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WWB Gender Performance Initiative Progress Report  
March 2012

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### Introduction

In 2010, WWB launched its Gender Performance Initiative to expand and improve the collection of gender-based financial and social performance indicators and ultimately to build the business case for serving women. The expanded set of data will enable MFIs and other industry stakeholders to better meet their strategic objectives, enhance their understanding of customer behavior and be able to better tailor products and marketing strategies to the specific needs of women in particular, and make more effective management decisions by evaluating a more complete picture of their customer base.

The Initiative includes: (i) research to identify a comprehensive set of gender-based indicators; (ii) pilot indicators with WWB network members; and (iii) dissemination of lessons learned from the project through various working and advisory groups to ensure that the indicators are socialized and implemented throughout the microfinance industry. The following report will present accomplishments, challenges and next steps across the three aforementioned areas of WWB's Gender Performance Initiative: (i) **Framework**; (ii) **Beta Sites**; and (iii) **Industry Initiatives**.

### 1. Framework

#### Accomplishments

WWB is undertaking ongoing work to develop a comprehensive gender performance framework that highlights the most important areas of gender performance with guidelines for implementation. Thus far, WWB has (i) developed a complete set of hypotheses linked to indicators for testing, (ii) developed and evaluated an expanded set of Tier 1 and Tier 2 indicators based on scientific and operational testing criteria, and (iii) collected feedback on the use and implementation of the gender indicators from various industry players and WWB network members

All indicators were based on the previously developed "Gender Performance Hypotheses" (See Annex 1). The indicators were then grouped according to a Gender Performance Schematic, which provides a more comprehensive framework on the focus areas and priorities that define what "good" gender performance is. This tool was developed with the input of the Gender Performance Initiative (GPI) Advisory Groups. Tier 1 indicators were then rated based on operational feasibility and scientific validity. Tier 1 indicators will be narrowed down based on the results from the regional pilots including ease of integration into the management information system and portfolio analytics from data collected. Additionally, feedback from Operational and Investor Advisory Groups, and other industry experts will also be taken into account. Tier 2 indicators have been narrowed down based on operational and scientific validity rankings and WWB's extensive research and knowledge of the women's market. Once Tier 2 data is captured, these indicators will be tested quantitatively again through econometrics/statistical analysis.

#### Challenges

When the first hypotheses were presented to the Operational and Investor Advisory Groups, on the initial call on September 9, 2011, the Groups felt that WWB needed a more concrete framework for the indicators being developed, in order to ensure that all areas of "gender performance" were being covered (as opposed to the indicators that would be analyzed to prove/disprove WWB's internal business case hypotheses). Therefore WWB developed a comprehensive "GPI Framework" (See Annex 2). This allowed a categorization of the proposed Tier 1 and Tier 2 indicators that could be better evaluated by both MFI practitioners through the pilots, and industry experts contributing to the GPI development.

#### Next steps

The GPI Framework and Indicators have been distributed to the Operational and Investor Advisory Groups, and feedback was gathered on the Advisory Groups call on February 16, 2012. Additionally, the WWB team is following up with Advisory Group members individually to get their insights on the Framework based on their specific areas of expertise. WWB is also in the process of coordinating with other industry players, including Smart Campaign, PIIF and other social performance initiatives, to incorporate their feedback. In addition, the indicators will be tested through the regional pilots, and feedback will be gathered from the participating institutions.

## **2. Beta Sites**

Two of the three beta sites (in Uganda and Colombia) have already been launched, and a third one (in India) will launch in April 2012.

### **I. Finance Trust (FT), Uganda**

#### **Site Visit 1 – Diagnostic**

The first site visit to FT, which included a high-level MIS diagnostic and review of data sources, information flows, and reporting systems, was completed in August 2011. During the visit WWB interviewed nine senior managers and six staff members at the head office, interviewed eight branch staff and managers at three branches and conducted five customer visits. The WWB team reviewed management reports and training manuals, customer files, including account and loan application forms and client monitoring reports, and MIS data. At the end of the visit, the Team presented the key findings, as well as a series of short, medium, and long-term recommendations.

#### *Key Findings*

From the diagnostic, the team found that the institution has a sophisticated MIS with complete functionality and potential vendor support. FT staff has good skills on query and reporting, and the database supports extraction to other formats allowing further analysis and the capability to add new fields for the project. It was also identified that there was opportunity to improve reporting for branch users, particularly as it relates to credit statements and customer retention.

On data collection, the Team found that financial loan-related data appears to be consistent and reliable. Several checks are included in loan application, disbursement, and monitoring processes and internal audit systems are in place. However, challenges were identified:

- Some personal data fields are not systematically collected by staff (i.e. marital status), and some data collected is not consistently being entered into system (i.e. gender, date of birth, number of dependents)
- Application forms have inconsistent fields (i.e. age of customer, employment and business activity categories)
- Categories in applications are not consistent with MIS fields (i.e. type of employment)
- Data that has changed or found to be incorrect is not being updated in the system (i.e. number of dependents)

The Team extracted FT's full client database for further testing and analysis. A detailed data quality assessment was first performed on the database and it was determined that due to certain inconsistencies and gaps, the data would not yield the type of analysis required for the project. A gap analysis was also performed of the data collection mechanisms and the MIS to find some of the divergences in the data.

As a result, the scope of the work in the beta site was modified to improve data collection mechanisms so that the planned data analysis could be performed at a later date. It was also decided that the scope of the work should be focused on Tier 1 indicators for now; although, discussions were also planned with FT's management to discuss their insights on Tier 2 indicators.

#### **Site Visit 2 - Implementation**

The second site visit to FT took place in early December 2011 and included work to identify solutions for the data collection, input and reporting challenges found during the first site visit, as well as discussion of reporting of Tier 1 indicators. WWB had working sessions with key senior managers and staff members from the Operations, Credit, IT, Human Resources, Marketing, Finance, and Risk and Audit departments. The WWB team also performed a detailed assessment of Account Opening & Loan Application forms and worked with the MIS team to prioritize changes to MIS to best adapt to MFI data collection needs.

### *Key Accomplishments*

To address the data challenges presented above, the Team worked with FT to create a plan for improving data collection and input by:

- Updating Account Opening and Loan Application forms
- Customizing MIS fields to match forms
- Training staff on the importance of data, as well as “how to” collect accurate and complete data
- Developing systems for incentives and accountability in the data entry and verification process
- Defining data governance roles within the institution
- Cleaning existing data

The Team also reviewed the Tier 1 indicators with all FT departments, identifying key indicators that are operationally feasible and will enable FT to better measure achievement of its mission.

### *Next Steps*

WWB will monitor progress of the recommendations and work done to improve data collection and input and has scheduled bi-monthly conference calls with FT’s key senior management team members. WWB will continue monitoring the progress of the data clean up, including the recruitment of five temporary staff members to assist with this work, while monitoring the development of new more consistent loan applications. WWB will also follow-up on discussions regarding the operational and financial feasibility of the MIS changes and development of training materials and roll-out of trainings. WWB plans to return to Uganda in Q4 2012 to extract the updated database to be able to perform the analysis of the Tier 1 indicator collection.

## **II. Fundación delamujer, Colombia**

### **Site Visit 1 - Diagnostic**

The diagnostic site visit was conducted in February 2012. The four objectives of the trip were to: (i) conduct diagnostic of pertinent MIS and monitoring systems, (ii) understand Fundación delamujer’s strategies regarding products and services designed to serve women as well as the financial behavior of men and women customers, (iii) solicit feedback from Fundación delamujer’s team regarding gender performance indicators and (iv) extract appropriate data for further analysis. The Diagnostic included interviews and working sessions with key management team members, including Commercial, Operations, Marketing, Social Performance, Human Talent, IT, and Risk and Planning, visits to branches, Points of Service (PDS), and Banking Correspondents (CDS), interviews with field staff, and a detailed review of MIS input screens.

### *Key Findings*

The MIS system is of high quality, has good functionality, and is more than adequate for the project. The system is flexible and it is possible to add fields, although this work may require some time. A preliminary analysis indicates that the data quality is high. There is consistency between the loan application form and the MIS screens and the MIS screens and formats are well aligned. There are controls in place when inputting data to the system that minimize the margin of errors and third-party verification points for data inputs. The system generates adequate reports and efforts are in place to further automate their generation. In addition to the MIS, there are various other sources of information being managed by different teams, including labor force database, market share statistics, customer satisfaction surveys, and employee satisfaction surveys. Each area manages a good amount of data that is applicable to its function and they are analyzing data points that are pertinent to their objectives. Indicators are being monitored on a regular basis, including gender based indicators. Furthermore, financial and social institutional indicators are being managed and reported to the Planning and Risk area regularly (monthly), which were developed based on each area’s objectives and action plans.

Regarding product design, Fundación delamujer has a clear mandate to further understand client needs and to design products to meet these needs. An opportunity exists to expand collection of gender indicators to further inform the design of product attributes to better target women. Of the staff that was interviewed, most noted a difference in the financial behavior between men and women clients and they also believed the main effect of a loan was improvement in quality of life.

WWB presented an initial set of gender-related indicators to key senior management as example of additional ones that could be incorporated, and collected feedback on their feasibility and usefulness. A number of opportunities were discussed for implementation regarding improvement of analysis of gender indicators, including the further disaggregation of key gender indicators, refining cross-tab and segmentation analysis with gender variables, expanding market share analysis by looking at women's national data, expanding gender-based institutional indicators, and incorporating additional fields in loan applications to be able to capture Tier 2 indicators.

#### *Next Steps*

WWB will focus on further analyzing the full database, assessing its quality, and mapping out Tier 1 indicators with existing indicators. An implementation plan will be developed for integration of Tier 1 and Tier 2 indicators. A second implementation site visit is planned for June 2012.

#### **Beta Site Challenges**

There have been several challenges associated with the beta sites, including data quality (Uganda beta site), and length of time to conduct pilot.

- As previously mentioned, there were several challenges with regard to appropriate data collection, input, and analysis for the initiative's needs at the Uganda beta site. The implications of some of these issues extend to external stakeholder reporting and WWB believes its importance should be addressed by the industry at large.
- With regard to Pilot length, the implementation of Tier 1 and Tier 2 indicators has a longer lead time than anticipated and pilot length will likely need to be extended from 9 months to 12 months to ensure enough time for data capture.

As a result of some of these challenges, WWB reduced the number of beta sites from four to three, which means a pilot will not be conducted in MENA. This decision will allow the Team to spend more time and resources in each of the three beta sites, strengthen the robustness of the analysis, as well as expand dissemination efforts (as discussed later in this report). While reducing the number of beta sites will lower the regional representation, WWB does not feel this will have a significant impact on the overall conclusions and applicability of the results, given the diverse nature of the structures, lending methodologies, and institutional capabilities of the selected beta sites.

#### **Next steps**

WWB will launch its third pilot with Ujjivan based in India in April 2012. Ujjivan is one of the premier microfinance institutions in the sub-continent, consistently demonstrating best practice in operational and financial performance as well as on human resource and social performance management. On the latter point, it is one of the few large group lenders that captures quality data from clients via PDA devices used by the front line staff. It therefore represents best practice among Grameen modified group lenders. Comparing and contrasting the experience from Ujjivan with that of Fundación delamujer and UT will yield important insight into the data issues facing the sector as well as the potential for pushing the boundaries of best practice on tracking social performance.

### **3. Industry Initiatives**

An essential part of WWB's Gender Performance work includes dissemination to and engagement of the microfinance industry through a number of initiatives, including the Gender Advisory Groups and the Social Performance Task Force.

#### **GPI Advisory Groups**

##### *Accomplishments*

WWB's Gender Performance Initiative is supported by the work of two advisory groups - an Operational Advisory Group (OAG) and an Investor Advisory Group (IAG). The objective of both groups is to provide ongoing guidance to the WWB team to ensure that the indicators, analysis, and reporting mechanisms are operationally viable and scientifically rigorous. Additionally, members are encouraged to disseminate results of the initiative to the industry.

In 2011 WWB invited some of the leading microfinance practitioners, renowned gender and social performance experts, and senior and mid-level MFI managers, representatives from multi- and/or bi-laterals, leading global

investors, commercial banks, and rating agencies, to take part in the OAG and IAG. The groups consist of 15 members:

<b>Operational Advisory Group (OAG)</b>	<b>Investor Advisory Group (IAG)</b>
Carolina Benavides, Mibanco Dina Quonqur, Microfund for Women Frances Sinha, EDA Rural Systems Kate Holloway, Westpac Kate McKee, CGAP Sascha Noé, Cordaid Shazreh Hussain, Gender Expert Juan Manuel Grau, Fundacion delamujer Micol Pistelli, MixMarket	Ben Leussink, Hivos CJ Juhasz, Isis Fund Jody Rasch, Moody's TBD, PaxWorld Sandra Darville, Inter-American Development Bank

The Advisory Groups have been actively involved in the development of the Gender Performance Indicators and Framework, and have provided guidance throughout the pilot implementation. Feedback has been given through several channels, including Advisory Group conference calls (held in September 2011 and February 2012) and one-on-one conversations with Advisory Group Members. In particular, the Advisory Groups will play a critical role in the Industry Dissemination Strategy outlined below.

### **SPTF Gender Working Group**

#### *Accomplishments*

The SPTF Gender Working Group (GWG) is charged with promoting the importance and value of gender as an essential component of social performance management, and for ensuring that gender-based performance continues to remain a priority for the SPTF. The group's goals include: promoting the inclusion of gender perspective in the social performance management strategic planning, implementation and monitoring; advocating for the industry-wide recognition of gender-based performance measures as a key factor for achieving the double-bottom line; and aggregating and disseminating gender-based resources, tools, and best practice methodologies.

WWB has been chair of the GWG for the last two years. During this time, WWB has grown the group to include more than 25 members, representing important leaders in the industry, social performance experts, investors, donors, and other practitioners in the industry.

As the chair of the GWG, WWB developed a position paper (See Annex 3) that outlines how gender performance should be included in the SPTF's Universal Standards framework. In addition, WWB and the Gender Working Group actively promoted the inclusion of gender (and continue to do so) throughout the Standards development process. After receiving WWB's feedback, the SPTF organized a call with all Working Groups to specifically discuss incorporation of gender. Some of WWB's specific recommendations included:

- Gender disaggregated indicators- beyond percentage women borrowers must be included as guidelines and benchmarks for evaluation of achievement throughout all the standards.
- Market research and customer segmentation should be emphasized to better understand the cultural context, household dynamics and needs of clients, particularly women, and inform the design of products.
- Principles for client protection and transparency must take into consideration the unique needs of women and men clients.
- Gender diversity in management and governance; is critical to enhance the balance of experience and perspective at the institutional level, as well as ensuring that target markets (especially women) are well represented and served.

The feedback WWB has given through the Gender Working Group is heavily influenced by the framework and indicators being developed through the Gender Performance Initiative and WWB has advocated for many of the “gender performance indicators” to be included in the SPTF framework as the benchmarks for the Universal Standards.

The GWG is also working on development of a Gender Resource Guide –a comprehensive list of gender performance resources (industry initiatives, case studies, etc.), that will include all publications and resources developed through the WWB Gender Performance Initiative. The guide will be made available on the SPTF website, and will also be circulated to SPTF member organizations.

### **Industry Dissemination Strategy**

#### *Accomplishments*

WWB has also been actively disseminating its work and findings while providing feedback on different social performance tools to key industry players in the social performance arena, including the Smart Campaign, Principles for Investors in Inclusive Finance, Moody's, and Planet Finance, among others. WWB has been providing feedback to the SPTF and the MIX on the inclusion of gender indicators since the first social performance indicators tool was developed by the MIX, as well as participating in social performance blogs.

In an effort to help institutionalize gender sensitive performance indicators, and to establish best practice levels across the industry, WWB has developed a comprehensive Industry Dissemination Strategy (See Annex 4). The Strategy, developed in conjunction with WWB's Communications team includes:

- Identification of target audiences
- Development of key messages
- Identification of main channels
- Draft timeline for dissemination

WWB has already been in contact with a number of industry players regarding the strategy, including UNPRI's Principles for Investors in Inclusive Finance, Oikocredit and Grameen Foundation, to discuss potential collaborations and to solicit feedback.

### **Challenges**

As WWB has continued to engage and inform the industry, it has become clear that the importance of gender as part of social and financial performance is not fully understood or valued. To increase the understanding and appreciation of the importance of gender, WWB believes that a more concerted communications campaign as well as increased lobbying of key stakeholders including donors, governments, industry information clearinghouses, social auditors, investors, practitioners etc. is necessary. As a result, the dissemination strategy development and work had to start earlier than planned in order to ensure that gender was included in the many industry initiatives currently under way, especially those related to social performance.

### **Next Steps**

In 2012 and 2013, WWB will expand the dissemination of its gender performance work, and is planning to launch an exclusive gender performance website, which will feature a number of articles and briefs, publish concept notes and research papers, and develop a gender performance toolkit.

## **Report Annexes**

Annex 1A- Gender Performance Hypotheses

1B- Gender Performance Indicator Matrix

Annex 2- GPI Framework

Annex 3- Gender and the Universal Standards for Social Performance Management Position Paper

Annex 4- Industry Dissemination Strategy

## Annex 1A

### Gender Performance Hypotheses

#### **CUSTOMERS**

**Objective 1. Outreach – To build the social and financial business case for providing access to women customers.**

*Hypotheses: SOCIAL (Benefits to Customer)*

- Access will result in:
  - Personal
    - Higher personal income
    - Increased investment in income-generating activities
    - Increased growth in income-generating activities
    - Increased control in decision-making over personal resources (financial services, income and other assets)
    - Increased control in decision-making over household resources (financial services, income and other assets)
    - Better personal well-being (nutrition, health, literacy)
    - Increased access to markets (we are not sure what this means)
    - Increased community participation/involvement
  - Household
    - Higher household income
    - Better household well-being (nutrition, health, literacy)

*Hypotheses: FINANCIAL (Benefits to Institution)*

- Access will result in a:
  - More loyal customer base
    - Access a greater number of products
    - Repeat use of products at a higher rate
    - Higher growth rate in size of products (loans/savings)
    - Less likely to access products from other MFIs
  - More reliable customer base
    - Invest in lower risk businesses
    - Exhibit higher repayment rates (loans)
    - Exhibit higher activity levels (savings – i.e. volume of transactions)
    - Exhibit higher savings rates (as a % of income)
  - Higher growth customer base
    - Reach more of the poor

**Objective 2 – Quality – To build the social and financial business case for being responsive to women customers.**  
(copy from Objective 1 and replace ‘access’ with ‘being responsive’)

#### **INSTITUTION**

**Objective 1: Outreach – To build the social and financial business case for being a gender diverse organization.**

- A gender diverse organization at all levels will result in:
  - Higher productivity
  - Higher staff retention
  - Higher staff satisfaction
  - Feeling more empowerment among women staff
  - Higher customer satisfaction
  - Less fraud
- Gender diverse board positions will result in:
  - More innovation in improving customer experience
  - Take less risks
  - Better governance
- Gender diverse senior management positions will result in:
  - Higher productivity
  - Higher staff retention
  - Higher staff satisfaction
  - Higher customer satisfaction
  - Feeling more empowerment among women managers



- More innovation in improving customer experience
- Greater variety of financial products
- Take less risks
- Better governance
- Gender diverse middle management positions will result in:
  - Higher productivity
  - Higher staff retention
  - Higher staff satisfaction
  - Feeling more empowerment among women middle management
  - Higher customer satisfaction
- Gender diverse front-line staff will result in:
  - Higher productivity
  - Higher staff retention
  - Higher staff satisfaction
  - Feeling more empowerment among women front-line staff
  - Higher customer satisfaction
  - Higher repayment rates
  - Higher outreach
  - Sell a greater number of products to each customer
  - Less fraud

**Objective 2 – Quality – To build the social and financial business case for being responsive to women staff.**

(copy from Objective 1 and replace ‘gender diverse’ with ‘gender responsive’)

Gender-responsive HR policies –

- Recruitment process
- Benefits
- Training
- Development
- Promotion
- Compensation

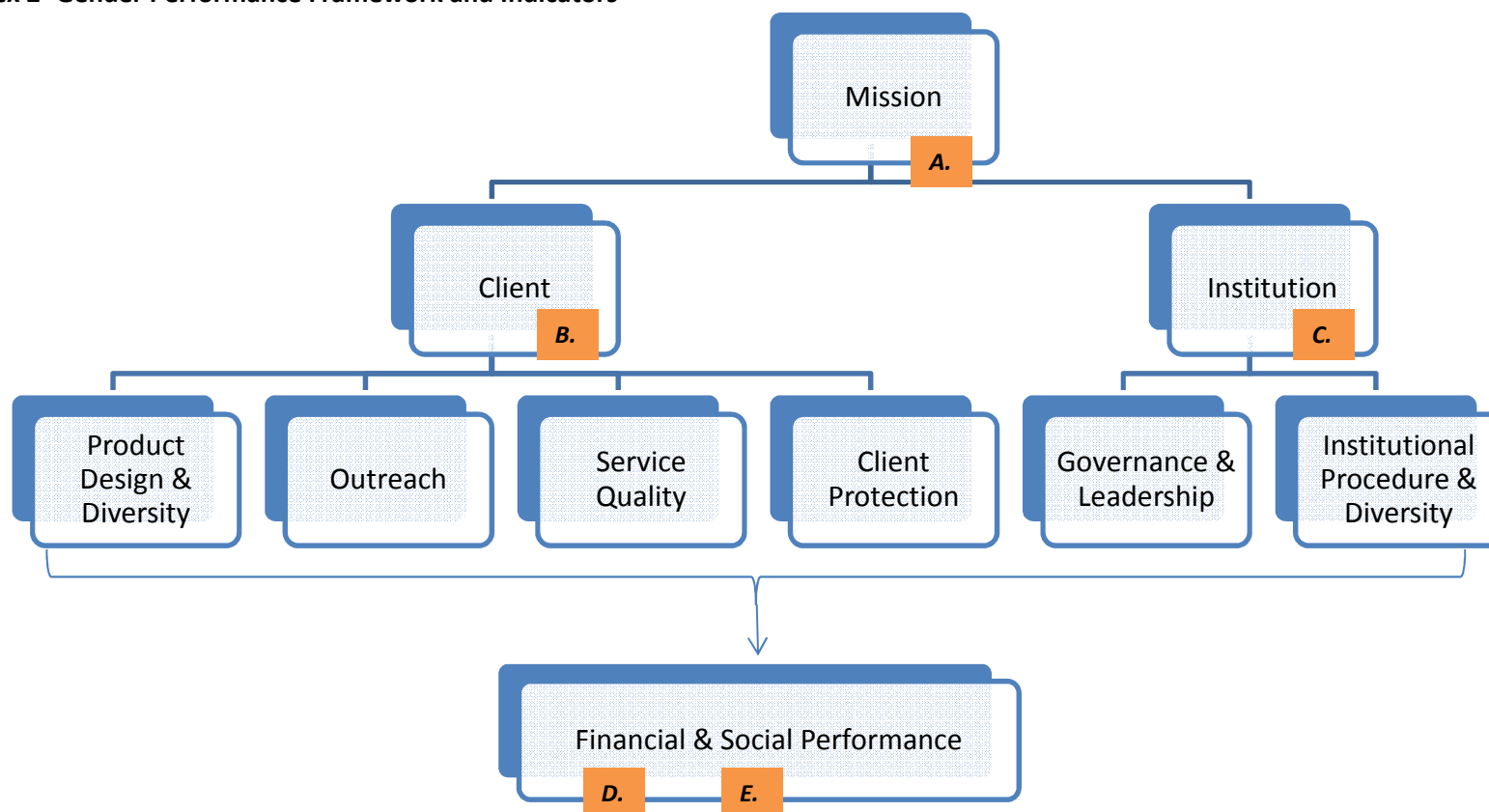
Annex 1B- Gender Performance Indicator Matrix

**Objective 1. Outreach – To build the social and financial business case for providing access to women customers.**

Hypotheses	Variables	Indicators
<b>Hypotheses: SOCIAL (Benefits to Customer)</b>		
C.1.1. Access to a variety of financial services can lead to improved economic and social outcomes for women. [Personal]		
C.1.1.1. Access will result in higher personal income	Personal Income	Percentage of women who report the income they have been able to earn has increased over the past year <sup>0</sup> Percentage of women whose income increased over the past year <sup>1</sup>
C.1.1.2. Access will result in increased investment in income-generating activities	Investment in Income Generating Activities	Percentage of women borrowers who re-invested enterprise profits (or additional resources) into enterprise <sup>2</sup> Percentage who developed a new enterprise <sup>2</sup>
C.1.1.3. Access will result in increased growth in income-generating activities	Growth in Income Generating Activities	Percentage of women borrowers who expanded the size of enterprise facility <sup>3</sup> Percentage of women borrowers who added new products to their enterprise <sup>4</sup> Percentage of women borrowers who hired more workers <sup>5</sup>
C.1.1.4. Access will result in increased control in decision-making over personal resources (financial services, income & other assets)	Individual Decision-making	Percentage of women savings or credit clients who participate in decisions that affect their daily lives (or index referencing degree of participation) <sup>6</sup> Percentage of women borrowers who manage or co-manage activity financed by the loan <sup>7</sup> by loan size
C.1.1.5. Access will result in increased control in decision-making over household resources (financial services, income & other assets)	Household Decision-making	Percentage of women borrowers who report equal or greater decision-making power (than husband or other household member) over household resources (or scale referring to degree of participation) <sup>6</sup>
C.1.1.6. Access will result in better personal well-being (nutrition, health, literacy) <sup>8</sup>	Literacy	Percentage of women clients who can read a letter (or book or newspaper) <sup>8</sup>
	Diet / Food security	Percentage of women clients who report that their own diet has improved in the last year <sup>10</sup>
	Health	Percentage of women clients say they are in good or excellent health <sup>11</sup>
C.1.1.7. Access will result in increased access to markets (we are not sure what this means)	Market access	Percentage of women clients who sold in new markets/locations in last xx <sup>12</sup>
C.1.1.8. Access will result in increased community participation/involvement	Community participation	Percentage of women clients who report participation in community organizations/ civil society groups other than loan groups <sup>13</sup>
C.1.2. Financial services for women can lead to improved economic and social outcomes for women's families. [Household]		
C. 1.2.1. Access will result in higher household income	Household Income	Percentage of clients who report that household income has increased in the last xx by gender (and type of product(s) accessed?) <sup>14</sup>
C.1.2.2. Access will result in better household well-being (nutrition, health, literacy)	Children's education	% Clients' primary and secondary school aged children attending school <sup>15</sup>
	Food security	Percentage of women clients who report that their household diet has improved over the last year <sup>10</sup>
	Household poverty	% Client (households) who have moved out of poverty (crossed poverty line) in last x years <sup>16</sup>
<b>Hypotheses: FINANCIAL (Benefits to Institution)</b>		
C.2.1. Access will result in a more loyal customer base	Access a greater number of products	% clients who access two or more financial services / products by gender
		Average number of products accessed by gender
		Average number of non-credit products accessed by gender
	Repeat use of products at a higher rate	
		Share of active clients in third or later loan cycles by gender
		Renewal rate ratio (MI) by gender <sup>18</sup>
	Higher growth rate in size of products (loans/savings)	Growth trend in average savings balance by gender
		Average loan size per subsequent loan cycle by gender
		Growth trend in size of insurance policy
	Less likely to access products from other MFIs	% Clients who are currently accessing financial products or services at another MFI by gender <sup>19</sup>

C.2.2. Access will result in a more reliable customer base	<i>Invest in lower risk businesses</i>	% Clients who invest in 'low risk' businesses <sup>20</sup> by gender and loan size
	<i>Exhibit higher repayment rates (loans)</i>	Repayment rate by gender and loan size <sup>21</sup>
	<i>Exhibit higher activity levels (savings – i.e. volume of transactions)</i>	PAR by gender and loan size
	<i>Exhibit higher savings rates (as a % of income)</i>	Volume of savings transactions by gender Savings rates (as % of income) by gender
C.2.3. Access will result in a higher growth customer base	<i>Reach more of the poor / Depth of Outreach</i>	<u>Indirect measures</u> - Average size of first loan disbursed as % of per capita GNI by gender <sup>22</sup> - % women clients
		<u>Direct measures</u> - No. / % of (new and active) clients below (a national or international) poverty line <sup>23</sup> by gender - Poverty outreach ratio <sup>24</sup> by gender
	<i>Breadth of Outreach</i>	<u>Number of Clients</u> <sup>25</sup> - Total number and % of active clients by gender - Number and % of total active credit clients by loan type (individual, group, housing) and gender - Number and % of total active insurance clients by insurance type (life, health, credit, other) and by gender - Number and % of total active savings clients by savings type (compulsory, voluntary [demand deposit and term deposit]) and by gender
		<u>Gross Portfolio Amounts (US\$)</u> - Gross loan portfolio (US\$) by gender - Total deposits (US\$) by gender - Growth Ratio(insurance) <sup>26</sup>
		<u>Market Share</u> - % market share of lending market <sup>27</sup> - % market share of savings market <sup>28</sup> - Coverage ratio (insurance) <sup>29</sup>

## Annex 2- Gender Performance Framework and Indicators



Draft Gender Performance Framework			
Category	Guideline	Rationale	Tier 1 Indicators
<b>A. Mission</b>			
Mission	Institution has a strategic gender focus.	An institution's mission drives its objectives and performance and is the first indication of its commitment to women.	<ul style="list-style-type: none"> <li>- Institution's mission includes an explicit expression to serve women.</li> <li>- Institution's strategic action plan and objectives include targeting women, with measurable goals and commitment to monitor.</li> <li>- Institution's gender focus is communicated to internal and external stakeholders.</li> </ul>
<b>B. Client</b>			
Product Design and Diversity	Institution conducts market research systematically to understand the needs of women clients.	Market research provides an effective mechanism to understand women's particular needs, as their financial behaviors are generally more complex.	<ul style="list-style-type: none"> <li>- Market research is conducted using customer segmentation by gender.</li> <li>- Institution has a process or methodology to determine the needs of women.</li> </ul>
	Product design is informed by women's needs.	Women have specific life-cycle needs and goals that must be considered during product design.	<ul style="list-style-type: none"> <li>- Product attributes reflect needs of women.</li> <li>- Client retention by product by gender.</li> <li>- % growth by product (product uptake) by gender</li> </ul>
	Institution offers a diverse set of financial products to women to meet their life cycle needs.	Women's needs vary substantially depending on the life-cycle stage that they are in, and having access to diverse products (credit, savings, insurance, etc.) ensures that these needs are met at each stage (youth, marriage, pregnancy, children, etc.). Women juggle numerous responsibilities (in and out of home) making it even more difficult for them to create and grow a business.	<ul style="list-style-type: none"> <li>- Number of financial products available to customers by gender.</li> <li>- % of women clients accessing 2 or more voluntary products</li> <li>- Average number of products accessed by gender</li> <li>- Average number of non-credit products accessed by gender</li> </ul>
Outreach	Institution is reaching a representative portion of women in its market.	Low-income women are generally the segment with least access to financial services.	<ul style="list-style-type: none"> <li>- # or % of women clients (define clients)</li> <li>- Women clients as % of country female population</li> <li>- Women clients as a % of country female economically active population.</li> <li>- Women borrowers as % of female microenterprise market. (market penetration)</li> <li>- Women savers as % of low-income women population. (market penetration)</li> <li>- Women clients as % of total clients served by microfinance service providers (market share)</li> <li>- Coverage Ratio (Insurance), by gender</li> <li>- # of alternative delivery channels used to reach clients</li> </ul>
	Institution is reaching low-income women.	Low-income women are generally the segment with least access to financial services.	<ul style="list-style-type: none"> <li>- % of women clients, by education level</li> <li>- Average size of first loan disbursed as % of per capita GNI by gender</li> <li>- # of branches in areas with lowest income population/women</li> </ul>

Category	Guideline	Rationale	Tier 1 Indicators
	Women gain access to formal financial system.	Women face numerous barriers to entry to formal financial system, including lack of property rights, lack of access to productive resources such as land, seeds, fertilizers, farm machinery, lower literacy rates than men, etc. Women may also be least comfortable using traditional banks and exhibit less trust in them.	<ul style="list-style-type: none"> <li>- % of women clients who are first-time borrowers through formal financial institutions. (credit bureau)</li> <li>- % of women clients who are first-time savers through a formal financial institution (if possible).</li> </ul>
	Institution reaching new women clients.	Low-income women are generally the segment with least access to financial services.	<ul style="list-style-type: none"> <li>- New women clients as % of total clients</li> <li>- Growth in new women clients from prior year.</li> <li>- Growth in total active women clients from prior year.</li> </ul>
	Institution effectively messaging to women clients.	Branding is a powerful tool that has shown to have an empowering effect on women.	<ul style="list-style-type: none"> <li>- Marketing strategy to target women in place, including messaging and channels appropriate to segment</li> <li>- Client retention rate, by gender</li> </ul>
Service quality	Institution offers products that are valued by women clients.	Although serving women may require a larger upfront investment, it has been shown that women who value an institution's products and services are more likely to be loyal to it.	<ul style="list-style-type: none"> <li>- Client retention rate by gender</li> <li>- Client satisfaction rating, by gender</li> <li>- Renewal rate ratio (MI) by gender</li> <li>- % of women clients accessing 2 or more voluntary products</li> <li>- Share of active women clients in 3rd or later loan cycles</li> <li>- Transaction volume/longevity of savings accounts by gender (trust?)</li> </ul>
	Institution provides timely approval, processing and disbursement of loans.	Women highly value speed of service.	<ul style="list-style-type: none"> <li>- Average turnaround time for loan disbursement</li> <li>- Average number of days to respond to claims (insurance)</li> <li>- Client satisfaction rating, by gender</li> </ul>
	Institution provides convenient service points.	Women face numerous barriers to mobility, including cultural barriers that constrain movement and numerous responsibilities (inside and outside the home) that limit time availability and mobility.	<ul style="list-style-type: none"> <li>- # of alternative delivery channels used to reach clients</li> <li>- # of branches or points of service in areas with lowest income population/women</li> <li>- Client satisfaction rating, by gender</li> <li>(NEED MORE INDICATORS)</li> </ul>
	Institution provides good customer service to women clients and monitors client satisfaction by disaggregating data by gender.	Women tend to place more emphasis on customer service than men. Women are less likely to complain about poor service directly to loan officers or management. Women are more likely to use word-of-mouth to promote an institution's good (and bad) service.	<ul style="list-style-type: none"> <li>- Client feedback process in place, including customer satisfaction surveys, call centers and exit services, by gender</li> </ul>

Category	Guideline	Rationale	Tier 1 Indicators
Client Protection	Institution protects women clients through transparency, confidentiality, appropriate debt collection practices, and ensuring control of financial assets.	Women generally have lower literacy levels than men and are less likely to understand product terms; women may have cultural barriers where they feel it is inappropriate to ask questions about their accounts; women are more likely to be harassed and experience inappropriate debt collection practices; women are less likely to complain than men; women value confidentiality more (and may require it due to cultural barriers); women may have no or limited control over income and access.	- Smart Campaign Certification indicators & benchmarks
<b>C. Institution</b>			
Governance	Board members understand and monitor MFI's strategic gender objectives.		- Gender-based client indicators and diversity scorecard are consistently reviewed by senior management and presented to the Board at regular meetings.
	Institution ensures gender diversity in the board and at management level.	Diverse boards tend to make "better" decisions. Gender diversity is the most used proxy for diversity.	- % board members, by gender - % senior management, by gender and department
Institutional procedure & diversity	Institution has a written HR manual (code of ethics) and a gender diversity policy.	Women are more likely to experience discrimination in the workplace and sexual harassment. In most countries, women are paid less than men for the same work and position.	- Written HR manual/code of ethics in place (e.g. anti-sexual harassment, anti-discrimination, statement of equal opportunity, equal pay for men and women at all levels). - Code of ethics is consistently disseminated. - Statement of MFI's commitment to gender diversity and values is written and enforced.
	Institution monitors gender diversity in the workplace by consistently disaggregating workforce data by gender.	Women staff and leaders tend to experience specific obstacles and challenges regarding recruitment, development, productivity, and performance: Recruiting female candidates for MFIs can be a challenge due to cultural, education, and skillset barriers. Women staff may leave the workforce due to a lack of flexibility, but may also exhibit higher retention rates when satisfied with their jobs. Gender biases may influence promotion decisions. As institutions grow and commercialize, less women may be promoted to senior management positions. Women may exhibit different challenges on work efficiency and productivity than men.	<u>Workforce statistics:</u> - % MFI workforce, by gender, department, and region - % front line staff, by gender, department, and region - % middle management, by gender, department, and region <u>Recruitment:</u> - % applicants by gender <u>Development:</u> - % staff trained by gender, department, and position <u>Retention:</u> - Voluntary and non-voluntary attrition rate by gender and position <u>Performance Management:</u> - Promotions by gender, position and level - % staff with variable remuneration, by gender <u>Productivity:</u> - Borrowers per loan officer by gender - Savers per Saver Mobilizer by gender - Client retention per loan officer by gender - Share of active clients in third or later loan cycle per loan officer by gender - Avg. portfolio per loan officer by gender - PAR by gender of loan officer - PAR by gender of clients, by women and men loan officers

Category	Guideline	Rationale	Tier 1 Indicators
	Institution has internal procedures in place to track employee satisfaction by gender and address grievances.	Women and men have different values and may be more or less satisfied with their jobs based on different criteria.	- Employee satisfaction surveys administered regularly, and analyzed by gender. - Average satisfaction level, by gender.
	Institution conducts formal gender sensitization training at all levels of organization: - Gender-related client level training - Diversity training	Understanding gender-related barriers and challenges of clients will enable staff to better serve them.	- % of management team and staff that attended gender sensitization training - Frequency of gender related training. - Length of training.
<b>D. Financial Performance</b>			
Financial sustainability	Institution maintains sustainable levels of profit.	In the long-term, women may make up a larger proportion of the portfolio.	- Profitability measure TBD, by gender (revenue, interest) - % loan portfolio, by gender - % savings volume, by gender
	Institution monitors portfolio quality and fraud by disaggregating data by gender.	Women are less likely to commit fraud and have generally better repayment rates.	- PAR by gender of client and loan size - % cases of fraud, by gender
<b>E. Social Performance</b>			
<i>Institution tracks social outcomes by gender, including at least one of the indicators per category below:</i>			
Income	Women clients net business income.	Women may be unable to generate income independently.	- Average % change in net business income, by gender
	Women clients household income.	Women may have limited control over their income or may choose (or be required to) to subsidize the household's income.	- Average % change in household income, by gender of client
Type of Business	Women clients investment and growth in income generating activities (own business).	Women may lack growth capital.	
	Women clients investment and growth in income generating activities (other businesses).	Women are generally more likely to diversify their businesses into other activities.	
Gender Empowerment	Women clients control and decision-making over personal resources (e.g. choice of financial provider; use of personal income, business investments)	Women gaining access to their own income and assets is an important proxy for empowerment.	
	Women clients have greater community participation.	Due to cultural and legal barriers, having greater community participation is a proxy for empowerment.	



<u>Category</u>	<u>Guideline</u>	<u>Rationale</u>	<u>Tier 1 Indicators</u>
Other Social Outcomes	Children of women clients have improved education.	Women are more likely to invest their income and business profits in their children's education.	
	Women clients have improvement in housing and/or purchase appliances.	Women are more likely to invest their income and business profits in improvements to the house or purchase of appliances.	

## Methodology

All indicators were developed based on the "Gender Performance Hypotheses".

The indicators were grouped according to the Gender Performance Schematic (Tab 1).

Indicators were rated based on operational and scientific validity.

Tier 1 indicators will be narrowed down based on:

- Results from the regional pilots.
  - Integration into the management system of the MFI
  - Portfolio analytics from data collected by MFI
- Feedback from Operational and Investor Advisory Groups, and other industry experts.

Tier 2 indicators have been narrowed down based on:

- Operational and scientific validity rankings
- WWB knowledge of women's market

Once additional Tier 2 data is captured, these indicators will be tested again for scientific validity and operational feasibility.

## **Annex 3**

### **Gender and the Universal Standards for Social Performance Management Position Paper**

SPTF Gender Working Group

October 2011

## **BACKGROUND**

The Universal Standards for Social Performance Management are a set of standards to which all double- and triple-bottom line microfinance institutions should be held. These standards aim to establish clear expectations for both social performance and social performance reporting, and it is therefore imperative that specific guidelines for “gender performance” are included in this framework.

Women’s economic disadvantage and their unequal access to finance are two fundamental reasons for looking at gender within social performance. Women make up a disproportionate number of the world’s poor and are less likely to have access to the formal financial sector. Data on time use by women and men in 31 countries show that women work longer hours than men in nearly every country.<sup>1</sup> However, their earnings average only 50-75 percent of men’s earnings. Despite the gap in earnings, women tend to invest the profits from their businesses in ways that have a longer-lasting, deeper impact on the lives of their families and communities (e.g, health, children’s education and the nutritional status of the family). As a result, women are often viewed as agents for ensuring that microfinance confers the greatest possible benefit on the greatest number of people.

Women's higher repayment rates have led many MFIs to specifically target women, and many use outreach statistics as evidence of the financial inclusion of women. However, this indicator tells only part of the story. In a recent social performance survey conducted by the Mix Market, it was highlighted that although only 20% of participating MFIs included women in their mission, more than 80% of the institutions claim to target women and 57% of MFIs features “women’s empowerment” as a development objective. However, most institutions have not made systematic efforts to serve women well. Furthermore, higher participation rates of women do not necessarily mean that women are directly benefitting from the loan.

Simply providing women with access to financial products and services is not a measure of how well women are being served nor does it ensure the maximization of wealth and women’s empowerment. Developing a true understanding of the needs, goals and behaviors of women through market research, customer segmentation, and customer insight and integrating the learnings into the product design, packaging, and delivery is the only way to ensure that MFIs are meeting the needs of the women’s market and, in turn, their social objectives. Focusing on women is a way of building lasting relationships with key customers that can result in increased market share for the MFI and customer satisfaction for all customers—including men.

The increased efforts by the industry to include social performance into MFIs’ management, reporting and evaluation systems – most notably through the development of the Universal Standards - provides us with the opportunity to ensure that “gender performance” is effectively integrated into this initiative.

## **OBJECTIVE**

The Social Performance Task Force (SPTF) has drafted a set of Universal Standards for MFIs, including objectives for institutions to meet these standards and guidelines/benchmarks for evaluation of achievement. While understanding that specific guidelines will vary in different cultural/regional contexts, the SPTF Gender Working Group would like to present the following unified vision for the role of “gender performance” in these Standards.

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<sup>1</sup> UNDP, 1995, Human Development Report, Oxford University Press, New York.

As the development process reaches its culmination with the finalization of the Standards in Q4 2011, the Gender Working Group members involved in Universal Standards working groups, or otherwise contributing to the completion of these standards, will advocate for the following principles<sup>2</sup>:

- Gender disaggregated indicators – beyond % women borrowers - must be included as guidelines and benchmarks for evaluation of achievement throughout all the Standards.
- Market research and customer segmentation should be emphasized to better understand the cultural context, household dynamics and needs of clients - particularly women -and inform the design of products.
- Principles for client protection and transparency must take into consideration the unique needs of women and men clients.
- Gender diversity in management and governance is critical to enhance the balance of experience and perspective at the institutional level, as well as ensuring that target markets (especially women) are well represented and served.

## **SPECIFIC FEEDBACK**

This section looks at the seven categories of the Standards and defines how gender should be incorporated in each proposed standard, the objective for an institution in meeting that standard, or the proposed guidelines/benchmarks for evaluation. This feedback includes the comments and responses from all SPTF members for the draft Standards that were circulated.

### ***Social Goals and Target Clients***

Standard (1a) The institution has a defined social mission, clear social objectives, and target clients.

- This Standard states that “defining target clients is essential to delivering products and services that meet their needs,” however no further guidance is given on how to define target client segments. In achieving social mission, almost all microfinance institutions seek to target low-income or poor populations. As women make up the majority of the poor, it stands to reason that institutions should be targeting women clients. While targeting women as a distinct client segment will differ according to each market and institution, the benchmarks for achievement should certainly include indicators to measure success in this area.

### ***Governance and Employee Commitment to Social Goals***

Standard (2a) Members of the Board of Directors are committed to the institution’s social goals.

- This Standard states that “institutions should actively recruit board members who will bring a diversity of views to the Board.” An appropriate balance of expertise (social and financial) is mentioned in terms of Board composition; however there is no reference to gender diversity. The diversity of experiences and perspectives that women can bring is a key component of a well-managed board, and this should be reflected in the guidelines for this Standard. In addition, Board members – whether male or female – should have a clear understanding of gender issues in order to help the institution fully meet social objectives.

Standard (2d) Social performance information is integrated into regular management reports and strategic planning.

- This Standard should include guidelines that social performance information be gender disaggregated.

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<sup>2</sup> These principles are based on the compiled feedback to the Universal Standards provided by all the members of the Social Performance Task Force.

Standard (2f) Employees are evaluated on their job duties related to social performance.

- While “outreach to women” is already mentioned as a guideline for evaluating employee social performance, we need to go beyond outreach and set specific benchmarks for “targeting” the women’s market. Additionally, employees should be evaluated based on key performance indicators that relate to social performance, namely how well they are serving the women’s market (e.g., customer service, customer satisfaction and retention rates, brand loyalty, etc.). In fact, high customer satisfaction levels among existing women customers will likely have the cyclical effect of expanding the customer base and increasing market share especially in target markets.

### ***Protecting Clients’ Rights***

Standard (3a) Appropriate product design and delivery.

- Taking client demographics and behavioral segmentation into account when designing products and delivery channels that protect clients is particularly important for women in many cultural contexts. For example, confidentiality is an important issue for many women. MFIs must ensure that women are able access financial products in a convenient and private manner, and must take into consideration household and community dynamics that can impact the safety and security of women clients.
- Institutions also need to address the specific gender-based social, cultural and legal barriers that women face in accessing and controlling financial products and services. It is therefore important to analyze the relative physical mobility of women clients, economic security, ownership of productive assets, involvement in major household decisions, relative freedom, political participation etc. Research has shown that while many women take a loan in their own name, the assets are actually controlled by their husband. It is important to consider issues of gender inequality within the household when designing products and services. While this is often the result of the cultural context, MFIs can try to protect women clients through product design and institutional policies. For example, policies that require male co-signatories or guarantors may exacerbate issues of control. Products and services must be tailored to women to ensure that their financial rights are protected.
- Ensuring control of financial assets can directly affect women’s feelings of empowerment – a social goal of the majority of MFIs<sup>3</sup>. To effectively target and serve women customers, it is essential for MFIs to have a deep understanding of the roles that women and men play in both the economy and the household, and the gender-based social and economic factors that drive behaviour and impact financial decision-making. This is the first and most important step in developing targeted, customer-driven products and services that will ensure that customers - both women and men - are receiving products and services that meet their financial and lifecycle needs and goals.

Standard (3c) Transparency

- Transparency is particularly important when working with clients who face challenges with education levels and literacy – all too often women. Providers must ensure that communications on pricing, terms and conditions of products are clear to all clients. One way to address this need is to require MFIs to develop alternative / supplementary marketing materials that are designed for semi-literate and illiterate clients, but that can also be used by literate clients (e.g., visual communication tools). MFIs should provide financial literacy and awareness building sessions regarding the effective utilization of credit in order to enable women to take wiser decisions.
- Institutions must also take into consideration cultural differences and the particular needs of women clients. For example, research has found that women in many cultures are unwilling to ask questions, especially in the public sphere. Staff must be trained to ensure that they not only message an openness to answer questions to women clients, but also anticipate their needs. This has the additional benefit of enhancing customer service, which is highly valued by women clients.

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<sup>3</sup> MIX Social Performance Report data.

Standard (3e) Fair and respectful treatment of clients

- This Standard should include guidelines to emphasize clear protocols for interacting with women clients, particularly for male staff.

### ***Products and Services that Meet Client Needs***

Standard (4a) The institution bases product and service offerings on the needs and constraints of target clients.

- MFIs should strive to build an institutional-wide competency around what low-income women clients are looking for, and reflect that in every aspect of the customer experience: marketing, advertising, operations, branch layout and design, product development, service delivery, staff training, human resources, etc. How well clients are benefitting must be regularly measured and the data used to drive improvements in the overall customer experience—from product development to operations to service delivery—using feedback mechanisms such as satisfaction surveys, and by analyzing key marketing indicators such as client retention and referral rates by gender. These will not only help improve the customer experience but also have the potential to increase a MFI's market position and market share.

Standard (4c) The institution regularly collects feedback on client satisfaction and uses it to understand clients' experiences with products, services and staff.

- Key performance indicators on marketing, such as customer satisfaction levels and retention rates will provide MFIs with insight into the effectiveness and/or appropriateness of a product or service, how well the institution is serving its customers, and areas for exploration/research. Additionally, customer behavioral data that is disaggregated by gender will provide deeper insight into the unique needs of an MFI's entire customer base.
- Beyond client satisfaction, MFIs should also use this information to drive product and service innovation and to assess how well a MFI's offerings are helping clients to achieve their goals.

### ***Social Responsibility to Employees***

Standard (5a) The institution's human resource policies are transparent and protect employees.

- All organizations should have a gender policy, beyond anti-discrimination and anti-harassment policies, that outlines how women are recruited and promoted, as well as reasonable and fair working conditions for women (especially those with family or caregiving responsibilities).
- It is important that institutions monitor gender diversity in leadership at all levels of the organization, as both a social responsibility to employees and in order to ensure that the organizations "mirrors its market" to better understand and serve clients.

Standard (5b) The institution regularly assesses employee needs and satisfaction.

- Institutions must also assess employee satisfaction by gender, to better understand women staff concerns and needs. Staff satisfaction surveys often fail to capture implicit discrimination, barriers to women advancing in an organization, and cultural/attitudinal factors.

### ***Client Monitoring***

Standard (6d) Gender outreach

- All outreach data must be disaggregated by gender in order to allow MFIs to assess how well they are serving women versus men clients. Gender disaggregated indicators should be tracked by all MFIs – not only those that target the women's market or include "women's empowerment" as a social goal – as client segmentation analysis is important for all institutions. Indicators should also be more tangible

and measurable, such as market share of women and average loan size of clients by gender. *See full list of suggested indicators in Annex 1.*

Standard (6e) Women's empowerment/gender equality

- This is an important standard, however we must be sure to adequately define "Women's empowerment" and "gender equality." We also need to be sure that specific outcome benchmarks are identified.



## **SPTF Gender Working Group**

### Chair

Women's World Banking

### Members

Anne Hastings, Fonkoze  
Carmen Velasco, Pro Mujer  
Carolina Benavides, MiBanco  
Celina Kawas, WWB  
Elizabeth Lynch, WWB  
Ewa Bankoiwska, Microfinance Centre  
Frances Sinha, EDA Rural  
Irina Aliaga Romero, Fundación PROFIN  
Iris Lanao, FINCA Peru  
Jaclyn Berfond, WWB  
Janiece Greene, WWB  
Laura Fleischer, Freedom from Hunger  
Lisa Kuhn Fraioli, Freedom from Hunger  
Marieke de Leede, SNS Bank  
Mila Bunker  
Norma Rosas Lizarraga, Prisma  
Peter Bas Schreiken, Hivos  
Radhika Desai  
Rebecca Ruf, WWB  
Sandhya Suresh, ESAF  
Sandra U. Hart, Fonkoze  
Tigist Tesfaye, Ethio Telecom  
Yolirruth Nunez, Oikocredit

## **ANNEX 4**

### **INDUSTRY DISSEMINATION STRATEGY**

#### **GENDER PERFORMANCE INITIATIVE**

#### **BACKGROUND**

The Gender Performance Initiative aims to expand and improve the collection of gender-focused indicators and ultimately to build the business case for serving women. An expanded set of data will enable MFIs and other industry stakeholders to better meet their strategic objectives and make more effective management decisions. The Initiative includes three stages: (i) conduct research on a comprehensive set of gender-based indicators; (ii) develop a pilot roll-out with three Network Member MFIs and (iii) use learnings from the pilot to help institutionalize a set of gender performance indicators and define good gender performance. Building awareness of these activities and disseminating the learnings and results are crucial for the eventual adoption of Gender Performance Indicators (GPIs) across the industry.

#### **OBJECTIVES**

The Gender Performance Industry Dissemination strategy has four main objectives:

1. To build awareness and influence the microfinance industry on the business case for serving women clients and employing women.
2. To promote the importance of gender disaggregated data across the industry.
3. To encourage WWB Network Members and other MFIs to institutionalize GPIs in their day-to-day operations.
4. To encourage other stakeholders, including investors, donors, and the social performance community, to adopt the usage of GPIs.

#### **TARGET AUDIENCES**

The Gender Performance Initiative is looking to target the following audiences:

- WWB Network Members (NMs) and Partner MFIs
- Non-WWB MFIs
- Rating Agencies
- Investors
- Donors
- Social Performance Industry players
- Information Clearinghouses
- Industry players at large

## KEY MESSAGES BY AUDIENCE

Audience	Objective	Message	Channels
NMs and Partners	Encourage NMs to institutionalize GPIs as part of their core management functions.	“Tracking and analyzing gender-focused indicators will allow NMs to improve their reporting mechanisms, make better management decisions and meet their mission and strategic objectives more efficiently and effectively.”	<ul style="list-style-type: none"> <li>- WWB Network Member relationships</li> <li>- WWB Network communications</li> <li>- WWB reporting requirements and performance standards</li> <li>- WWB Network Pledge</li> </ul>
Non-NM MFIs	Encourage non-NMs to institutionalize GPIs as part of their core management functions.	“Tracking and analyzing gender-focused indicators will allow MFIs to improve their reporting mechanisms, make better management decisions and meet their mission and strategic objectives more efficiently and effectively.”	<ul style="list-style-type: none"> <li>- Industry Working Groups (SPTF, SEEP)</li> <li>- Regional and international fora</li> <li>- Gender Performance Toolkit</li> </ul>
Rating Agencies	Encourage rating agencies to promote monitoring of GPIs and reporting as a part of social and financial ratings.	“Systematic monitoring of GPIs and reporting helps MFIs to improve and demonstrate the social and financial outcomes of their operations.”	<ul style="list-style-type: none"> <li>- Participation in rating agency advisory groups on performance metrics</li> <li>- Providing direct feedback to rating agencies as new performance metrics are developed</li> </ul>
Investors	Encourage investors to promote GP monitoring and reporting among their investees and partners Develop partnerships with like-minded investors to encourage adoption of GPIs	“Systematic GP monitoring and reporting can help investors to improve and demonstrate the social and financial outcomes of their investments.”	<ul style="list-style-type: none"> <li>- Industry Groups (SPTF Investor Groups, PIIF, IRIS, IAMFI)</li> </ul>

Donors	Encourage donors to promote GP monitoring and reporting among their investees and partners.	“Systematic GP monitoring and reporting help donors to improve and demonstrate the social and financial outcomes of their funding.”	<ul style="list-style-type: none"> <li>- Work with WWB donors to implement with partners</li> </ul>
Social performance players	Include gender-specific metrics in social performance standards and reporting	“Promoting GP monitoring and reporting (or including GPIs in SP Standards) help the microfinance industry define, measure and evaluate its stated social values.”	<ul style="list-style-type: none"> <li>- Participate in industry SP initiatives (SPTF Working Groups)</li> </ul>
Information Clearinghouses	Encourage stakeholders to adopt GPIs to promote the importance of gender disaggregated data across the industry	“Expanding the data that is currently collected to include more gender-specific metrics will allow the industry to better analyze how effectively serving women as customers and promoting gender-diverse, meritocratic organizations can positively impact financial and social returns.”	<ul style="list-style-type: none"> <li>- Collaborate with MIX and CGAP</li> </ul>
Industry players	Promote the importance of gender disaggregated data across the industry. Build awareness and influence the microfinance industry on the business case for serving women clients and employing women	“Expanding the data that is currently collected to include more gender-specific metrics will allow the industry to better analyze how effectively serving women as customers and promoting gender-diverse, meritocratic organizations can positively impact financial and social returns.”	<ul style="list-style-type: none"> <li>- Global/Regional Conferences</li> <li>- Partner with organizations like CGAP , Smart Campaign, Center for Financial Inclusion</li> </ul>

## KEY CHANNELS

- WWB Staff
- WWB Network Member beta sites
- WWB Network Members
- Gender Performance Initiative Advisory Groups
- Media
- Other WWB partners

## KEY TOOLS

In order to build awareness and disseminate outputs of the GP initiative, WWB is looking to reach its target audience through various tools:

Tool	Description
Online gender performance tool	Webpage with links to and descriptions of gender-focused framework and reporting tool and case studies, hosted on WWB homepage and/or SPTF site Webpage with description of the Initiative, GPIs, pilot results and relevant resources
Media articles	Updates and stories on industry media outlets
Marketing brochure	Core messages developed to sell the Initiative and GPIs
Publications	Industry publication on findings and pilot learnings
Toolkit	Toolkit that defines gender performance and provides the “how-to’s” of institutionalizing gender performance indicators
Conference Presentations	Participation in conferences and workshops to present and discuss findings and outcomes of the Initiative: <ul style="list-style-type: none"> <li>- SPTF Annual Meeting ( June 2012)</li> <li>- Foromic (October 2012)</li> <li>- SEEP Conference ( November 2012)</li> </ul>

## EVALUATION

Based on the agreed upon objectives, messages, and tools, WWB will develop evaluation indicators that track the effectiveness of the dissemination strategy such as number of hits on blogs, number of MFIs incorporating GPIs, etc.

## NEXT STEPS: WORK PLAN

Component	Key Activities	'11	2012				2013	
		Q4	Q1	Q2	Q3	Q4	Q1	Q2
1. Finalize the Strategy	Define key messages							
	Determine tools and outlets							
	Finalize budgets							
	Develop evaluation plan							
2. Implement the Strategy	Develop website for Initiative							
	Update website							
	Develop marketing brochure							
	Develop media articles							
	Develop blogs							
	Pitch to outside media							
	Prepare GPI toolkit							
	Prepare industry publication							
3. Evaluate results	Collect data for indicators							

This Industry Dissemination Strategy is a key instrument for the success of the Gender Performance Initiative and provides an opportunity to systematically disseminate the Initiatives outcomes, including the GPIs and relevant publications, to all industry stakeholders. Upon finalizing the strategy, the appropriate tools and medium will be leveraged and results of the implementation will be evaluated against pre-determined indicators.