



# Moving Towards Harmonized Outcomes Indicators

Moderator:

Cécile Lapenu, Executive Director of Cerise  
Célia Fernandez, Communication and SDG project

September 28, 2022  
AFD Headquarters – Paris



# Agenda

- 1:45–3:00 pm: Sharing concrete experience
  - State of advancement in the financial inclusion sector ([Guidance Note](#))
  - Advans network, Gojo Japan
  - Testimonies from participants
- 3:00–3:30 pm: Networking & Refreshments
- 3:30–4:45 pm: Working Group Mode:
  - Standard indicators/questionnaire: value, selection, way forward?
  - Back to plenary: key feedback from the groups
- 4:45–5:00 pm : Summary, wrap-up, next steps



## OUTCOMES MANAGEMENT FOR FINANCIAL SERVICE PROVIDERS

A proposed standard framework aligned with the Sustainable Development Goals

Prepared by CERISE in collaboration with SPTF Outcomes Working Group and e-MFP Investors AG



# Guidance Note



- 1 BACKGROUND**
- 2 RECENT TRENDS INFLUENCING OUTCOMES MANAGEMENT**
- 3 CHALLENGES AND FIRST STEPS FOR VALUABLE OUTCOMES DATA, ALIGNING EXPECTATIONS**
- 4 A PROPOSAL FOR OUTCOME INDICATORS BY SUSTAINABLE DEVELOPMENT GOALS AND TARGETS**
- 5 RECOMMENDATIONS: NEXT STEPS ON OUTCOMES MANAGEMENT AND SDG FOR FINANCIAL INCLUSION**

[Download the Guidance Note](#)

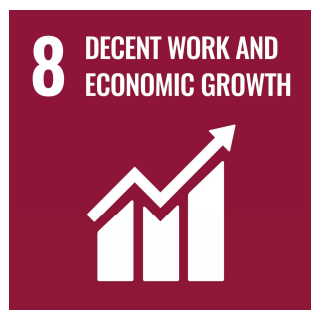
With the support of



# Recent trends influencing outcomes management

1. There are growing demands for accountability
2. Getting data has gotten easier and cheaper
3. We've adjusted our expectations of what financial inclusion can achieve
4. The SDGs have emerged as a common framework
5. Investor interest in outcomes is growing ...
6. ... But outcomes are not yet a priority for most providers

# Focus on the Targets of SDGs 8, 1 & 5



- 8.3 Promote development-oriented policies that support productive activities, decent job creation (...) through access to financial services



- 1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions
- 1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have (...) access to (...) appropriate financial services, including microfinance



- 5.1 End all forms of discrimination against all women and girls everywhere
- 5.2 Eliminate all forms of violence against women and girls
- 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in (...) economic (...) life

## Outcomes indicators and SDG 8

SDG Target	Indicator
<b>8.3 Promote development-oriented policies that support productive activities, decent job creation (...) through access to financial services</b>	<p>Increased employment in financed business (legal working-age/adult family members, wage workers) (integrate notions of “decent work” and “formal jobs”), on average, for all productive loans</p> <p>Changes in business revenue: 1) annual sales; 2) annual net income</p>
<b>...entrepreneurship, creativity and innovation...</b>	<p>Number of new businesses created</p> <p>Changes in business practices, towards business professionalism (with list of positive changes towards new products, changes in business decisions, new processes)</p>
<b>...encourage the formalization and growth of micro-, small- and medium-sized enterprises...</b>	<p>Number of SMEs formalized (tracking changes)</p>
	<p>Changes in business assets (% invested in tools/equipment/productive assets; changes in total business assets)</p>
<b>Target 8.3 globally</b>	<p>Perception of change by the entrepreneurs</p> <p>Business attitude:</p> <ul style="list-style-type: none"> <li>• Confident in ability to be successful</li> <li>• Satisfaction with business earnings</li> </ul> <p>Feel optimistic about the future</p>

## Outcomes indicators and SDG 1



SDG Target	Indicator
<b>1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions</b>	Acquisition of household assets (bed, stove, refrigerator, TV, bicycle, etc.)
	Improved basic needs (toilet, drinking water, clean cooking, school for children)
	Financial tools/ changes in liquid assets (livestock, jewelry, etc.)
	Change in number and quality of meals
	Income (number of sources, change, stability) Or, as a proxy, average monthly household expenditure
<b>1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have (...) access to (...) appropriate financial services, including microfinance</b>	Financial tools: change in savings balance
	% clients that can better manage their budget/ expenses/finances
	Ability to face major expense
Perception of change in quality of life (and reasons) After years 3 and 5: % of households above the selected poverty line, who were below the line at entry	

## Outcomes indicators and SDG 5



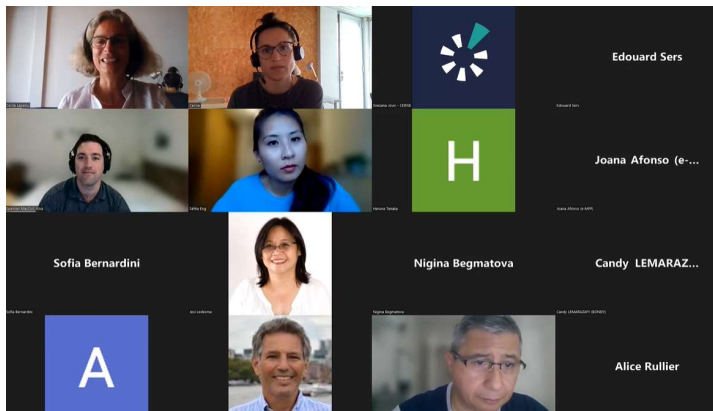
SDG Target	Indicator
<b>5.1 End all forms of discrimination against all women and girls everywhere</b> <b>5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in (...) economic (...) life</b>	Capacity to use the loan for her own economic activity
	Capacity to contribute financially to the household needs
	Capacity to make decisions regarding the use of the household resources
	% of women who report that they are more comfortable voicing their opinions (at workplace, in household, in community, depending scale of intervention of the organization)
<b>5.2 Eliminate all forms of violence against women and girls.</b>	% of women who report a perception of decreased discrimination/ easier access to work
	Domestic violence: % of women who report that the use of financial product created unintended harm/ has resulted in a list of negative coping mechanisms (child labor, gender-based violence, etc.)



# Outcomes Management Workshop Series



*Towards standards outcomes indicators for financial service providers?*



In collaboration with the e-MFP Investors Action Group

# Outcomes Management Workshop Series



## *Objective*

- Moving towards a minimum set of standard indicators to collect **outcomes data** that would support financial institutions' strategic and operational **decision-making** and **ease the reporting** to the various investors
- Integrate Outcomes indicators in the next version of SPI Online to produce “Sustainability/Outcomes” reports, **aligned with the SDGs**

# Outcomes Management Workshop Series



## *Speakers*

### Session 1 – Sept. 13 Investors



**Spencer MacColl**, *Director of Impact*,  
Kiva



**Setha Eng**, *Technical Assistance  
Associate*, Incofin



**Edouard Sers**, *Head of Risk,  
Compliance and Impact*, Grameen  
Credit Agricole Foundation



And  
**Anaïs Dufour**, *Social & Environmental  
Management*, SIDI

### Session 2 – Sept. 20 Financial Service Providers



**Calum Scott**, *Social impact across  
the Opportunity Global network*

Opportunity International

With **Yamini Annadanam**, Ankuram  
Social Ventures



**David Njiru**, *Chief Business Officer*  
Juhudi Kilimo Kenya



**Lebo Mahlalela**, *Research officer,*  
*Social Performance SEF South Africa*

# Outcomes Management Workshop Series



## *Key Topics*

### **Session 1 – Sept. 13**

#### **Investors**

- What outcome data do investors need and value?
- What outcome data do investors manage to collect?
- What are the bottlenecks?
- Which support/TA to improve data collection and analysis?
- Which ideal set of standards outcomes indicators should be pushed for decision-making and reporting?

### **Session 2 – Sept. 20**

#### **Financial Service Providers**

- What is your current experience as financial service providers?
- Which client data are you collecting?
- How do you use the data, what is the value and limits of collecting client outcomes data?
- What would be your ideal future on outcomes management?

# Outcomes Management Workshop Series



## *Lessons Learned*

1. There are growing demands for accountability → Focus on **direct changes** (income, business)
2. Getting data has gotten easier and cheaper → **SDGs framework**
3. We've adjusted our expectations of what financial inclusion can achieve
4. Investor interest in outcomes is growing → **Co-financing** as a powerful approach
5. Outcomes management is still challenging for most providers

→ Kiva shows that **only 35%** of its partners can provide evidence of quantitative outcomes studies

Tablets for Juhudi Kilimo's field officers, Kenya



# Outcomes Management Workshop Series



## *Lessons Learned*

1. Providers seek support: capacity-building of staff, digital tools, dashboards = use the data
2. Improve the quality of existing data
3. Lean Data Approach (60 Decibels) = a great starting point, value of combination of data (MIS, quanti, quali)

need also to follow and dig further to use the results for changes and better impact

- **Engage with the provider**  
after the survey
- **Support Management Team**
- **Include key info on MIS**

→ **Income data:** poor recall from one year to the next, not in the MIS, volatile, overestimated

*“If the Management values the data and is making business decisions based on this, then the quality of data improves.”*

# Outcomes Management Workshop Series



## *Key Outcomes Data / Indicators*

### **Investors**

- % of clients who face repayment burden
- Smooth financial shock = ability to face a major expense
- Changes in Income, business and household assets
- Life improvement
- More work or education for the family
- Gender-related positive or negative change
- Capacity to use the loan for female own business activity
- Capacity to contribute to family needs and decisions
- “Be able to” = power to do many things = confidence in the ability to be successful

### **Financial Service Providers**

- A combination of key indicators to report and demonstrate positive impacts, and indicators to improve services.
- Client profile (PPI) and Net Promoter Score (NPS) = How we reach out to target clients, to be able to live by our mission.
- Business and household income data. Measure the gap between income and expenses.

# Outcomes Management Workshop Series



## *Pros and Cons of a Standardized Approach*

### PROs

- **Save time**
  - **Accelerate the flow** of impact studies: maintain the same data and reporting structure
  - **Reduce training needs** for the people in charge of administration and operation are reduced because the degree of freedom, initiative and independence of the latter is reduced.
  - **Ease HR management:** loan officer, students, consultants for short periods
- Standardizing provides a faster, unambiguous, and less expensive method

### CONs

- **All countries are different**, which means developing different questions to test each indicator. The stakes may also be different within the same country.
- **Limited capacity of adaptation:** Excessive standardization could prevent MFIs from adapting
- **Limited empowerment of MFIs:** simple executors of studies decided elsewhere
- **Poor administration** if the MFI does not understand creation and interest of questionnaire

*“Even if the method developed will never be able to embrace the diversity of situations, it has the merit of giving an overview of the impact of each MFI”*



# Testimonies

- Advans
- Gojo

# Working group

- Mapping of indicators (draft, to be finalized)
- Draft questionnaire for SDG 8, SDG 1, SDG 5
  - **General comments:** relevance, potential use, needs for each of you
  - **Content:** Does it capture the key issues?
  - **Use:** Does it allow to get to standard results, useful for FSP decision making, investors reporting and strategy?

# Next Session at EMW2022

- Wednesday, November 16, in Luxembourg
- *Participants to be confirmed*



*Thank you!*





**ADVANS**  
Growing together

## **IMPACT AT ADVANS**

Outcomes workshop

**CERISE + SPTF Annual Meeting, September 2022**

## IMPACT AT ADVANS | *A need to assess our impacts across divers markets & with limited resources*

...A **leading international microfinance group**, created in 2005, with a focus on providing **financial services to small businesses and farmers**

...8 greenfields created and one majority investment in **9 different markets in Africa and Asia**

...**Different levels of maturity and different macroeconomic and political contexts** in each market

... A desire to **understand and measure the impact we are having on our clients**, and track this **over time**

... But **limited time, resources and expertise** to put impact measurement methods in place



## IMPACT AT ADVANS | *We want to measure our impact based on our 5 social goals*

Advans Social Goal	Associated SDGs	What we want to know about our impact
<b>1</b> Have a positive impact on clients' revenues and savings through supporting their activities and building their financial stability	 	<ul style="list-style-type: none"> <li>Have our financial services (especially loans) helped clients improve their revenues and increase their savings?</li> <li>Have we helped clients create jobs?</li> <li>Have we improved clients quality of life?</li> </ul>
<b>2</b> Reach out to underserved populations with appropriate products and channels	 	<ul style="list-style-type: none"> <li>Are we serving clients that haven't had access to financial services before?</li> <li>Are we having the same impact on women as on men?</li> <li>Are we reaching out to clients who are excluded (for example in rural zones)?</li> </ul>
<b>3</b> Provide clients with quality services in a transparent, respectful and conscientious manner		<ul style="list-style-type: none"> <li>Are our clients satisfied?</li> <li>Are we serving clients responsibly and transparently?</li> <li>Are clients experiencing any challenges with our services?</li> </ul>
<b>4</b> Create a fair, healthy and dynamic working environment for our staff	 	<ul style="list-style-type: none"> <li>Are our staff satisfied at work?</li> <li>Are we giving our staff sufficient career development opportunities?</li> <li>Are we giving the same opportunities to women as men?</li> </ul>
<b>5</b> Be accountable and build awareness of social and environmental issues amongst employees and clients	 	<ul style="list-style-type: none"> <li>Are our activities having a positive impact in our markets/creating no harm?</li> <li>Are we helping our clients build their resilience to climate change?</li> <li>Are we helping to raise awareness on environmental and climate change issues?</li> </ul>

**At end 2021 we joined the 60 dB Financial Inclusion Index to measure our achievements on Social Goals 1, 2 & 3, to begin building our impact strategy for the future!**

## IMPACT ADVANS | 60 dB FII enabled us to get data on +1,780 Clients from 7 of our markets, with the following key take outs on our impact

SG	Group result	Indicator
1	81%	Saw a slight/significant improvement in income
	22%	Increased number of employees
	80%	Saw a slight/significant improvement in quality of live
	61%	Increased their level of savings
2	65%	Never had access to loans like Advans offers before
	54%	Didn't have access to a good alternative
3	4/7 subsidiaires	Where women seemed to be more positively impacted overall
	63%	Very satisfied
	69%	Fully understood terms and conditions
	80%	Never had to cut consumption to pay back their loan
	42%	Said financial stress levels had improved

### Telling us...

*That we are helping to improve revenues for businesses and support the creation of employment and at the same time impact the quality of life of our clients and help to increase their savings.*

*That we are achieving our mission in terms of financial inclusion, especially in markets like Pakistan and Tunisia. In general we have a higher level of impact on women's lives than on their businesses.*

*Our clients are relatively happy with our services and our products are not creating unnecessary hardship, but in some markets we may need to improve our transparency or look to support especially vulnerable clients.*

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ADVANS IMPACT MEASUREMENT: 1,788 CLIENTS INTERVIEWED IN ENGLISH, FRENCH, ARABIC, TWI, URDU, KHMER, PHONE SURVEYS 15 MINUTES

**ADVANS**




## IMPACT/OUTCOMES AT ADVANS | *What actions following 60\_dB?*

### What 60dB helped us to confirm and decide...

 We have different impacts on businesses according to their size so we can refine approaches according to where we have the most added value

 We are starting to have an impact on client's health, housing and education so we can reinforce our value propositions on these areas

 We are having a good impact on women, but this differs in each market, so we can continue to adapt our services to better serve women's needs

 Most of our clients have a good understanding of our products, but not all so we need to improve our transparency, especially for some segments

### *...But with some limitations*

- *Difficult to determine what factors differentiate/influence the level of impact: maturity of the institution, maturity of the sector, living standards in the country, social norms etc.*
- *Difficult to determine overall where our impact is strongest at group level – i.e., in terms of men/women, in terms of segment – results differ by country.*
- *Benchmarks enabled us to see where we were overall, but the lack of points of comparison in each market meant it was difficult to fully contextualise results.*
- *The results remain 'declarative' and we didn't have a baseline/point of departure, meaning that the approach is not fully 'scientific' and can be challenged.*



## What's next | *We believe a combination of approaches is needed to measure our impact in the future*



### 1. Continue to get feedback from our clients

Using surveys and tools like the Financial Inclusion Index on a regular basis (at least annually) and choosing the indicators we think are the most important.

For example:

- Perceived Impact on Business
- Perceived Impact on Quality of life
- Understanding of T&C, Financial stress indicators
- Satisfaction & NPS scores



### 2. Capitalise on the financial data we are getting internally

Our digital transformation project is starting to enable us to capture more information from loan files on clients' business & personal situations over time more consistently.

For example:

- Increase of turnover/revenues/assets from cycle to cycle
- Increase of number of employees from cycle to cycle
- Increase of savings from cycle to cycle



**Meanwhile looking to mobilise and motivate teams with Impact indicators!**




## Advans ESPM Dashboard Example | A mix of Outreach/Output & Outcome indicators to assess our progress on social goals – work in progress

Overall goal	% of SO KPIs fulfilled in the year (calculated per the objectives of each subsidiary)		Yearly	
Goal	KPIs	Timescale	Source	
<b>SG 1</b> <b>Have a positive impact on revenues &amp; savings</b>		Active entrepreneur borrowers (% of total borrowers)	Quarterly	CBS
		Active entrepreneur depositors (% of total active depositors)	Quarterly	CBS
		Clients declaring they earn much more from their business thanks to Advans (%)	Yearly	60_dB
		Clients declaring Advans has had a very positive impact on their quality of life (%)	Yearly	60_dB
		Clients declaring Advans has had a very significant impact on their savings (%)	Yearly	60_dB
		Clients very satisfied/satisfied with Advans (%)	Yearly	60_dB/internal surveys
		Clients benefitting from a loan to improve living standards (% borrowers) – Education	Quarterly	CBS
		Clients benefitting from a loan to improve living standards (% borrowers) – Housing	Quarterly	CBS
		Clients benefitting from a loan to improve living standards (% borrowers) – Emergency	Quarterly	CBS
<b>SG 2</b> <b>Reach out to underserved populations</b>		Female borrowers (%)	Quarterly	CBS
		Women Small Entrepreneur borrowers (% of total women borrowers)	Quarterly	CBS
		Women Medium Entrepreneur borrowers (% of total women borrowers)	Quarterly	CBS
		Active female clients (% of total active clients)	Quarterly	CBS
		Agri borrowers (% of total borrowers)	Quarterly	CBS
		Agri clients with an active saving account (% of total agri clients)	Quarterly	CBS

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ADVANS IMPACT MEASUREMENT – PLEASE NOTE: NOT ALL ADVANS SUSIDIARIES CAN PROVIDE ALL THE INDICATORS: WORK IN PROGRESS

## Advans ESPM Dashboard Example | *A mix of Outreach/Output & Outcome indicators to assess our progress on social goals*

Goal	KPIs	Timescale	Source
<b>SG 3</b> <i>Provide quality service</i>	 CPP score subsidiaries (%)	Yearly	CPP Assessment
	Subsidiaries at Entry level (#)	Yearly	CPP Assessment
	Clients participating in Financial Education sessions (#)	Yearly	Subsidiary
	Clients saying that they strongly agree to understanding terms and conditions (%)	Yearly	60_dB
	Staff completed CPP training (%)	Quarterly	LMS
<b>SG 4</b> <i>Create a fair, healthy &amp; dynamic working environment</i>	 Complaints resolution (%)	Quarterly	Subsidiary systems (soon to be group)
	Staff having completed a module on the Talent LMS platform (%)	Quarterly	LMS
	Staff satisfied with LMS trainings (%)	Quarterly	Internal Survey
	Female staff (%)	Quarterly	HRIS
	Female managers (%)	Quarterly	HRIS
<b>SG 5</b> <i>Be accountable</i>	 Staff satisfied with Advans (%)	Yearly	Internal Survey
	Loans in High E&S risk category (all amounts %)	Quarterly	CBS
	Loans in Medium E&S risk category (all amounts %)	Quarterly	CBS
	CO2 emissions per FTE	Yearly	Carbon footprint evaluation
	Clients vulnerable to climate change (%)	Yearly	Specific project data
Clients trained on climate resilience (#)	Yearly	Specific project data	
Staff having completed ESPM training (%)	Quarterly	LMS	

# Gojo & Company, Inc. | **Measuring Outcomes**

Cheriel Neo

[cheriel.neo@gojo.co](mailto:cheriel.neo@gojo.co)

2022 09 28



## Vision

Create a world where everyone can determine their future

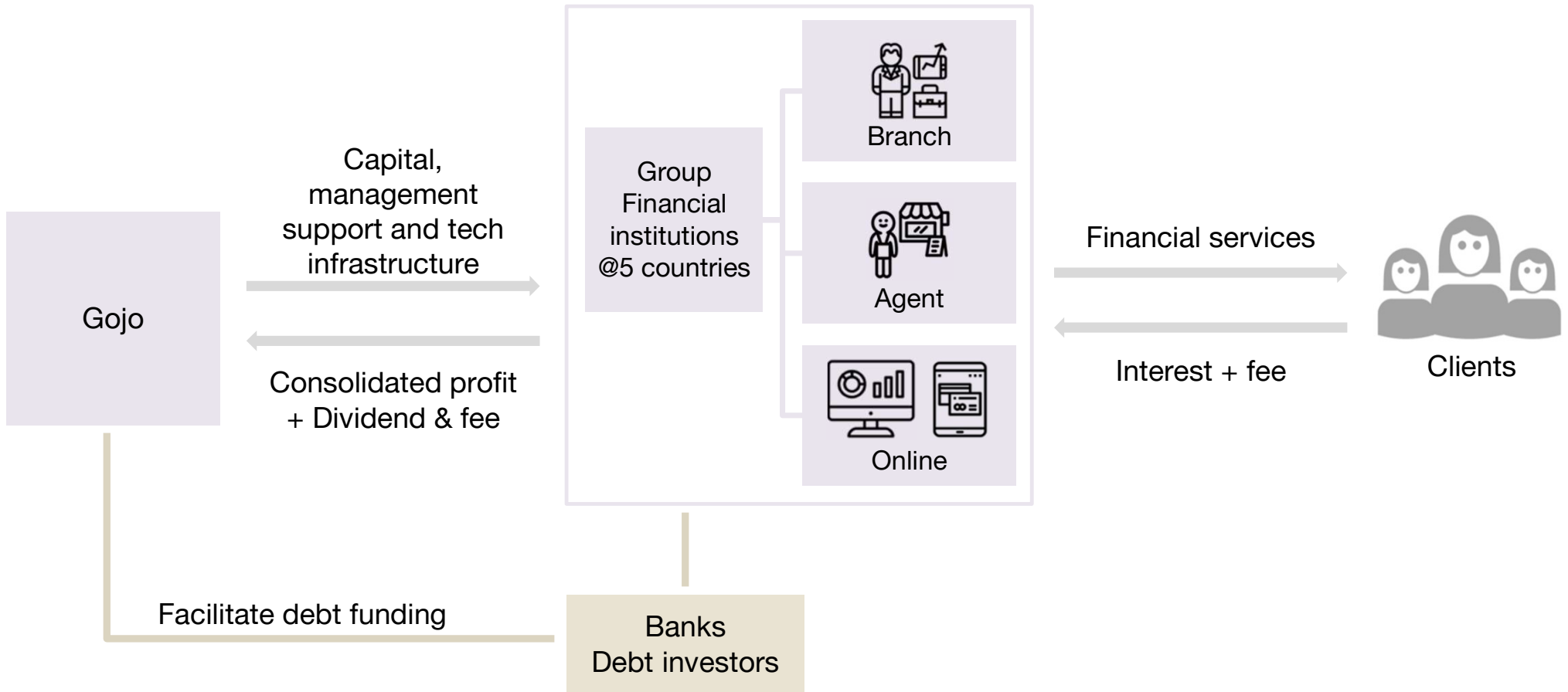
## Mission

Extend financial inclusion across the globe

## Long-term goal

Provide high-quality affordable financial services for 100 million clients in 50 countries by 2030

# How Gojo works



To begin measuring impact, we had to define the impact we wanted to achieve

## Inputs

Funds raised and our reach

*e.g. AUM, total clients, total low-income/ female/ rural clients*

## Outputs

Usage of services

*e.g. Savings balance, number of savings transactions, PAR, drop-outs, new access to finance*

## Outcomes

Changes in clients' lives as a result of using services

*e.g. Ability to access funds at short notice, ability to purchase things you want/need*

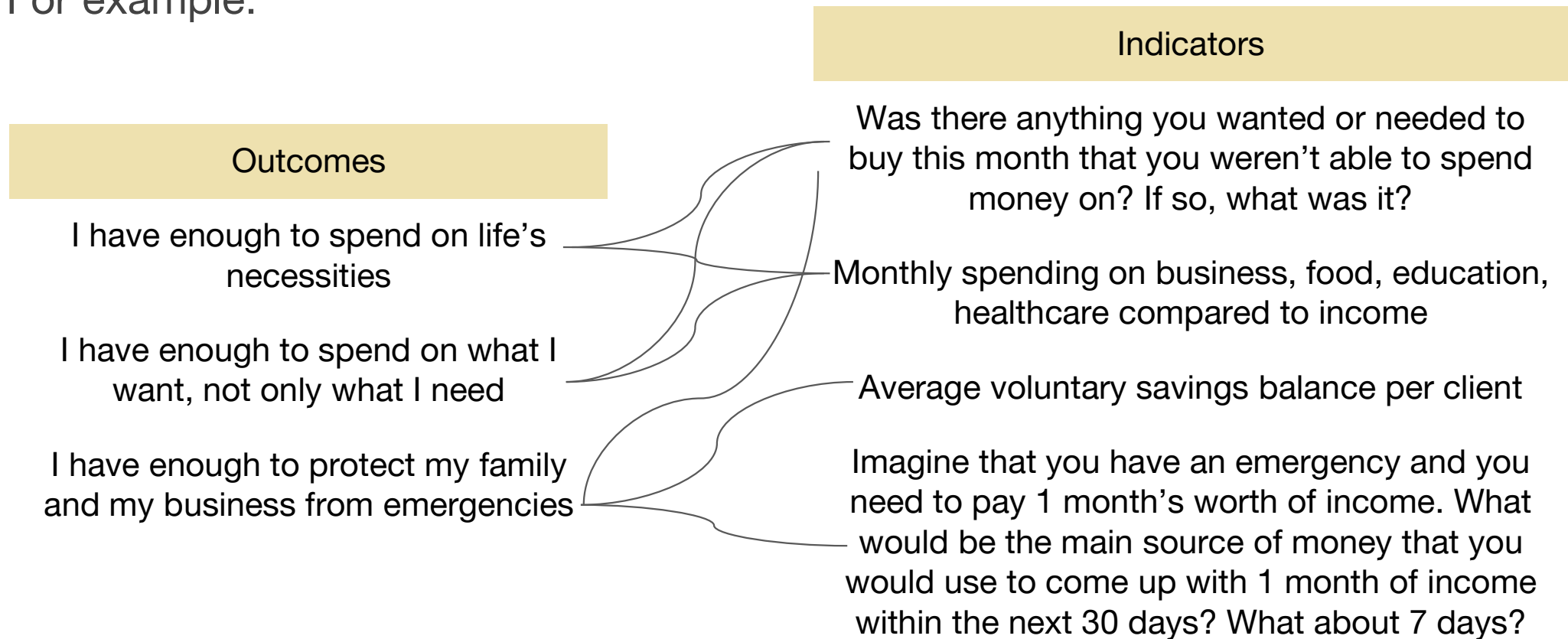
	Money-management Needs (Households)	Business Needs (MSMEs)
Earn and Access to finance (Inflow)	<p><b>Earning Capacity</b> "I have the capacity and skills to earn a decent income"</p> <p><b>Access to finance</b> "I can borrow the amount or withdraw savings I need instantly when I need it"</p>	<p><b>Revenue growth</b> "I grow my revenues because I have access to customers and market, and know my customer needs"</p> <p><b>Access to finance</b> "I have access to reliable financial services to borrow whenever business needs arise"</p>
	+	+
Spend (Outflow)	<p><b>Necessities</b> "I have enough to spend on life's necessities (Food, Shelter, Clothes)"</p> <p><b>Wants fulfilled</b> "I have enough to spend on what I want, not only what I need"</p>	<p><b>Daily expenses</b> "I have enough to run day-to-day operations (labor, inventories, utilities etc)"</p> <p><b>Larger expenses</b> "I have enough to spend on expanding my business"</p>
	+	+
Preserve (Save/Invest) & Protect	<p><b>Convenience</b> "I can store money safely and conveniently"</p> <p><b>Savings</b> "I can grow my savings to cover spending on life goals and times of need"</p> <p><b>Protection</b> "I have enough to protect myself and my family from life's emergencies"</p>	<p><b>Liquidity</b> "I have enough cash to get my business through unexpected events."</p> <p><b>Investment</b> "I can invest in tangible and intangible assets for future growth"</p> <p><b>Protection</b> "Key business risks are insured"</p>
Manage & Control	<p><b>Know my money</b> "I know my financial status and can manage my money wisely"</p> <p><b>Support dreams</b> "I can support my family's and my own life wishes"</p> <p><b>Stress free</b> "I don't need to worry about my retirement or my family after my death"</p>	<p><b>Know my financials</b> "I know my past financial statements and future projection"</p> <p><b>Support dreams</b> "I can achieve my company's goals"</p> <p><b>Stress free</b> "I can go to sleep peacefully without worrying about business"</p>

We expressed our vision in the form of "I" statements within a financial wellbeing framework



## Next we selected indicators and mapped them to each outcome

For example:



# How we collect our data

Increased cost /  
greater insight



Impact surveys  
Annual surveys of a  
representative  
sample of clients to  
collect data on Gojo's  
outcome indicators



Financial diaries

High-frequency data  
on daily money  
inflows and outflows  
from a small sample  
(~100) of households,  
including non-clients

MIS data

Monthly and annual  
reporting on savings  
balances, client  
numbers, client  
income, and new  
access to finance

## We learned that...

### We needed to revise our messaging about target clients

Income data from MIS, impact surveys, and PPI surveys suggests the extreme poor (<\$1.90 PPP/capita/day) make up only around 2-4% of our clients; the majority of clients fall between the \$1.90 and \$5.50 poverty lines

### Clients remain vulnerable to financial shocks— savings are key

Across our impact surveys conducted by Satya, Sejaya, and Maxima, only around 7% of respondents answered “easy” or “somewhat easy” to the question “How difficult would it be for you to come up with 1 month worth of income in the next 30 days?”

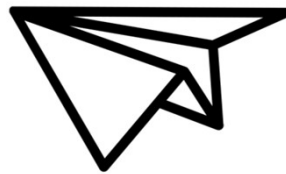
### We need to understand the utility of loans relative to other sources of money

Financial diary and impact survey data show how low-income people cobble together MFI loans, ROSCA loans, loans/gifts/remittances from family, and savings to achieve their goals. What is the role of MFI loans compared to other sources of funding?

## We are also learning about how to do data collection well



We get more and better data by focusing on relationships and bringing people along for the journey



Going in person saves time and money in the long run



Sometimes the data we want to collect does not match reality