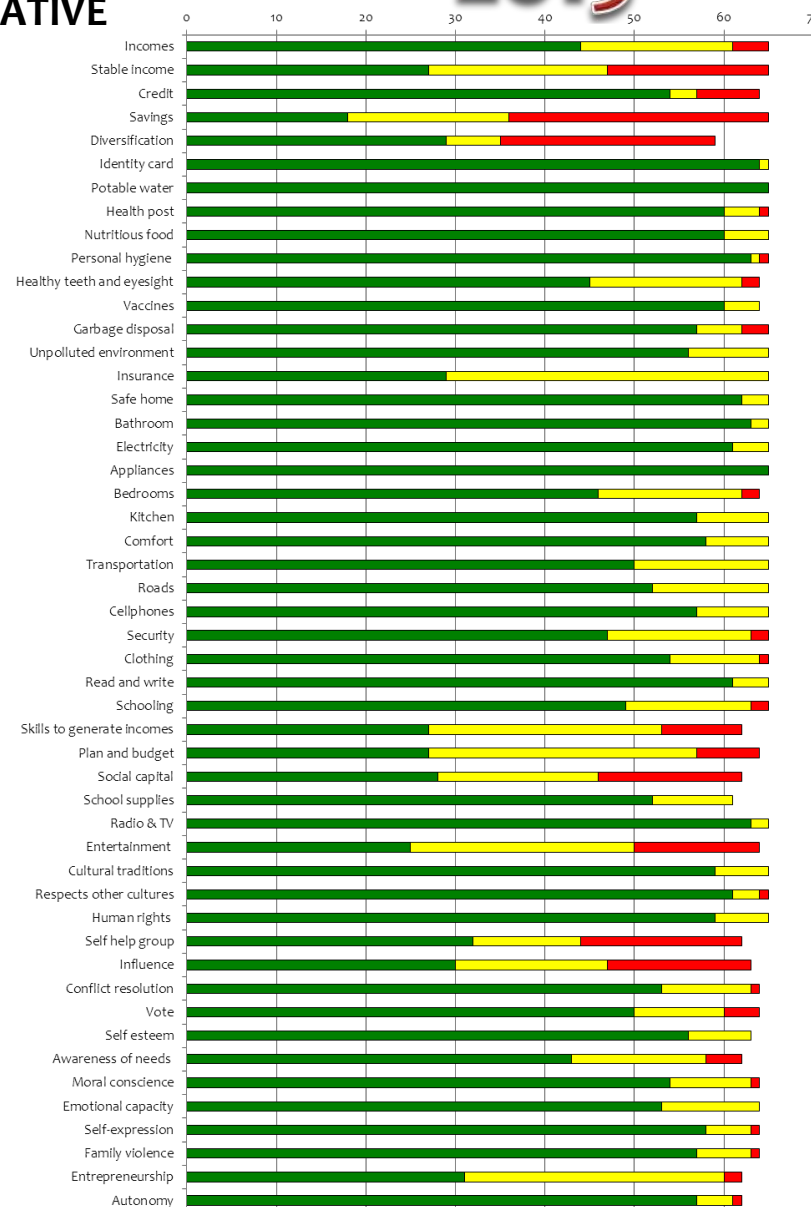
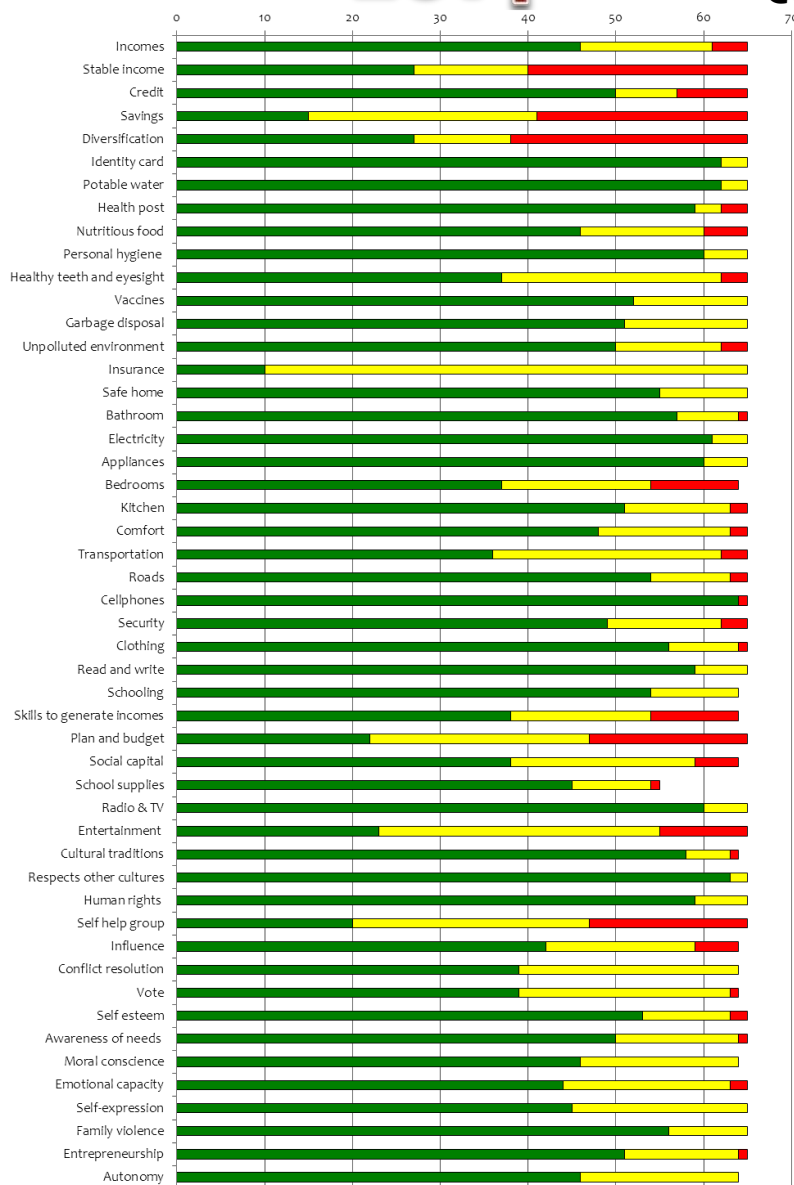
**Observations:** We took a look at the initial baseline report and gather this statement: "26% of employees have mentioned that do not have sufficient awareness of their needs and do not have a life map, likewise, autonomy and ability to make decisions is an indicator that presented results that need attention and we suggest conducting more training on the subject, since the solution will be key in solving the poverty of the employees."- It can be seen clearly that there was a remarkable improvement in the indicators mentioned above. Arguably, there is an increase in the moral conscience of workers in **El Mejor**.



**2014**

## GENERAL POVERTY STOPLIGHT COMPARATIVE

**2015**





## 7. CONCLUSION

It is insufficient today to think that poverty must be fought only by the state, international bodies, churches and the non-government organizations.

Private enterprise also has a leading role in this fight. The concept of Corporate Social Responsibility (CSR, which is the active and voluntary contribution to improve social, economic and environmental aspects, incorporates private companies in this challenge. Subsequently, the concept of Creating Shared Value took the issue one step further, since according to its authors the "shared value" is not social responsibility, philanthropy, or even sustainability, but a new way to achieve economic success " as well as "The goal of the company should be redefined as the creation of shared value, not only achieving benefits" "In other words, in all its activities the business should seek the simultaneous creation of economic value and societal value".

One the six dimensions, its indicators and results are exposed, it is evident that the private sector can take an important role in the process of having its employees leave poverty. Through simple actions and collective work, it can address poverty issues that once laid outside the business sectors agenda.

The progression of employees reflected as the changing of red or yellow to green makes us understand that there is a desire to improve the quality of life for both themselves and their families. In this scenario it is important to highlight the activities helped greatly to achieve these goals. Such as the creation of a employees committee, called "El Mejor Solidario", which was responsible for carrying out actions aimed at the improvement of the most vulnerable indicators and to encourage other employees to join.

From the project "Companies without poverty", in which companies that were committed were also the protagonists, we have collected a number of successful experiences and lessons learned. This indicates that the feasibility of improving the quality of life for employees increases as long as tools are used that strengthen the interpretations of the elements that determine these realities. This allows the invisible to be made visible and simplifies the planning process used to create activities that aim to find solutions to the indicators.

The program **Creciendo con El Mejor** shows that the support of the company in the process of eliminating poverty and empowering the employee can generate permanent changes in the life of these employees.

Existing improvements are notable, but we cannot leave out the indicators that remain in "red". This report shows that if there is focus on specific indicators,



and motivated staff are involved then innovative ideas can be achieved and give great results. The management of solutions through a discussion table facilitates this process, so it is expected that the commitment becomes sustainable to perpetuate the changes and continue to positively impact the quality of life of each employee of **El Mejor** family.