

MANAGEMENT OF A SOCIAL PROJECT USING BALANCE SCORE CARD

Social, Environmental & Sustainability

Juan Pablo Quijano & María Catalina Ramírez Ph.D.
Industrial Engineering Department
Universidad de los Andes - Colombia

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Our response



Ingenieros Sin Fronteras Colombia

- Students and teachers from Universidad de los Andes and Corporación Universitaria Minuto de Dios.
- Co-Working with communities through participatory methodologies → Improve life quality
- Research and Implement sustainable technologies that can be culturally appropriated
→ Improve life quality



Problem

**¿How to execute a social
project of engineering with
a BSC?**

Objective

- Develop a BSC to measure, evaluate and control the management of a social project = Include new variables: environment and social aspects.



Challenges

- Mix of environmental, social and financial perspectives
- Measurement of non-financial indicators: social and environmental.
- Different time scales
- Different Stake Holders

Methodology

- Clarify the mission, values and vision (Project Objectives)
- Project Characterization
TASCOI
- Project Environment Characterization
PESTAL
SWOT
- Determination of the perspectives
- Strategy structural analysis

Methodology (II)

- Identification of strategic objectives
- Location of relations in the matrix structural analysis
- Construction of the strategy map and balanced scorecard
 - Identify indicators
 - Identify the goals
 - Identify the thresholds
 - Identify initiatives

Perspectives

- SOCIAL
- ENVIRONMENTAL
- INTERNAL PROCESSES
- STAKEHOLDERS
- LEARNING AND GROWTH
- BUDGET

what is not measured is not controlled



BSC

	Strategic Objectives	ID	indicator	Form of measurement	Base level	Goal	initiatives	Resp	Frequency
Social	Improving quality of life of vulnerable communities	S1	Reduction of unsatisfied basic needs.	NBI Initial - NBI actual	-	-	Survey	-	biannual
	Generate culturally appropriate solutions	S5	Affinity aspects of the project to local traditions and customs	Percentage of affinity of the project	-	100%	Assessment tool	-	biannual
	Transfer knowledge to communities	S7	Provide of knowledge to communities	Percentage of transferred knowledge	-	100%	Survey	-	biannual

BSC

	Strategic Objectives	ID	indicator	Form of measurement	Base level	Goal	initiatives	Resp	Frequency
environmental	Water quality improved	A1	Safe Water	Percentage of safe water	0	100%	sampling	-	Monthly
	Greater access to water resources	A8	Amount of water resources per person	Available resources per person per day	-	50 L/hab.dia	sampling	-	biannual
	Generate sustainable solutions	A9	Environmental Sustainability Project	Percentage of Sustainability	-	100%	Assessment tool	-	biannual

BSC

	Strategic Objectives	ID	indicator	Form of measurement	Base level	Goal	initiatives	Resp	Frequency
Internal Processes	Meet project deadlines	P1	Scope	Retrieved / Planned	-	1	Project Schedule	-	Monthly
	Provide technically feasible solutions	P3	Innovation	Level of innovation of the project (1-10)	-	10	Survey	-	biannual
	Generate replicable solutions	P7	Replicability	Amount of replications	-	-		-	biannual
	Project coordination and supervising	P11	Coordination and supervising	Level of coordination and supervision	-	100%	Assessment tool	-	Monthly

BSC

	Strategic Objectives	ID	indicator	Form of measurement	Base level	Goal	initiatives	Resp	Frequency
Stakeholders	cooperation with the community	C4	Community work	Number of community people working actively	-	-	sampling	-	biannual
	Cooperation between universities	C6	Evalutaion of the state of relations between the Universities	Relactions score	-	-	Survey	-	biannual
	Accompanime nt to the community	C8	Visits	Number of visits per month	-	-	-	-	Monthly

BSC

	Strategic Objectives	ID	indicator	Form of measurement	Base level	Goal	initiatives	Resp	Frequency
Learning and Growth	Developing Skills and Competencies (internal training)	AC21	Technical training	Quantity of technic training	-	-	-	-	Annual
		AC22	Social training	Quantity of social training	-	-	-	-	Annual

BSC

	Strategic Objectives	ID	indicator	Form of measurement	Base level	Goal	initiatives	Resp	Frequency
Budgeted	Efficiency and effectiveness in the management of financial resources	F2	Budget execution	Percentage of budget execution	-	-	Project Budget	-	Quarterly
	Get new resources for the project	F3	Additional Resources	Amount of additional resources	-	-	Project Budget	-	biannual

Results Analysis

- Efficient management of financial resources
- Having a trained group, and a good interdisciplinary teamwork
- Create cooperation with universities and community
- This allows to provide technically feasible and replicable solutions
 - ✓ To improve water quality
 - ✓ To improve the quality of life



Validation

- Validation of strategic objectives with PESTAL
- Validation of the objectives with the organizational identity
- Meetings with stake holders
- Community meetings

CONCLUSIONS

- The financial indicators are not sufficient to measure and evaluate the management of a social engineering project
- It is necessary to address two new perspectives covering strategic social and environmental aspects of the organization.

CONCLUSIONS

- The budget (financial) perspective is designed as a ground for other perspectives
- These tools will help to manage this social engineering project undertaken by ISF.

Thanks !

Juan Pablo Quijano B.

jp.quijano116@uniandes.edu.co

María Catalina Ramírez Ph.D.

mariaram@uniandes.edu.co



QUESTIONS?