

Table of Contents for Resources on the 2018 Learning Event Flash Drive

Dear Colleagues,

We are delighted to share with you some highlights of the resources produced by the Learning Event partners, SPTF, CGAP, Dvara, and Leapfrog Investments, which are available for free online and on the flash drive you received at registration. Many of these resources will be used throughout the Learning Event in the trainings and workshops, but they are also described below to provide an overview of the content available to you for creating and delivering value for both customers and businesses while improving financial inclusion.

A. Social Performance Management (SPM)

Universal Standards

1. The [Universal Standards Manual](#) (version 2.0 is valid through 2019) introduces the Universal Standards of Social Performance Management (SPM) and presents each of the 19 Standards and their essential practices. The Universal Standards are a comprehensive set of management practices that apply to all inclusive Financial Service Providers (FSPs) pursuing financial and social objectives. The Standards define how to put clients at the center of both strategy and operations.
2. The [Universal Standards Implementation Guide](#) is available in its new version 2.0! This *Guide* provides actionable guidance for improving SPM and putting the Standards into practice. It is a “one-stop” reference that provides step by step guidance on how to implement each of the 65 Essential Practices in the *Universal Standards Manual*. Also on the flash drive is a one-page handout that summarizes the *Implementation Guide* and the *SPI4 Audit Guide*, explaining how all stakeholders can use these two practical, comprehensive resources to enhance their work on SPM.

Outcomes Management

3. [Making the Case for Outcomes Management](#) discusses the financial and social performance benefits to FSPs of investing in outcomes management, which is the process of collecting and analyzing outcomes data and using it to inform operational and strategic decisions.
4. The [Guidelines on Outcomes Management for FSPs](#) describe the 10 steps necessary to implement practical and effective outcomes management, based on real practices studied in FSPs globally.
5. The [List of Recommended Outcome Indicators in Four Outcome Areas](#) presents relatively short lists of recommended outcome indicators in the areas of poverty, business, resilience, and health. After an extensive review of indicators tested in the field, through formal research projects, or informally by FSPs, the lists retain only those indicators that were found to be relevant, usable, clear, feasible, and comparable.
6. The [Guidelines on Outcomes Management for Investors](#) describe why asset managers/owners should do outcomes management, offer initial insights for asset managers on how to do outcomes management, and discuss via case studies the varying methodologies for outcomes management that seven different asset managers have adopted for their respective funds.
7. The [IDEPRO Case Study](#) features a small non-profit in Bolivia (Latin America) with a very well-established outcomes management system that monitors the effects of its products and services on clients’ businesses. This includes an in-house system of evaluating both outcomes and impact.

Case Studies on Benefits of SPM

8. The [Kawosa Case Study](#) describes how a very small institution in Tanzania (Africa) with limited funds embraced SPM and achieved significant operational and financial benefits, demonstrating that no matter how resource constrained your institution is, it can take steps to implement and benefit from SPM.
9. The [Ugafode Case Study](#) describes how an FSP in Uganda (Africa) on the verge of bankruptcy implemented SPM and saw significant financial benefits as a result. The case study demonstrates the business case for investing in SPM even when the institution is in a precarious financial position.
10. The [Khushhali Case Study](#) presents the development and implementation of a Social and Environmental Management Systems Matrix at Khushhali Bank Limited in Pakistan, highlighting the value of the tool in increasing compliance with the Universal Standards.

B. The SPI4 Social Audit Tool

1. The [SPI4 social audit tool](#) allows FSPs to assess their practices and measure their level of implementation of the Universal Standards of SPM. The tool can be downloaded for free.
2. The new [SPI4 Audit Guide](#) provides detailed guidance for every indicator in the core SPI4 questionnaire – including the rationale behind each indicator, the documents to be consulted, interviews to be conducted, guidelines for auditors, and examples of what evidence should be reviewed.
3. *Cerise’s January 2018 Newsletter* gives an overview of recent data on the usage of the SPI4 Social Audit Tool (for FSPs) and SPI4 ALINUS tool (for investors).

C. Customer Centricity Tools

1. [Customer-Centric Guide, Executive Summary](#): An overview on creating and delivering value for customers and businesses to improve financial inclusion.
2. [Customer Empowerment in Finance, Perspectives](#): Presents reasons why greater choice and control for low-income customers is better for business and helps achieve financial inclusion.
3. [Money, Decisions, and Control](#): Presents three key principles for a customer-centric approach and how to help low-income clients apply their existing financial strategies effectively.
4. [The Business Case for Customer Centricity](#): Research from a developed market context has found that focusing on customers is crucial for successful business outcomes.
5. [Customer Centricity and Financial Inclusion](#): FSPs must understand their customers' needs and develop products that meet them, if they intend to serve the low-income segment.
6. [Customer Segmentation Toolkit](#): Helps FSPs identify subsets of customers that have common needs, interests, and priorities as well as to design and implement strategies targeted toward these segments.
7. [Customer Experience Toolkit](#): Equips organizations to create empowering customer experiences and helps practitioners implement this methodology. FSPs can create value by designing and delivering a customer experience based on a detailed understanding of client needs, which creates value as customers use the FSP's products and services.
8. [Customer Analytics Toolkit](#): Presents a 4-phase process to rate, develop, and use analytics capabilities to drive customer centricity in the FSP.
9. [Leapfrog Video Collection](#): These four videos present the outreach statistics and accomplishments of the Leapfrog fund and some of its investees (AllLife, Cignifi, IFMR, and BIMA), who focus on financial inclusion for those in emerging markets accessing credit and/or insurance for the first time through use of digital platforms and mobile payments, which facilitate previously impossible risk profiling and client acquisition, especially in rural areas.

D. Research on Financial Inclusion in India

1. [Designing Regulations for a Rapidly Evolving Financial System](#): Summarized proceedings from the 2017 Dvara Financial Systems Design Conference present challenges and process for designing regulation for FSPs.
2. [How Much Can Asset Portfolios of Rural Households Benefit from Formal Financial Services?](#): The average rural Indian household's wealth is held almost entirely in just two types of assets—housing and gold jewelry. This research paper constructs stylized hypothetical alternative portfolio allocations (including financial products that allow households to diversify risk) and estimates that even small re-allocations could generate significantly higher real returns (2.02- 4.97% per annum) at same or lower risk.
3. [Modernisation of India's Banking Sector](#): This paper presents ten recommendations for the Board and Management of public and private banks to set the course for a globally competitive banking sector in India.
4. [Structuring a Fund Platform for Financial Inclusion in India](#): This study used structured finance and other methods to estimate the risk in designing a fund platform for greater capital market access to promote financial inclusion.
5. [The Privacy Judgement and Financial Inclusion in India](#): Discusses the implications of the Indian Supreme Court's landmark ruling on the Right to Privacy (2017) and its effects on the opportunities for digital financial inclusion.
6. [The Pursuit of Complete Financial Inclusion](#): This model describes KGFS' unique approach to delivering comprehensive financial and wealth management services to rural low-income households in India.
7. [When is Microcredit Unsuitable?](#): Investigates the harmful consequences of unsuitable loans on borrower households and recommends guidelines for an effective suitability assessment at point-of-sale.

We are excited to work with all of you to disseminate and promote these practices and help you find the resources that will assist with the implementation of customer centricity in your institution!

Best regards,
SPTF, CGAP, Dvara, and Leapfrog Investments