



Lab DDD

The road for impact by  erise

Outcomes Management Workshop Series

September 20th, 2022

zoom

- Please **mute your microphone**
- You can ask your questions in the **chat** and activate your **camera** when you intervene

Projet cofinancé par le dispositif
Initiatives OSC de l'AFD





Towards standards outcomes indicators for financial service providers?



Outcomes Management Workshop Series

Session 1 – Webinar: Outcomes Management Session with Investors

- Date: Tuesday, September 13, recording [here](#)
- Kiva, Incofin, FGCA/SIDI

Session 2 – Webinar: Outcomes Management Session with Financial Institutions, today!

- Opportunity International network, SEF South Africa, Juhudi Kilimo Kenya

Session 3 – in Paris: Outcomes Working Group Meeting Cerise+SPTF

- Date: Wednesday, September 28, from 1:30 pm to 5:00 pm
- Advans network, Invest in Vision Germany, Gojo Japan, Crystal Georgia (tbc)

Session 4 – in Luxembourg: Outcomes Working Group eMFP Action Group

- Date: Wednesday, November 16
- Participants to be confirmed

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Outcomes Management Workshop Series – Session #1 with Investors
September 13th, 2022, in collaboration with the e-MFP Investors Action Group and SPTF.

Speakers:

- Spencer MacColl, Director of Impact at Kiva
- Setho Eng, Technical Assistance Associate at Incofin
- Edouard Sers, Head of Risk, Compliance and Impact at FGCA
- Anais Dufour, Chargée de Performance Sociale et Environnementale at SIDI.

Key Topics:

- 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?

This webinar will contribute to 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. Discussions will help to prepare standards indicators to be collected on SFI Online, to produce a Sustainability/Outcomes report, aligned with the SDG.

[WATCH RECORDING](#)

[DOWNLOAD PRESENTATIONS](#)



Outcomes Management Workshop Series



Global 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 to produce “Sustainability/Outcomes” reports, aligned with the SDGs



In collaboration with the e-MFP Investors Action Group and SPTF



OUTCOMES MANAGEMENT FOR FINANCIAL SERVICE PROVIDERS

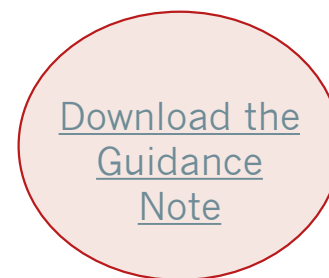
A proposed standard framework aligned with the Sustainable Development Goals

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**



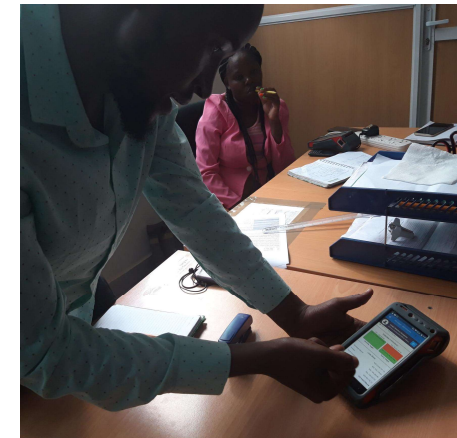
With the support of



What have we seen and heard so far



1. There are growing demands for accountability
2. Getting data has gotten easier and cheaper
 - *Income data captured on tablets and MIS (but need to be of better quality)*
3. We've adjusted our expectations of what financial inclusion can achieve
 - *Focus on direct changes (income, business) and perception from clients; outcomes versus "proof of impact"*
 - *The SDGs have emerged as a common framework*
4. Investor interest in outcomes is growing
 - *Willingness to support outcomes management (from collection to analysis), collaboration, and co-financing as a powerful approach*
 - *Push for more reporting, better understanding at the end-client level, towards sharing of data?*
5. Outcomes management is still challenging for most providers
 - *Kiva shows that only 35% of its partners can provide evidence of quantitative outcomes studies*
 - *Need for a combination of sources (MIS, quanti, quali)*



Tablets for Juhudi Kilimo's field officers, Kenya

Session 2

Outcomes Management for Financial Service Providers

Key Topics

- 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?

Speakers for today



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

Speakers for today



Calum Scott, Opportunity International
Yamini Annadanam

Speakers for today



David Njiru, Juhudi Kilimo Kenya

Speakers for today



Lebo Mahlalela, SEF South Africa



SMALL ENTERPRISE FOUNDATION

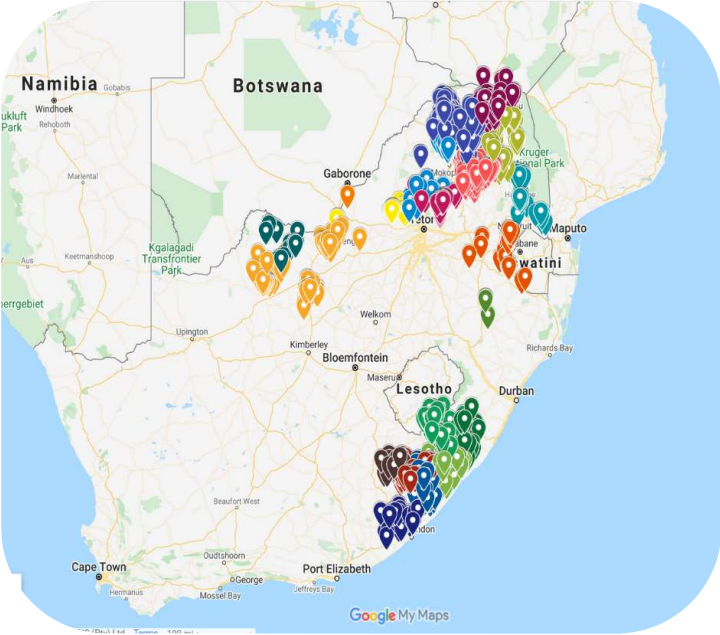
FINANCIAL INSTITUTIONS: OUTCOMES MANAGEMENT SESSION



Overview of SEF



- 95% rural client-base



Data we collect

○ Internal

- Operational and financial data
 - Loan, growth, repayment, staff metrics (e.g. clients per DF), savings
- Client metrics (quant)
 - Clients In Business Survey (CIBS), Progress out of Poverty Index (PPI)
- Client insights (qual)
 - Client Satisfaction Survey (CSS), Client Exit Survey (CES), Focus Group Discussions (FGD), Additional Socioeconomic Indicators
 - Customer Care complaints

○ External

- Social audits and certifications
- Impact evaluations
 - 60 dB, FMO, Reciprocity



How we utilize data

- Track operational performance
 - Growth and quality of portfolio
- Social performance
 - Targeting
 - Progress out of Poverty Index (PPI)
 - Current use is primarily targeting
 - Looking to implement more tracking over time, other socioeconomic factors
 - Business measures
 - % clients in business, business value, growth
 - Average savings growth
- Product development
 - Feedback on our service and offerings to clients
 - Client Satisfaction Surveys (CSS), Client Exit Surveys (CES), others
 - Address pain points for clients
 - New products, refining old practices



How data has helped us improve

- Individual Liability:
 - Identified through Client Satisfaction Survey
 - Subsequent evaluations confirmed

- Clients In Business Survey data
 - Additional focus on understanding challenges clients facing/external interventions to try and assist clients
 - Increased understanding of COVID-19 impact

- Client Satisfaction Survey/Customer Complaints
 - Postbank
 - Exploring new banking channels for our clients



SIDI/Reciprocity Evaluation

What We Learned

→ Impact

- Evidence of positive socioeconomic impact, and stabilizing, without evidence of harm
- Value of discretion for our clients

→ Overall

- Use of PPI
- Methodology (focus group setup, qualitative analysis)

Implemented

→ Additional Socioeconomic measures, and follow-ups

→ Client segmentation

- In client characteristics, as well as loan usage
- For research and project design

→ Streamlining of data collection and usage

- Data committee and development of data storage, processing, and analysis

60dB Evaluation

60 __ decibels

What We Learned

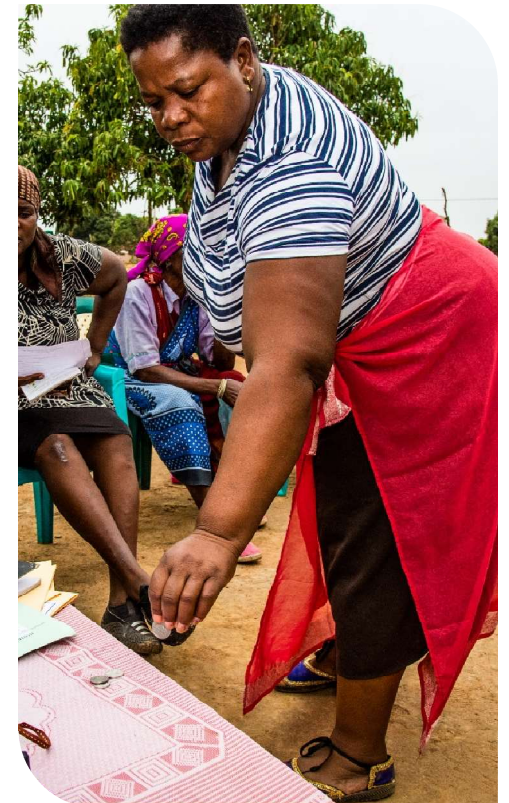
- Impact
 - Overall high performance across key indicators
 - Clients ability to cope during COVID-19
 - Overall high client satisfaction and improved financial well-being

Considered/Implemented

- Improved follow-up of customer complaints (many clients reported challenges experienced not resolved)
- Value of taking clients at their word
- Telephonic interview approaches (lean methodology)

Value of different approaches

- Tracking changes over time
 - Operational performance
 - Client progress
 - Business and savings growth
- Determine new products/services, or changes/improvements to existing
- Various approaches to provide confirmation (or dispute) of other findings
 - Also provides insight/experience with new approaches to collection and analysis of information
 - E.g. CSS and Customer Complaints



Challenges/Concerns

- Large investment for underutilised data
 - No valuable insights on regular basis (e.g. PPI; CSS)
 - Balance of resources and focus on 'doing the work' vs. 'understanding if the work is effective'
- Concerns about the reliability of data
 - Minimal sophistication of client's financial record keeping and awareness (reliance on spot-checks)
 - Clients to telling us 'what we want to hear'
- Interpretation and response to findings
 - How to deal with challenges our clients face that are beyond our control? (e.g. inflation, lack of economic activity in areas they work)
- Satisfaction data on mission fulfilment
 - Our use of satisfaction data looks more at changes to existing product

Ideal Future

- Less reliance on costly and time consuming verifications
 - Focus on low-resource and low-data (formal records)
- Utilization of channels beyond face to face
 - Addressing verification issues
 - Accessibility (not all clients easily reachable on phone)
- Maximize value of touch-points
 - Maximum information from the interactions we already have with clients
 - Minimize burden on clients (time, sensitivity)
- Benchmarking and comparison that accounts for differences in culture/socioeconomic environment/FSP approaches
 - E.g. comparing our Average loan size to an org in another country tells us nothing, but focusing on the change in Average loan size for clients over time is more comparable

Reflexions on 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

Next Sessions



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LabODD

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Merci !

[LabODD News on CERISE website](#)

[CERISE LinkedIn](#) 

Comments, suggestions, questions...

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