

# Measuring Client Outcomes

*Reflection and Debate on the Way Forward*

Amelia Greenberg  
Virtual Session  
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# Get to know your facilitator and speakers!

**Name:** Amelia  
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**Organization:** SPTF

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head of the Outcomes  
Working Group

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**Organization:** 60 Decibels

**Title:** Co-founder

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**Organization:** BBVAMF

**Title:** Director of Impact Assessment

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**Organization:** Symbiotics

**Title:** Impact Measurement Specialist

**Name:** Cecile Lapenu

**Organization:** CERISE

**Title:** Director

# Overarching questions

- What specific client value can we expect the provision of financial services to create?
- What outcomes data should a financial service provider specifically collect? What other outcomes data might the sector need or want and who should collect it?
- What is the role of the social investor regarding outcomes?
- Is there a business case for collecting outcomes data?
- How do we describe what we do? How does this relate to the SDGs?

# Today is about discussion!!!



# Agenda

<b>16:00 to 16:10</b>	Welcome and Introductions
<b>16:10 to 16:35</b>	Discussions of Lessons Learned / Hypotheses to Debate
<b>16:35 to 17:05</b>	Presentation of the Lean Data Model
<b>17:05 to 17:35</b>	Q&A on Lean Data
<b>17:35 to 17:45</b>	Introduction to CERISE LabODD project
<b>17:45</b>	Conclusion

# The SPTF Outcomes Working Group

## Activities in recent years:

- Brief on making the case for outcomes management
- Guidelines on outcomes management
- Lists of recommended outcome indicators
- Interviews / webinars with members to discuss current practice

## Activities for 2020:

- Data analytics – linking analysis of basic data to outcomes insights
- Guidance note
- Training
- Review of dimension 1 of the Universal Standards

<https://sptf.info/working-groups/outcomes>

# Current challenges

- Failure to make the business case for outcomes management
- Minimal new uptake of outcomes management without outside funding assistance
- Misalignment between the data funders request and the data the FSPs have or want
- Data are not actionable
- Lack of clarity about who should fund outcomes work
- Questioning the value/necessity of qualitative data
- Poor data quality
- Poor capacity in-house to analyze data
- Impression that microfinance has failed to achieve its promise.  
Ex: increased risk to clients, continued poverty

## Hypothesis to debate (1 of 5)

Financial service providers should measure **shorter-term** outcomes. Specifically, FSPs should collect data on why the client needed the product and what happened when s/he used it. FSPs should not measure long-term outcomes; those data are not actionable and therefore there is no business case for measuring them.

## Hypothesis to debate (2 of 5)

Financial services should be able to create at least one of the following types of value for clients: consumption smoothing, building resilience, and investing in economic opportunities. These are the outcomes to which we should hold FSPs accountable, meaning, if the FSP is not seeking to do any of the above, it is not “responsible.”

## Hypothesis to debate (3 of 5)

Our standards, and our outcomes management systems, should stop integrating poverty reduction as an expectation.

## Hypothesis to debate (4 of 5)

Our standards, and our outcomes management systems, should be more explicit about requiring segmented analysis and the use of qualitative client feedback data to inform management and operational decisions.

## Hypothesis to debate (5 of 5)

We cannot know whether products are adapted to clients' needs without outcomes data.

# Discussion of the SDGs

- SDGs describe longer-term outcomes.
- SDGs are closer to a vision statement.
- How to link outcomes data the FSPs provide to the SDGs?
- How are the SDGs being used by investors?

# Lean Data Presentation and Q&A

(60 minutes)

# Introduction to 60 Decibels

**Tom Adams**

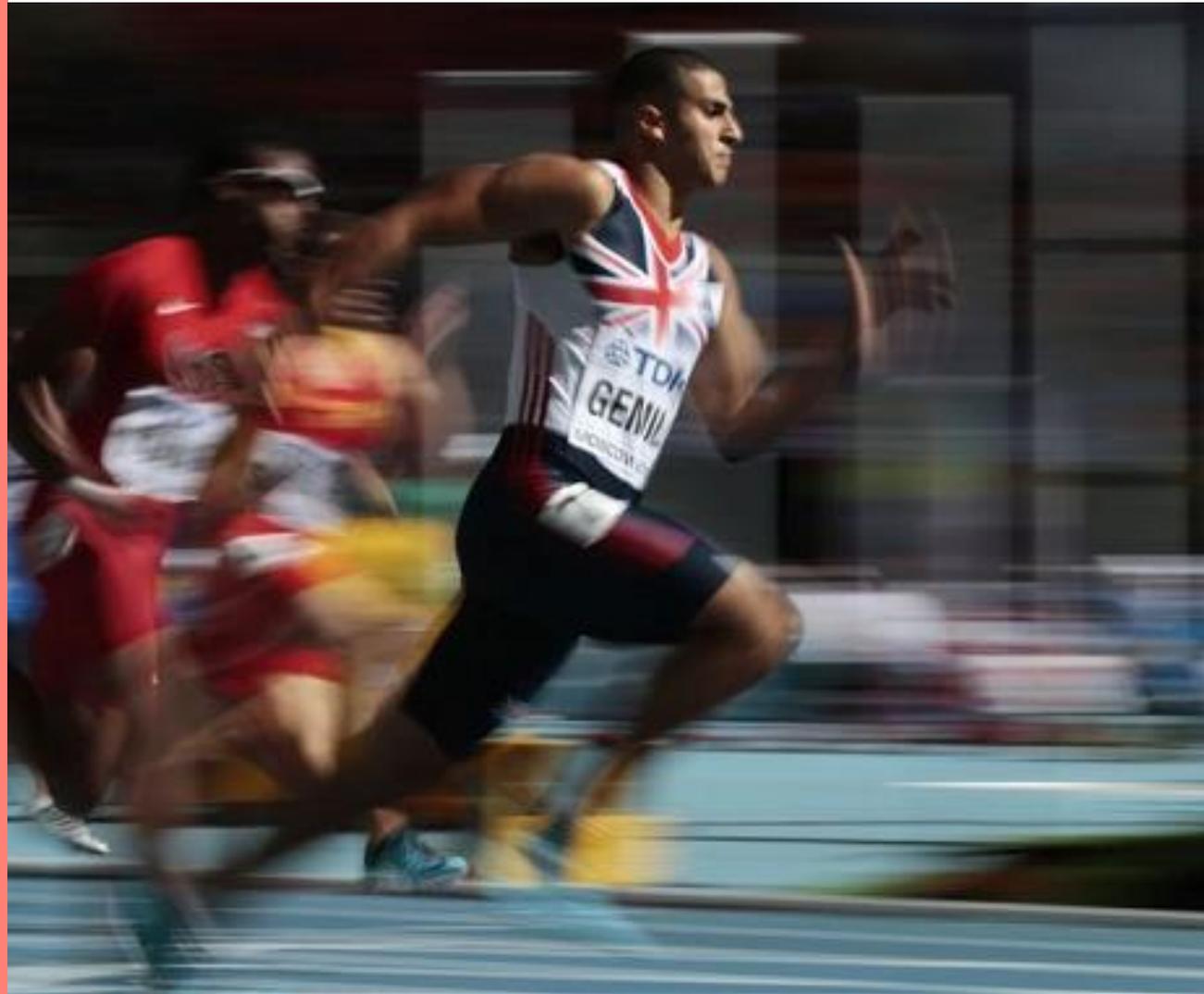
Co-Founder



March 2020

## Rebooting Impact Measurement

A performance mindset



## Why is listening so important?

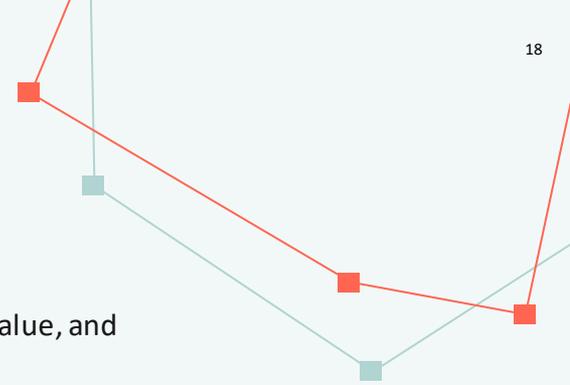
It's about power, who decides what's important.

Most social issues are context specific so proxies may not do.



# Our Approach

Like any good business model it's all about cost, value, and repeatability



- 124,761** Customer Surveyed
- 289** Companies
- 33** Languages
- 200+** Local enumerators
- 9 weeks** Average project duration



Quality Remote Surveying



Fluency in Social Impact & Market Intelligence



Align to industry norms



Benchmarks

## Built on five assets



Global Team



Trained and certified enumerators



Modular question sets



Countless process innovations and quality controls



Backend database and data collection stack

## Our Work in Financial Inclusion

We've conducted 64 Lean Data FI projects, conducting interviews with over 17,900 end-users in 16 countries across Africa, Asia, Latin America and US.

### Types of Companies

- Microfinance
- Mobile money and digital finance
- Micro insurance,
- Personal finance
- Traditional Banking

### Key Sector Clients:



# Financial Inclusion Survey Modules

Making it easy to build and customize

Most start with our 60dB Core Insights module.

Typically, clients add on 3-4 “light” modules (or 1-2 “Full” modules)

We cap surveys at 35-40 questions (15 minutes).

## Overview of 60dB Modules: What Do You Want To Learn?

Core

60dB Core Insights

○ □ ≡ +

- Impact on customers’ quality of life
- % accessing [product/service] for first time
- Customer satisfaction
- Poverty Profile
- Degree that company is filling market gap

Financial Inclusion Modules

Income Change □ ≡	Change in Savings & Financial Resilience □ ≡	Fin. Inclusion Level ○	Perceived cost of loan △	Customer Challenges & Knowledge of Terms
Gender Impact □ ≡	Financial Literacy & Responsibility □ ○	Fin. Resilience Level ○	Customer Loyalty Drivers △	Loan Process Feedback
Over-indebtedness △	Investment in HH / Business □ ≡	Fin. Literacy Level ○	Competitive Landscape	Interest in New Products

Key

■ Impact Performance

■ Customer Profile

■ Business Insights

○ Who

□ What

≡ How Much

+ Contribution

△ Risk

## Examples

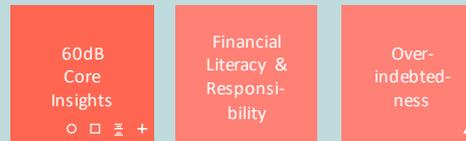
Our of-the-shelf modules provide benchmarks

We also create custom questions if needed!

**Lending company interested in impact & product & process improvement**



**Challenger bank interested in improving Consumer Protection practices**



# Impact: Savings & Resilience

Is customer saving and resilience changing because of [Company]?

Change in  
Savings &  
Financial  
Resilience

## Module Overview

Provides insight on whether customers' saving and resilience to shocks has changed because of the product / service / company.

**Light:** provides perceived change in savings and resilience

**Full:** provides perceived change, magnitude, and more detail on resilience

Questions marked with an \*Asterix have a 60dB benchmark available

## Light (3 questions)

1. Has your ability to save changed because of [Company / Product]?  
Very much improved / slightly improved / got worse / got much worse
2. Imagine that tomorrow you suddenly (unexpectedly) must cover a large expense related to the health of your family. What would be your options to obtain this money?
3. Think back to the time before you started working with [Company]. If you had faced the same need in the past, what would have been your options to obtain this money?

## Full (7 questions)

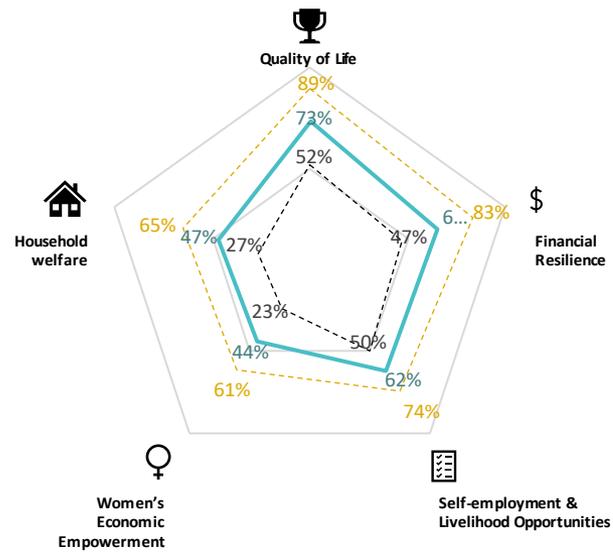
1. Has your ability to save changed because of [Company / Product]?  
Very much improved / slightly improved / got worse / got much worse
2. How has your ability to save changed?
3. Can you tell me roughly how much higher is your current savings level as compared to before working with [Company]?
4. Imagine that tomorrow you suddenly (unexpectedly) must cover a large expense related to the health of your family. What would be your options to obtain this money?
5. How difficult would this be?  
Very difficult / somewhat difficult / not a problem
6. Think back to the time before you started working with [Company]. If you had faced the same need in the past, what would have been your options to obtain this money?
7. How difficult would this have been then?  
Very difficult / somewhat difficult / not a problem

## Example: Social Outcomes

Comparison of Portfolio Performance across the five key outcomes focus areas

### Key

- - - - - Max. score for indicator
- Avg. score for indicator
- - - - - Min. score for indicator



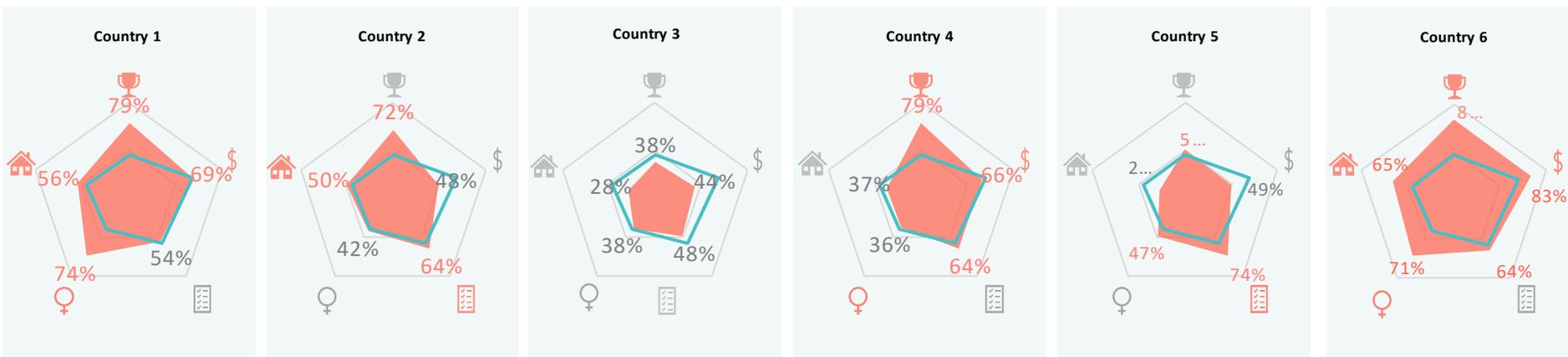
# Example: Social Outcomes

Impact by company relative to fund average

## Asia

## Latin America

## West Africa



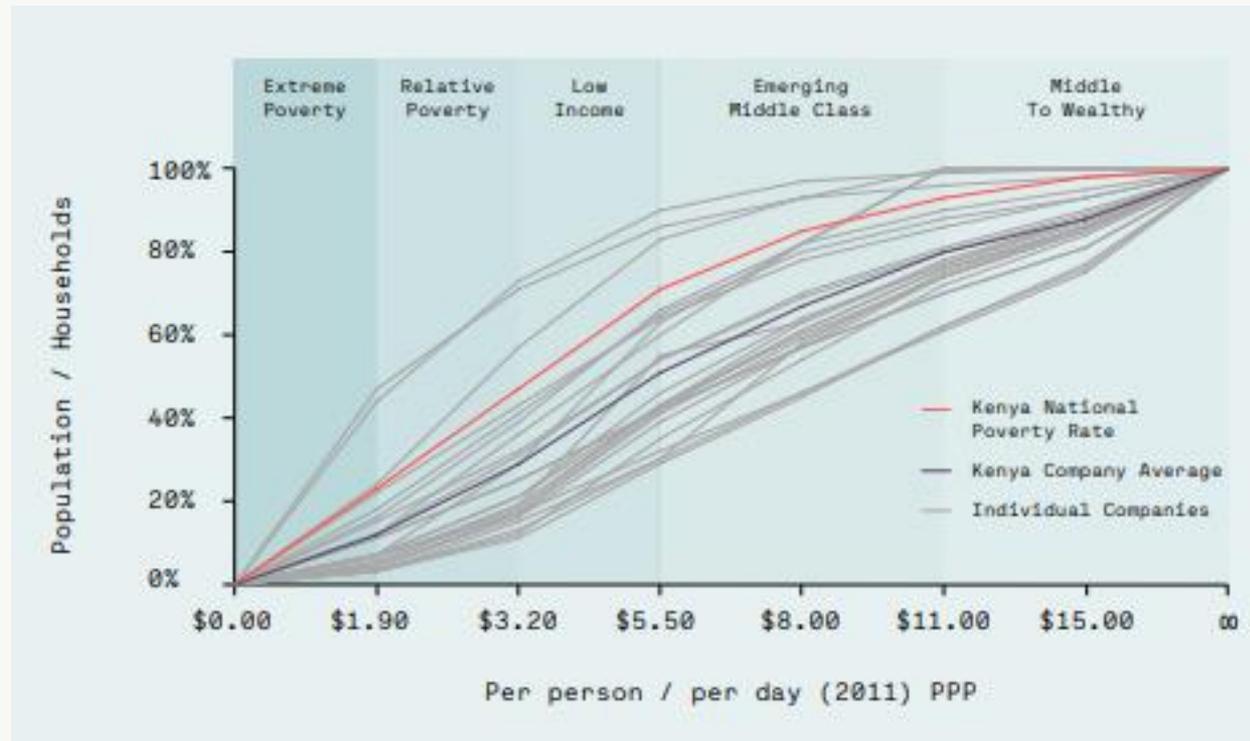
### Key

- Company
- Portfolio Average
- Shaded icon = Above Average
- Quality of Life**  
Weighted average of QoL metrics
- Financial Resilience**  
Weighted average of financial resilience metrics
- Self-Employment & Livelihood Opportunities**  
Weighted average of Self-Employment & Livelihood Opportunities metrics
- Women's Economic Empowerment**  
Weighted average of Women's Economic Empowerment metrics
- Household Welfare**  
Weighted average of Household Welfare metrics

## Who is impacted

Wide variation in performance for ostensibly similar companies due to product mix, pricing, financing and marketing strategies.

## Who benefits, matters



# Symbiotics Performance Snapshot

Here is a snapshot of Symbiotics' Portfolio Companies' performance relative to core 60 Decibels Global benchmarks.

All three companies perform particularly well on

- > Quality of Life
- > Income increase
- > Access to Alternatives

	Company X	Company Y	Company Z	60dB Global Average	60dB Financial Inclusion Average	60dB Country Average	
Who Is Being Reached?	% live in poverty (below \$3.20 line)	43	32	31	32	31	37
	% female	66	34	58	40	34	37
	% first time accessing service provided	66	81	45	74	77	74
	% saying no good alternatives are available	82	83	89	74	67	81
Depth of Impact	% experienced quality of life improvements	94	83	93	76	70	83
	% experienced increased income*	91	86	91	-	-	-
	% increasing employment following loan	24	25	30	-	-	-
	% felt their repayments are not a problem*	90	49	89	-	-	-
	% never made unacceptable sacrifices to make repayment*	80	55	70	-	-	-

\*Benchmarks will be available for these metrics in Q2 2020

## Practical advice for fund managers

Decisions you might make, that are far more important than building a 'framework'

And unsurprisingly all require judgement

1. Does positive performance matter to me?
2. Do my investees think the same way?
3. Who decides what to measure?
4. Do my investees have any capability?
5. Am I willing to pay for it?

I can now plant on time.

I no longer live in darkness.

I was interested in the payment plan.

My family is

very

>healthy

>happy

>safe

>hopeful

now.

Tom Adams

[tom@60decibels.com](mailto:tom@60decibels.com)

## LabODD

**Faire des ODD une feuille de route pour l'impact !** Mesurer la contribution des institutions de microfinance, des entreprises sociales et des investisseurs à impact aux ODD

(5-10 minutes)

# Thank you very much!

Have more to say about outcomes?

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