Gender Performance Indicators 2.0:
How well are we serving women?

Women's World Banking

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Developing Gender Performance Indicators. Women's World Banking recognizes that women should be the face of financial inclusion, not just in rhetoric but in reality. Measuring gender performance is critical if institutions focused on financial inclusion are to move "beyond the numbers" and consider not only how many women they serve, but how well and with what outcomes.

If an institution is targeting women, as 80 percent of microfinance institutions do,[1] then it should be able to measure how well it is serving women. Similarly if an institution's mission declares a commitment to women, then performance should reflect that commitment. Recognizing a lack of information beyond basic measures, Women's World Banking set out to develop an evaluation framework that defines the key metrics to allow financial service providers to measure how effectively they are serving women, both internally and externally.

As the global nonprofit devoted to serving the financial needs of low-income women, Women's World Banking is uniquely positioned to take the lead in developing a comprehensive set of comparable and standardized gender performance indicators. The Gender Performance Initiative launched in 2011 but its development reflects Women's World Banking's 35 years of work as the authoritative leader in action research to understand and serve the financial needs of low-income women.

To develop the indicators, Women's World Banking defined priority areas that women value, based on our extensive qualitative research with women clients. We gathered feedback from experts within and outside the industry and applied lessons learned from social performance tools. Finally, and most importantly, Women's World Banking tested the indicators for operational practicality and scientific rigor, selecting four pilot sites from among the 38 institutions in our network: Ujjivan Financial Services (India), Fundación delamujer (Colombia), Finance Trust (Uganda) and Diamond Bank (Nigeria). The final set of indicators gives financial inclusion players a first-of-its-kind, comprehensive tool to track—and improve—gender performance.

This manual presents indicators and tips on their implementation within institutions that serve low-income populations, including some notable findings from our testing and analysis. It is a tool that is intended to give institutions valuable business and social information to improve outreach and service to women. Most importantly, the indicators included in this manual can provide institutions essential mechanisms to measure the achievement of mission.

Before Using this Manual: Notes on Measuring Gender Performance

Collecting and tracking gender performance data cannot be implemented in isolation. A few areas need to be considered before embarking on the data collection and analysis recommended in this manual.

Institutional Alignment

The first step that an institution should take to start measuring gender performance is to ensure there is alignment across the entire organization on the integration of a gender focus. A woman-focused mission is important but not a necessary condition, and certainly only a start. The mission guides an institution and helps it set strategic priorities, but this focus must be then translated into actionable goals that can be measured. Staff at all levels of the organization must understand the importance of measuring a focus on serving women and value the data and analysis this measurement can yield. Targets and incentives must align to this strategic priority.

Value of Data

If institutions are serious about serving women, they must collect and analyze data that supports that commitment. A database that contains accurate, accessible, and detailed information is certainly a pre-condition for using this manual. It is our hope that implementing these indicators will also drive data quality improvements. One of the most important lessons learned from this initiative has been that to measure what we value, we must also value the underlying data.[2]

The most important way an institution can drive improvements in data quality is by using the data. This manual presents a number of suggestions and opportunities for advancing the analysis of data.

Training

Staff training is another critical way to ensure the collection of quality data, particularly for field staff. Staff must understand the importance of collecting good data and its use. The value of robust data and analysis, and how it informs operational decision-making, must be communicated throughout the organization. An important, often over-looked, dimension of collecting accurate client data is ensuring that field staff are asking the right questions in the right ways. This is particularly important

for women clients, as they are more likely to become intimidated, may have confidentiality issues due to cultural barriers, or could have lower literacy levels in general. It is key for field staff to be trained in understanding the differences in roles and financial behaviors of men and women.

About this Manual

The indicators of the gender performance framework outlined in this manual are organized within several areas:

- Client Focus
- Institutional Focus
- Outcomes

Within each of these areas, the indicators are further grouped into categories that define the specific operational focus. The selected indicators represent what is needed to inform practitioners in the priority areas. We expect that most institutions will already be collecting the majority of the data needed to calculate these indicators however, there may be a select number of data points that are part of a poverty score or measured through other means such as surveys or market research. In this manual, most indicators that require additional data are found in the Outcomes section, and many are included as advanced indicators.

Once a baseline is established for each of the indicators, the institution can monitor over time to understand changes. This analysis will enable an institution to set gender performance targets for the key departments, as well as the organization as a whole.

The gender performance indicators are, by design, highly detailed and comprehensive. However, a key input during their design was the practicality and use for practitioners. Not every institution has the same priorities or resources. For that reason, Women's World Banking has ranked each indicator on a scale of 1 to 5 for estimated degree of complexity.

Finally, because Women's World Banking has coordinated closely with the industry's social performance community, this report flags the corresponding Social Performance Task Force (SPTF) Universal Standards for Social Performance Management (USSPM) and the Smart Campaign's Client Protection Principles (CPP).

It is our hope that institutions with a mission focus or strategic objective to serve women will adopt the Gender Performance Indicators presented in this report. Only by measuring commitment to women throughout the organization will an institution be able to gauge whether it is meeting its mission and truly serving their women clients.

The Case for Gender Disaggregation

Disaggregating data is the basis for any good analysis and allows an organization to uncover the most important trends and relationships. As an industry, we have not been tracking or analyzing a large portion of our variables by gender consistently or systematically. This is a global challenge. In fact, former U.S. Secretary of State Hillary Clinton and World Bank President Jim Yong Kim in 2012 called for an end to the "gender data gap," asserting that the lack of gender disaggregated data hampers development efforts in many countries. We often lack reliable and regular data on even the basic facts about the lives of women and girls—such as when they have their first child, how many hours of paid and unpaid work they do, and whether they own the land they farm.

The benefits of disaggregating data by gender are substantial. According to data published by the World Bank,[3] 62 percent of projects that included substantial gender indicators delivered positive outcomes, as compared to only 30 percent of those projects that did not include gender indicators. In some sectors, such as in education, measuring disaggregated data by gender has become a norm and perhaps as a result, gaps in educational attainment worldwide continue to narrow.

The financial inclusion industry has been at the forefront of valuing and recognizing the benefits of the participation of women in the global economy. It is time that we recognize the importance of systematically disaggregating the data that measure these changes.

Client Focus

CATEGORIES: Outreach, Products, Service Quality, Client Protection

Most—but not all—financial service providers disaggregate their client base by gender. They have basic data on how many women borrowers they serve and what percent of the total clientele that figure represents. However, we do not know the number or percentage of women savers, or of women receiving other kinds of financial services.

The following indicators will help institutions build this insight. For example, how many women clients are they actually serving? What does the institution know about those clients? What external forces and ingrained assumptions shape their financial behaviors? How does the institution seek to understand its women clients' financial needs—and to meet those needs? And just as important, do customers understand the terms of the products and how happy are they with the institution's services?

Women Borrowers

Women borrowers as a percent of total borrowers
New women borrowers as a percent of total new borrowers

Women as a percent of total borrowers provides an initial snapshot of an organization's outreach to women. Women as a percent of new borrowers can indicate the direction in which an organization is moving.

Category:
Outreach

Degree of Difficulty:

Links:
USSPM 1B; CPP1

Tips on Implementation

As the majority of institutions in the financial inclusion sector began as lending institutions, measuring women borrowers and the change in this percentage over time is critical to understanding outreach. If your institution offers products beyond credit, measure outreach to all women clients, not just borrowers.

Consider the impact of incentives for field staff, which could have unintended effects (for example, if overly aggressive goals are set for outreach to women, field staff may use women as conduits for loans to men, with the ultimate result that the institution no longer knows who is truly controlling the loan).[4]

Advanced Indicator

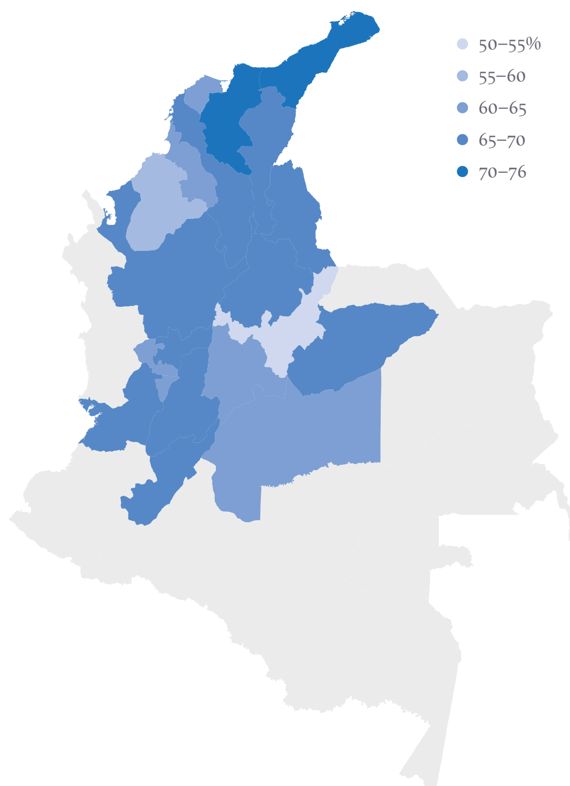
Percent women clients who are first-time borrowers of a formal financial institution. This indicator goes beyond basic outreach, and measures financial inclusion. It can be measured by checking new client records against credit bureau reports, and enables institutions to understand whether they are reaching the unserved or merely capturing greater share of the already-served.

Pilot Findings

At Fundación delamujer, 68% of the total client base is women. Of new clients last year, 67% are also women, suggesting a balanced approach to client growth.

OUTREACH TO WOMEN

WOMEN AS A PERCENT OF NEW CLIENTS, BY DEPARTMENT



At Fundación delamujer in Colombia, mapping women client growth by department provides a more in-depth view of uneven growth between regions.

Women Savers

Women's savings accounts as a percent of total savings accounts
Women savers as a percent of total savers
New women savers as a percent of total new savers

For a deposit-taking institution, women as a percent of depositors or deposit accounts provides a snapshot of the organization's client base. Women as a percent of new depositors or accounts can indicate if an organization is increasing its outreach to women through savings.

Category:
Outreach

Degree of Difficulty:

Links:
USSPM 1B; CPP1

Tips on Implementation

It is important to track depositors and deposit accounts separately, as one client may have multiple accounts. Where possible, ensure the MIS is able to link multiple accounts to the client, in order to understand how clients are using products and oportunities for cross-selling.

Disaggregate data between compulsory and voluntary products.

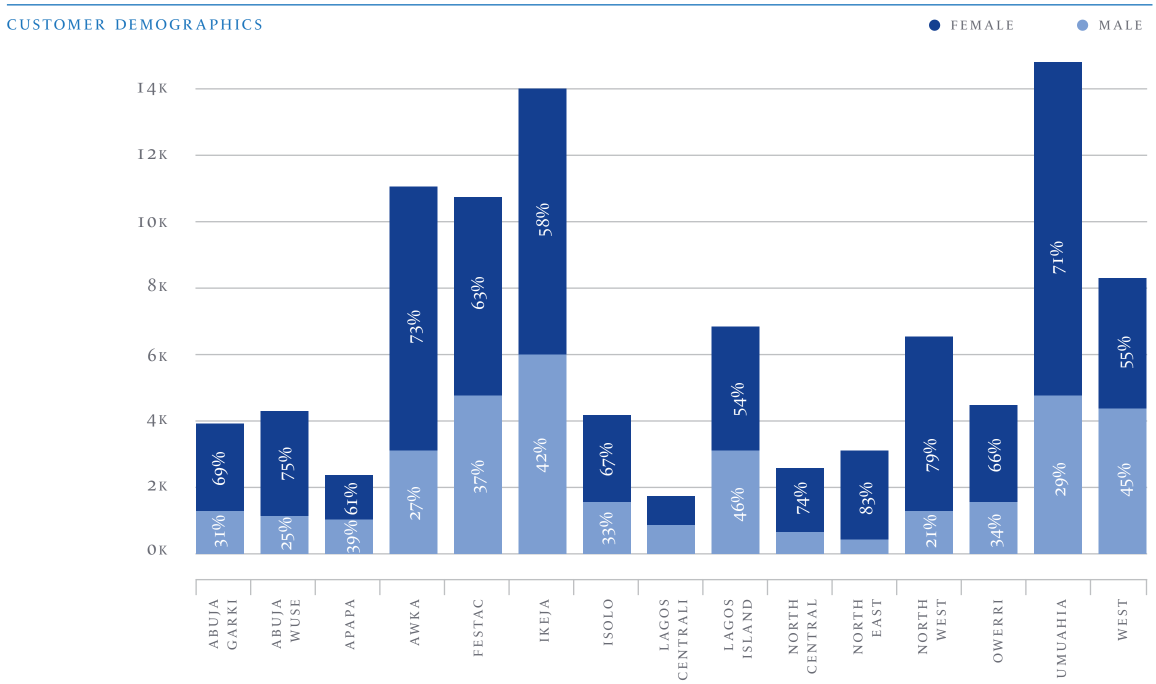
Advanced Indicator

New accounts opened via new delivery channels, by channel

Pilot Findings

Diamond Bank is actively promoting outreach to women clients through their BETA savings product. While women currently hold 34% of accounts overall, there are regional differences ranging from 17% in the Northeast to 45% in the West. Further, women represented 36% of new depositors in the last reporting period, showing a positive trend in outreach to women.

While Diamond Bank's women clients hold 34% of accounts overall , there are regional differences ranging from 17% (Northeast) to 45% (West).



Women's Market Penetration

Women clients as a percent of addressable market

The financial inclusion sector has long assumed an unlimited market demand, but that appears no longer to be the case, if it ever was. In order to set meaningful growth targets, sufficiently ambitious and also realistic, an institution needs to understand the size of the market, the share of women who are economically active, and the nature of their economic activities.

Category:
Outreach

Degree of Difficulty:

Links:
USSPM 6A

Tips on Implementation

Define the addressable market based on specific social and demographic variables such as age, income level, etc.

Use national-level census data to extrapolate address-able market and set targets for female outreach.

In most countries, the market size is difficult to gauge. Country-specific estimates and rules of thumb can be used. In some cultures, it may be difficult to accurately assess market demand due to the lack of visibility of women's businesses. Tools such as interviews and focus groups can help uncover actual demand.

Many institutions perform market analysis when they open new branches, however it is critical to conduct this analysis on a continual basis.

Advanced Indicator

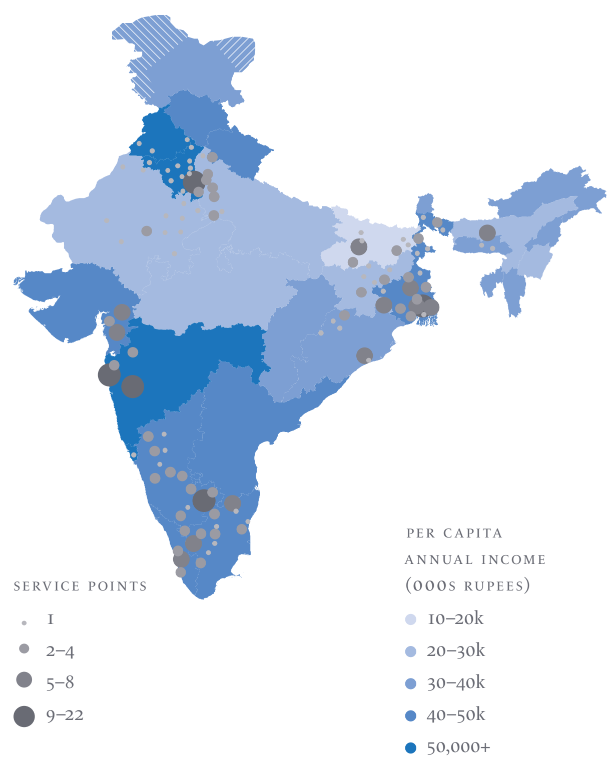
Percent growth in service points compared to growth in women clients. Analyzing the type of growth that an institution is experiencing will allow it to see whether it is expanding to new markets (extensive growth) or growing in the same areas (intensive growth).[5] If this indicator is positive (i.e. extensive growth is higher than intensive growth) it can suggest that the institution has a responsible approach to growth.

Pilot Findings

At Fundación delamujer, the growth in service points was 21 points higher than the women client growth. This suggests a more responsible expansion approach, focusing on new markets and ensuring that the proper infrastructure exists.

REACHING LOW-INCOME WOMEN

INSTITUTIONAL OUTREACH BY STATE INCOME LEVEL



Regional analysis at Ujjivan in India shows the institution's market penetration (measured as number of services points) compared to the target population's income levels. This analysis can provide guidance on whether the institution is present in the lowest-income areas. Institutions can also use this to make growth decisions.

Women's Market Share
Women clients as a percent of total women served by comparable providers in the market

Benchmarking an institution's share of the women's market against the competition's will allow for meaningful comparison of its performance and also suggest possible areas for improvement.

Category:
Outreach

Degree of Difficulty:

Links:
USSPM 6A

Tips on Implementation

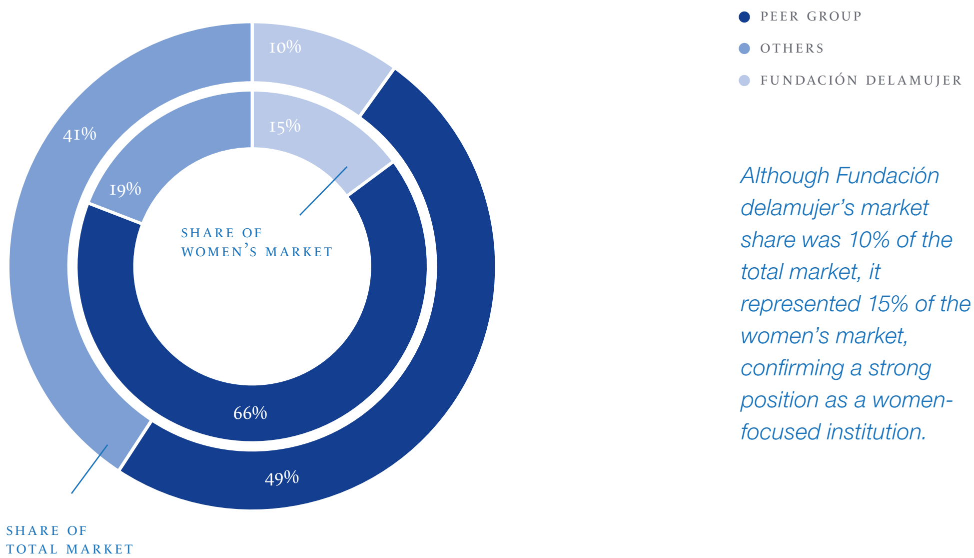
Define the competition thoughtfully. The market may contain providers without an explicit commitment to women (or the low-income market) who nevertheless have large low-income female clienteles.

Compile the best estimates possible and note the assumptions behind the estimates. Many women are customers of more than one provider, but there is no realistic way to control for overlap beyond well-informed approximations.

Mine credit bureau data if available. Most institutions use credit bureau data to rule out risky clients, but it can also provide a basis to analyze your competition and where they operate.

Estimating regional market share may also yield interesting results for institutions in large markets where national presence may be uneven.

MARKET SHARE WOMEN VERSUS TOTAL



Although Fundación delamujer's market share was 10% of the total market, it represented 15% of the women's market, confirming a strong position as a women-focused institution.

Depth of Outreach to Women

Percent of women clients below a defined poverty threshold
Average initial loan balance as a percent of per capita Gross National Income (GNI), by gender

Women represent the majority of the poor. If an institution has low-income women as a target segment, this indicator will show how well the institution is reaching them. By understanding the distribution of the economic levels of your clientele, an institution can make strategic decisions on product offerings, outreach and other business priorities. Average loan balance as a percent of per capita GNI has been commonly used by the industry as a simple and comparable proxy for measuring depth of outreach. Disaggregating by gender can provide an additional dimension in ensuring that the institution is reaching its target market.

Category:
Outreach

Degree of Difficulty:

Links:
USSPM Standard 1B5;
Seal PPP1

Tips on Implementation

Measure poverty levels using a poverty assessment tool and disaggregate poverty scores by gender. Gender-disaggregated poverty rankings can provide even more insight on how deep and how wide that reach is.

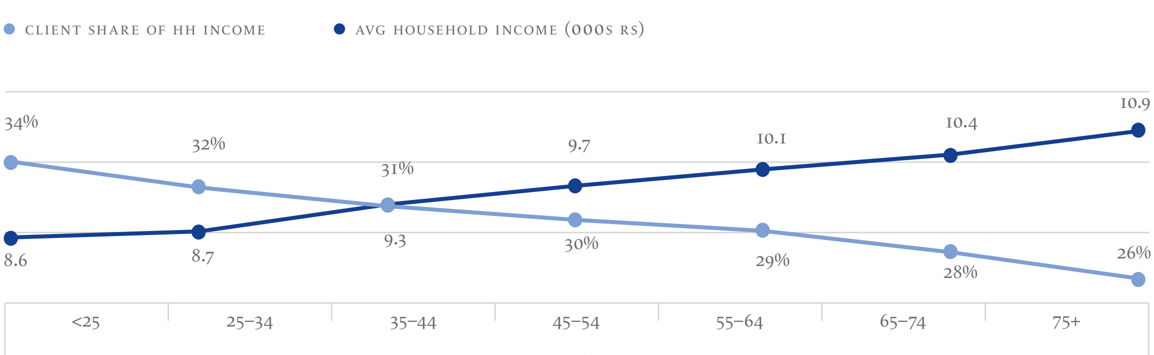
Increasing average loan balances does not necessarily imply "mission drift," clients may simply be growing with the institution. Therefore, analyzing the size of the *initial* loan a client received can provide valuable insights on the clients that are currently being served.

As an alternative, collect data on client educational attainment. It is universally understood that income, poverty and education are correlated. Highest level of completed education could serve as a proxy for poverty and may be easier data to collect on an ongoing basis.

Pilot Findings

Average initial loan balances, as a percent of GNI per capita, at Fundación delamujer are 6.3% for women, confirming that the institution is reaching its target clientele of poor women. Initial loan balances for women are 17% lower than men. This gap appears to narrow because women's loan amounts tend to increase at a higher rate over time.

BEYOND DEPTH OF OUTREACH POVERTY LEVELS, INCOME, AND SHARE OF HOUSEHOLD INCOME



This analysis at Ujjivan revealed that a lower poverty score (indicating a low household income) was correlated with women's greater responsibility for financially supporting the household.

Understanding Women's Needs

Percent of clients analyzed through market research, by gender

To be a genuinely client-centric organization, an institution must directly consult its clients to identify needs. Women in particular value being consulted.

Category:
Products

Degree of Difficulty:

Links:
USSPM 3A; CPP1

Tips on Implementation

There are different methodologies to conduct market research (focus groups, interviews, client surveys, staff feedback), but results need to be systematically tracked.

It is important to get feedback from both men and women to understand their differences and similarities.

Institutions should not just conduct ad hoc market research exercises on women as endeavors separate from regular operations. Instead, all market research, regardless of methodology or intended purpose, should always include a proportional inclusion of women, and should always be analyzed by gender. Institutions should research all touch points of client experience from initial contact through loan completion to ensure products and processes are aligned with client needs.

Every marketing/market research team should use this indicator to set market research targets that are consistent with business targets, and ensure that they understand women's needs, not only in terms of introducing new products but also making adjustments to existing products. These targets may vary year-to-year depending on product introduction plans.

Pilot Findings

As part of its strategic objective to increase understanding of clients' needs, Fundación delamujer set a target of conducting market research with 5% of its client base each year. In 2012, they exceeded this target and consulted 7% of their target market. The research allowed the institution's marketing department to refine and expand the development of products focusing specifically on women's needs. Going forward, they will monitor market research outreach for both men and women clients.

THE VALUE OF MARKET RESEARCH

Women's World Banking and Fundación delamujer conducted interviews and focus groups with both men and women clients in rural areas of Colombia and found that differences in the economic activities and ownership of assets between men and women impacted womens' ability to access credit. Generally, men own the land and focus on agricultural activities, while women tend to the livestock and generate income through the production of related products (milk, cheese, etc). By understanding these differences, Fundación delamujer was able to develop products tailored to women's specific needs, including more flexible terms and collateral requirements.

Product Diversity
Percent of women clients accessing two or more distinct types of voluntary financial products

Women's financial needs are complex, in part because of the way gender roles are defined in society. Women need a variety of financial products at different lifecycle milestones: childhood, education, marriage, motherhood, children's needs (education, weddings), widowhood/divorce, and retirement. Any institution focused on excellent service to women should develop diverse products to meet those lifecycle needs.

Category:
Products

Degree of Difficulty:

Links:
USSPM 3B; CPP1

Tips on Implementation

Clearly define distinctions between financial products. Assign a unique ID to clients, as well as a unique account number for each product order—and ensure they are linked—to accurately track usage.

Disaggregate data between compulsory and voluntary products.

This type of analysis can also be done alongside measuring average number of products per client to give a fuller sense of product usage. However, when looking at the pure number of products, it is important to note that more products is not necessarily better for clients (for example, multiple loans may mean that the client is accessing different types of credit to meet different needs—business, education, emergency—however it could also mean that the size of the loan is not appropriate for her needs).

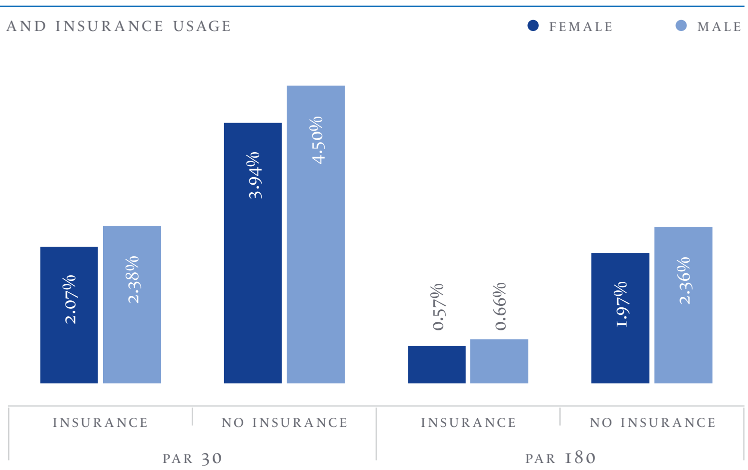
Measuring uptake of discrete financial products (e.g., credit vs. savings vs. insurance) may require additional investment in MIS. However, this is one of the clearest indicators to ensure women are accessing products that meet their diverse needs.

Pilot Findings

At Finance Trust, 74% of men were using two or more voluntary products versus only 55% of women. These findings led to a deeper analysis by lending methodology to better understand the effects of compulsory savings on voluntary product uptake.

PRODUCT DIVERSITY LOAN PERFORMANCE AND INSURANCE USAGE

At Fundación delamujer, analyzing the repayment performance of clients with a credit product and one or more insurance products provides insights on repayment differences between men and women. In all cases women performed better.



Women as an Asset Base

Percent of loan portfolio and average loan balance, by gender

It is important to understand who holds the loans. The most basic analysis is to disaggregate by gender. It is also important to analyze differences in average loan balance to truly understand which clients are impacting the risk levels of your loan portfolio.

Category:
Products

Degree of Difficulty:

Links:
USSPM 1B, 3B; CPP1

Tips on Implementation

Ensure the distribution of your loan portfolio is balanced. If the majority of your clients are women, total portfolio held by women should reflect this balance.

Take regional differences into account as this is often a significant variable. For example, within the same country, rural communities are often poorer than more urbanized areas, and women tend to be the most affected. Disaggregate portfolio and loan size for rural and urban clients and by gender.

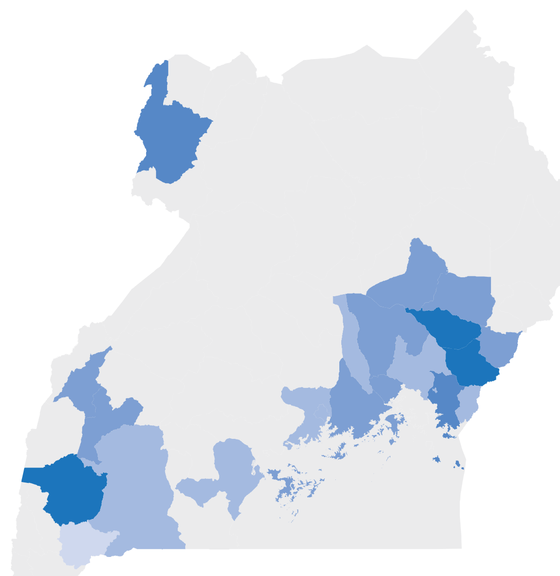
Analyze average loan size by cycle or join year to see women's advancement with the institution over time.

Explaining differences in average loan sizes can be complex. For instance, if your women borrowers, especially new customers, have lower loan sizes, it may reflect the fact that women tend to start out with lower income and fewer assets. Conversely, if a large portion of your women clientele exhibit larger loan sizes, this may be because they have grown with the institution and can be confirmed by analyzing by loan cycle or year of entry.

Pilot Findings

At Fundación delamujer, on average male clients receive loans that are 10% higher than women clients. When looking at the data more closely, we saw that women tend to have lower incomes and assets, yet loan sizes represent a higher proportion of their asset bases than men. At the same time, women had consistently lower PAR levels, suggesting that they are better money managers and substantiating the notion that women are better repayers.

REGIONAL ANALYSIS:
WOMEN'S PORTFOLIO COMPOSITION
PERCENT WOMEN PORTFOLIO
COMPARED TO PERCENT WOMEN CLIENTS



At Finance Trust in Uganda, we performed regional analysis that compares women's loan portfolio to the percentage of women clients. If men and women had equal average loan balances we would see parity (100 % in this scale). This analysis can then be refined by product and by branch to evaluate target markets.

- 50–60%
- 60–70
- 70–80
- 80–90
- 90–110

Women's Repayment Capacity
Portfolio at Risk > 30 days, by gender

Gender has long been one of the most important variables to measure financial risk because women have proven to be reliable repayers. It is important to look at PAR by this key differentiator in order to fully understand all the drivers of risk.

Category:
Products

Degree of Difficulty:

Links:
USSPM 6A

Tips on Implementation

In addition to gender, segment data by sector. Part of the reason women make less risky customers is because they themselves are more risk-averse and thus more likely to engage in low-risk (albeit low-return) enterprises.

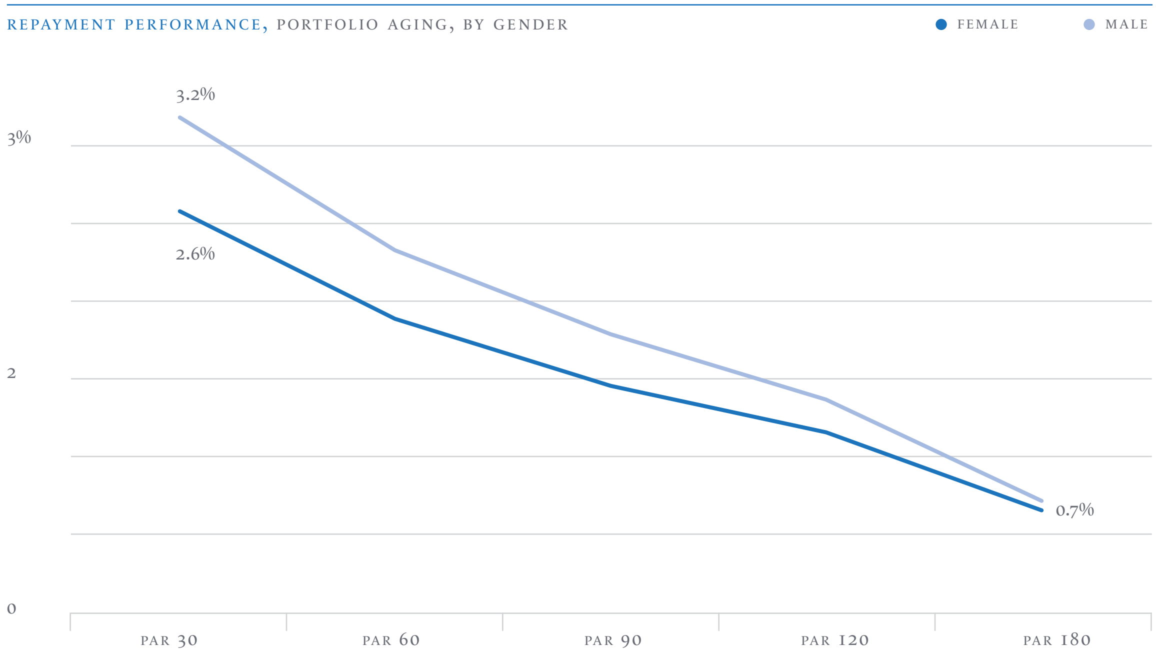
Segment portfolio-at-risk by severity beyond 30 days (60 days, 90 days, 180 days) and by gender to get a more precise read on which clients are contributing to portfolio at risk.

Perform similar disaggregation by loan product type and size.

Pilot Findings

At Finance Trust, women exhibited lower PAR levels than men at all loan sizes (from 0.7% to 2.5%), with the exception of the largest loans, where women exhibited higher PAR than men. Although relatively few women clients held these large commercial loans, they distorted the overall PAR numbers due to the large size of the loans (on average 50 times the size of Finance Trust's smallest loans).

REPAYMENT PERFORMANCE, PORTFOLIO AGING, BY GENDER



A portfolio aging analysis provides a more in-depth view of repayment behavior. At Fundación delamujer, there are consistent repayment rate differences between men and women; however, as delinquency increases, differences tend to taper off. In this case, women are better repayers as a whole but are just as likely to be written off as men.

Retaining Women Borrowers

Borrower retention rate, by gender
Percent of women borrowers, by loan cycle or by join year

It is much more expensive—up to five times more, according to Women's World Banking's research—to acquire a new customer than to retain an existing one,[6] and women on average tend to be more loyal clients than men. But as an increasingly competitive marketplace creates ever-more options, that loyalty is not something institutions can afford to take for granted.

Category:
Service Quality

Degree of Difficulty:

Links:
USSPM 3A; CPP1

Tips on Implementation

There are numerous definitions of retention in the microfinance industry; Women's World Banking uses the MIX Market definition.[7] However, bear in mind that this formula provides only a snapshot of retention within a given year.

A more detailed analysis can be obtained using loan-cycle number, or if not available, the year the client joined the institution, and cross tabulating by gender and other client characteristics such as rural/urban, age, and sector.

Give thought to eventually moving beyond raw retention data and cross-tabulating it with client satisfaction data.[8] Even dissatisfied clients may renew loans if there are no other options. Credit arrears can also provide insights on client satisfaction.

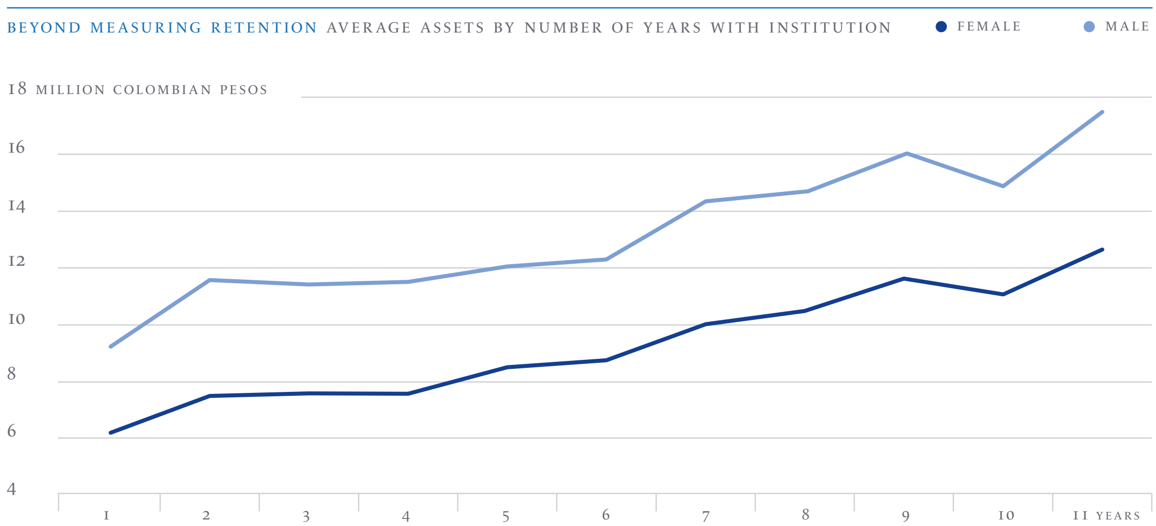
In retention calculations, take care with data accuracy for voluntary versus non-voluntary client attrition. Clients who were not renewed (for default or other valid reasons) should be analyzed separately as this data can provide additional results on product suitability or risk assessment.

Pilot Findings

At Fundación delamujer, there were consistent differences in retention rates between men and women (62% for men compared to 68% for women). We also saw that 27% of their clients had been with the institution 4 years or longer, of which 75% were women.

At Fundación delamujer, the longer a client was with the institution, the higher her average assets. Although no direct attribution can be made, this analysis can be a starting point to explore indications of social outcomes. On average, women clients that had been with the institution longer registered higher assets.

BEYOND MEASURING RETENTION AVERAGE ASSETS BY NUMBER OF YEARS WITH INSTITUTION



Women's Assets
Percent of savings portfolio, by gender
Average savings account balance, by gender

Deposits represent a significant source of funding for a financial institution, so it is important to understand who is contributing to this deposit base. Further, average account balance is an indicator of how clients are using the account to build assets.

Category:
Products

Degree of Difficulty:

Links:
USSPM 1B, 3B; CPP1

Tips on Implementation
Look at average account balances by area (rural vs. urban), as well as by gender. Take regional differences into account as this is often a significant variable. For example, within the same country, rural communities are often poorer than more urbanized areas, and women tend to be the most affected.

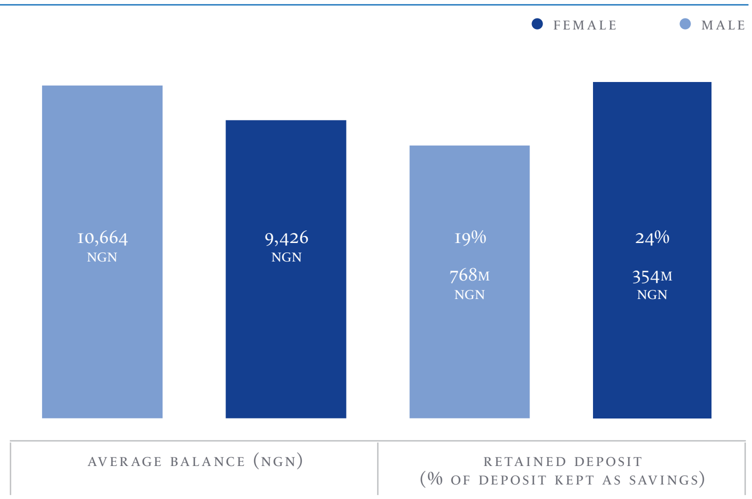
Analyze trends in deposit size over time, as there may be seasonal changes.

Differences in average savings balance by gender can also inform product design, as commitment and transactional products may be targeted to different users.

Advanced Indicator
Account balance, as a share of total amount deposited (retained balance) by gender

CUSTOMER ACTIVITY GENDER ANALYSIS

While Diamond Bank's women clients have a smaller average balance than men, they save a higher share of their deposits (24% vs. 19%)



Women's Saving Activity

Percent of active and dormant savings accounts, by gender
Average number of transactions (deposits/withdrawals) per month, by gender
Average transaction amount (deposits/withdrawals), by gender

Beyond just opening an account, it is critical to understand if and how women use their savings accounts. Qualitative research would indicate that women save through smaller, more frequent deposits. Only by understanding these patterns through data can an institution ensure that savings products are meeting women's needs.

Category:
Products

Degree of Difficulty:

Links:
USSPM 1B, 3B; CPP1

Tips on Implementation

Definitions of "active" and "inactive" will vary by institution and market. Ensure that your institution applies a relevant and consistent timeline. Common definitions include 1 transaction in the past 30 days, 6 months or 12 months. Always specify this basis, e.g. defining active as one transaction per month can be termed "Active on 30 days basis."

It is important to look at both deposit and withdrawal transactions, and to monitor the frequency and sizes of these transactions. Activity levels, alongside balance information, can be used as a proxy for retention.

Definitions of "dormant" accounts will vary, and may be subject to regulation. However, it is important to apply a relevant and consistent definition.

Advanced Indicator

Average number and amount of transactions by channel, by gender

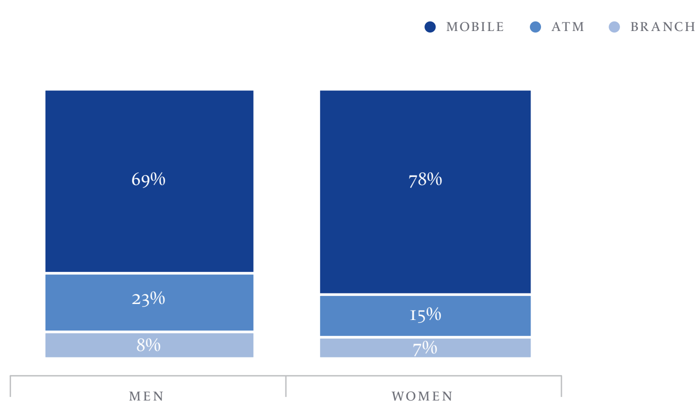
Average number and amount of transactions by gender of agent and by gender of client

Pilot Findings

Diamond Bank has analyzed their client's activity levels, and found that women deposit less frequently than men (2.89 deposits per month vs. 3.25 for men), and in lower amounts (N2,744 vs. N3,693 average deposit amount). However, they also found that women withdraw much less frequently (.88 withdrawals per month vs. 1..44 for men), and a higher amount than men (9,088 vs. N8,375). Rates of inactive accounts were similar across genders.

CHANNEL USAGE GENDER ANALYSIS / NUMBER OF TRANSACTIONS PER CHANNEL & PERCENTAGE OF TOTAL

At Diamond Bank, women do a higher percent of their transactions with the BETA Friends (roving agents using mobile phones) — 78% of transactions vs. 69% for men. The result is consistent over time.



Client Satisfaction
Client satisfaction score, by gender

Men and women measure and value service quality differently, and it is important to capture this feedback. Men tend to be more transactional and to value efficiency and price. Women place greater importance on the relationship, and they value familiarity, basing decisions on their own past experiences (positive or negative) and on input from others. Only by understanding gender-specific drivers of customer satisfaction and dissatisfaction can an institution identify areas for improvement in service to women.

Category:
Service Quality

Degree of Difficulty:

Links:
USSPM 3A; CPP1, 7

Tips on Implementation

Conduct customer satisfaction surveys on a routine basis, not just in response to a crisis or to support planned expansion. This not only gives ongoing insight into customer needs and preferences, but also ensures comparability of datasets across time for purposes of trend analysis.

Limit the distinct categories within your survey answers and keep the total number of questions to the minimum necessary to yield meaningful data and ensure actionable results.

Disaggregate survey results by gender, branches, service points, and other key variables to understand the drivers of good (and bad) service.

Take visible action in response to client feedback and communicate those actions to show customers that you have heard them.

Pilot Findings

Fundación delamujer disaggregated their client satisfaction ratings and found that overall women were slightly more satisfied with the institution than men (4.65 versus 4.59 out of 5). Although no significant differences were found between men and women, these ratios are continuously monitored.

USING CLIENT SATISFACTION SURVEYS TO IMPROVE SERVICE

Fundación delamujer's client satisfaction surveys revealed that one of the drivers of satisfaction was convenience; yet banking correspondents were not being fully utilized. Additional client surveys revealed that clients were skeptical of making loan payments at these service points as they were perceived as unsecure, in part because the payment receipts did not include the institution's logo. Fundación delamujer printed new receipts with their logo and developed marketing campaigns that focused on the safety of making payments through correspondents. In one year the volume of payments transacted through correspondents increased by more than 80%.

Women's Feedback

Percent of clients with inquiries or complaints, by gender

Women tend not to voice concerns (at least publicly) and may not feel comfortable asking questions. At the same time, women tend to informally communicate negative perceptions; by some estimates, they are four times more likely than men to complain to others if they have a bad customer service experience. So it is in an institution's best interest to ensure all clients have access to feedback mechanisms, to proactively encourage women clients to use those mechanisms, and to respond to complaints.

Category:
Client Protection

Degree of Difficulty:

Links:
USSPM 4E; CPP7

Tips on Implementation

The feedback mechanism should allow for anonymity or confidentiality, which is especially important for women.

Provide staff training. Such training should cover codes of conduct, grievance mechanisms, and client relationship-management. Most importantly, training should position client feedback as an opportunity for staff to improve service rather than as something threatening.

Provide field staff with incentives to encourage client feedback. Incentives can take the form of public recognition or spot bonuses based on the number of clients who provide feedback.

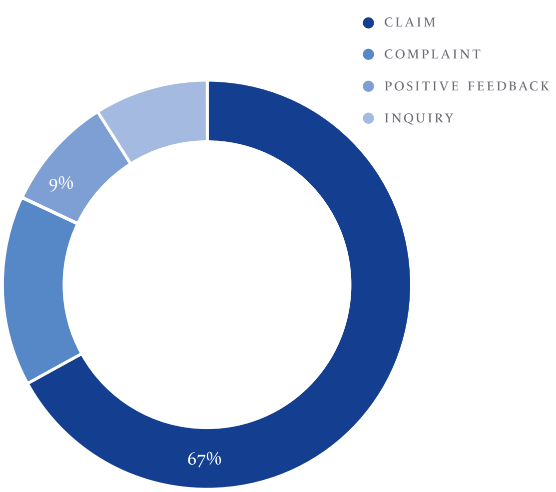
Do not take a low percentage of complaints at face value. This may simply mean that customers do not know their options or do not trust the complaints system. This is particularly true in low-competition environments: a client with no other options will not complain even about very bad service if she fears loss of access.

Pilot Findings

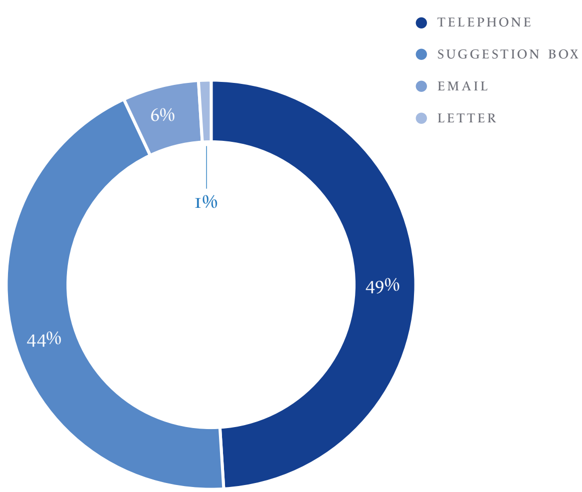
At Ujjivan, 0.4% of clients had submitted a formal complaint or inquiry. Within 6 months of giving customers cards which outlined complaint resolution procedures, Ujjivan saw an 88% increase in customer inquiries and complaints.

Beyond the number of complaints, Fundación delamujer began to track the types of inquiries as well as the channel through which they were received. This enabled them to measure and set target response time per type of inquiry.

TYPES OF INQUIRIES



INQUIRY CHANNELS



Educating Women

Percent of women clients who attend financial education programs

Women generally have lower literacy levels relative to men, and they are less confident asking questions or demanding clarification. This means women may be less likely to understand product terms and conditions. Institutions that take measures to protect clients through financial education programs are providing more comprehensive services to women improving access and increasing product uptake.

Category:
Client Protection

Degree of Difficulty:

Links:
USSPM 4B; CPP3

Tips on Implementation

Although this indicator measures formal financial education programs, financial education should be incorporated into materials field staff use, in a variety of formats (for example messaging, videos, printed marketing collateral).

Track clients who are receiving formalized financial education within the Management Information System (MIS). You can then cross-analyze this information with other financial and social variables (e.g., portfolio at risk, retention) which will enable you to measure program effectiveness.

It is also important to capture feedback on the quality of the programs (through evaluations or questionnaires, for instance) as well as any product uptake as a result of the program.

Pilot Findings

At Ujjivan, 7% of clients had attended formal financial literacy programs. Ujjivan also provides training on financial literacy and understanding of pricing, terms and conditions prior to loan disbursement.

MEASURING THE EFFECTIVENESS OF FINANCIAL EDUCATION PROGRAMS

Ujjivan worked with its sister foundation, Parinaam, to create the "Diksha" Financial Literacy Program, a five-module, in-depth classroom training. The program includes lessons on simple numerical skills; maintaining financial records of income and expenditure; understanding the importance of savings and how to borrow within capacity to repay. The program includes a savings initiative in which Ujjivan helps women open savings accounts with partner banks. To measure the effectiveness of the program, Parinaam is tracking the number of women who open savings accounts after attending. Currently, 31,200 clients have completed the Diksha training, of which 25.1% have opened savings accounts. As Ujjivan is starting to capture participation in their MIS, they will be able to track not only financial inclusion, but other financial and social outcomes from the program.

Institutional Focus

CATEGORIES: Institutional Composition, Institutional Trends

To be the best place for women customers, a financial institution should be the best place for women employees and women leaders. A substantial body of research consistently finds a strong correlation between gender diversity and superior financial performance across a variety of industries. Research published by Catalyst shows that companies with the highest gender diversity in senior management achieved higher Return on Equity and shareholder returns.[8] The challenge is that as the financial inclusion industry has commercialized, fewer women have, or are perceived to have, the technical and leadership skills demanded by the mainstream financial services sector. Women's World Banking has published extensively about this phenomenon and has committed to changing the dynamic as part of our Leadership and Diversity programs.

Businesses thrive when they maximize the potential of their people. Women deserve a workplace that takes their circumstances into account and allows them to flourish. Institutions deserve the strongest workforce possible: you can't win the game using just half the talent.

Gender Diversity
Percent women board members, staff, senior management, middle management, and front-line staff

Diversity is often correlated with profitability, efficiency, and innovation. Women's success in the workplace, in particular, is shaped by an array of factors including cultural expectations, family responsibilities, and self-perception. To build the most effective and diverse leadership and staff, an institution must develop women's skills in ways which take their circumstances into account. To do this requires a baseline of the existing diversity at the institution.

Category:
Institutional Composition

Degree of Difficulty:

Tips on Implementation

Review diversity levels regularly. Look at the breakdown by region and by level (governance, executive leadership, management staff with profit-and-loss responsibility, non-line managers, staff) and use this information to spot gaps and address as appropriate.

Decide your optimal degree of gender diversity. Diversity is just that—the goal need not be 100% women staff. You should strive to mirror your market, actual or desired, or benchmark against the industry.

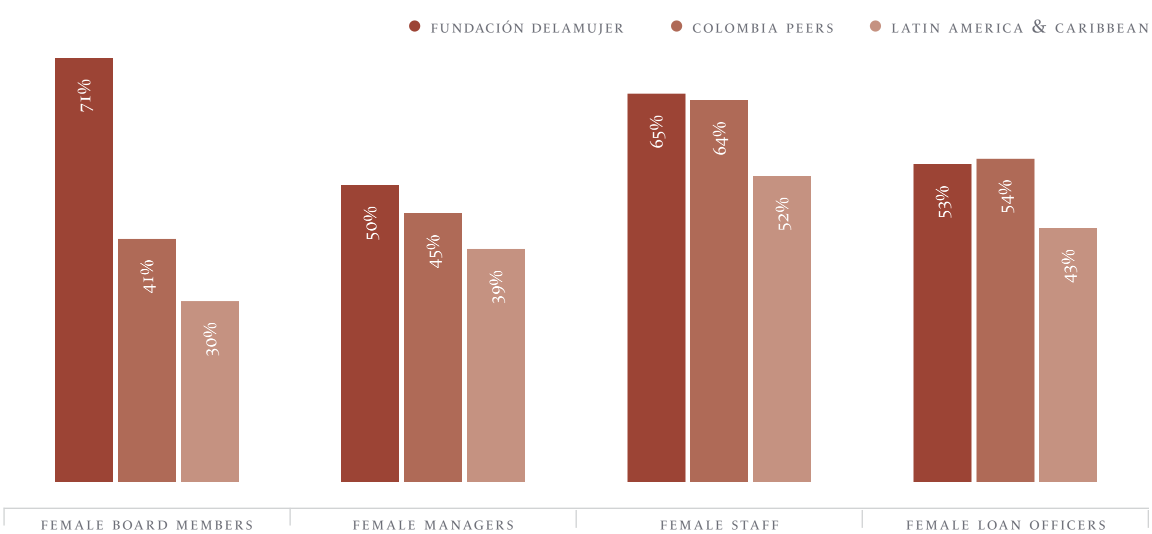
Many human resource departments track staff data in a stand-alone system, separate from the MIS used by operations. It is important to integrate the two systems to allow for productivity analyses (e.g., ratios of clients to loan officers for men versus women officers) and trend analyses.

Pilot Findings

At Finance Trust, there are strong diversity ratios: 54% of staff, 62% of front-line staff, 43% of middle managers, and 56% of senior managers are women.

Benchmarking diversity ratios to market or regional peer groups can provide valuable insights.

INSTITUTIONAL DIVERSITY COMPARED TO NATIONAL AND REGIONAL TRENDS



Advancing Women
Staff promotion rate, by gender
Staff retention rate, by gender

As institutions grow and commercialize, fewer women can be promoted to senior management positions. Gender biases may influence promotion decisions, but women staff may also leave the workforce due to a lack of flexibility in human resource policies. Conversely, when workplace conditions accommodate women's needs and they are satisfied with their jobs, women often exhibit lower attrition and higher productivity.

Category:
Institutional Trends

Degree of Difficulty:

Links:
USSPM 5C

Pilot Findings
At Fundación delamujer, women's voluntary attrition rates were 10 points lower than men's (18% versus 28%).

Tips on Implementation

Make sure the institution's diversity indicators include voluntary and involuntary attrition rates. If the data indicates a large disparity between men and women, set about devising corrective measures.

Track promotions by gender between levels, to understand differences in men and women's career moves within the institution. For example, men could be moving up the career ladder while women are making more lateral moves.

Strive continually to distinguish between perception and reality about women's circumstances. For example, in many markets there is a widespread perception that women do not want to travel or relocate, and that this reluctance is a defining constraint to promotions. It is important to verify such assumptions; there is no substitute for simply asking.

Conduct regular surveys to uncover employee goals and satisfaction levels. Data from these surveys should be analyzed by gender to identify and address barriers to advancement.

Flexible working hours, childcare options, chaperones/ bodyguards for travel, and other women-friendly policies can be a good way to attract and retain women.

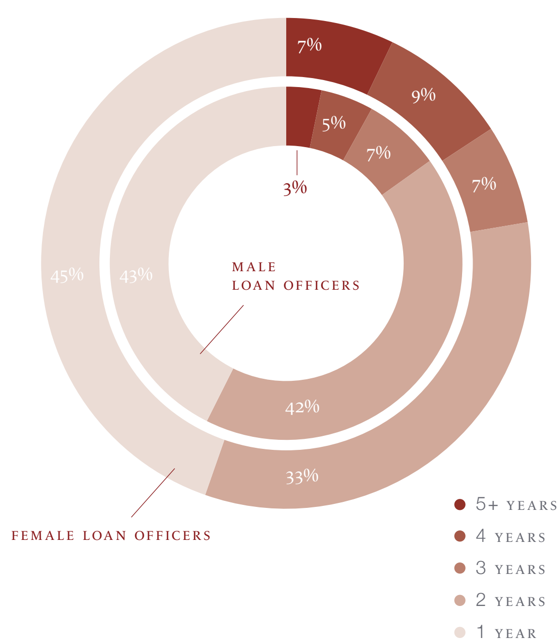
Encourage women employees especially to take advantage of training. All employees should have equal access to training as a matter of course. But women in many labor markets enter the workforce with fewer technical and leadership skills, and may be reluctant to take time away from their everyday duties to take advantage of training.

Track compensation by gender and address any gender-biased disparities in remuneration, other factors (education, years of experience) being equal.

BEYOND ATTRITION: PRODUCTIVITY AND GENDER

FIELD STAFF BY GENDER, BY YEARS IN INSTITUTION

By disaggregating loan officer data by gender, differences in productivity levels at Fundación delamujer emerged. Further analyzing loan officers by the number of years on the job demonstrated that because female loan officers had on average been at the institution longe they also exhibited higher levels of productivity.



Outcomes

The preceding sections of this manual have focused on the steps that can lead to serving women well. This section now turns to the changes in women's well-being that could result from, or be influenced by, financial services. These indicators provide tools to test assumptions and monitor for changes across time. But they also go beyond those assumptions to try to understand the deeper dynamics: Do all women who take loans use the funds to invest in their own businesses? Do women who do invest in their own businesses earn greater income? Are women able to build assets longer term? How do they use these assets (e.g., better nutrition, healthcare, housing improvements, children's education)? Are women who access financial services more likely to participate in household decision-making?

Some of this data may be collected through regular operations, however there may be information that is part of a poverty score or measured through surveys or market research. Management should weigh the cost of collecting and analyzing more information with the benefit of better understanding clients and informed decision-making. Management can also consider working with third-party researchers to carry out impact studies on specific areas.

The Outcome indicators an institution chooses to incorporate into its monitoring and evaluation activities will naturally vary according to that institution's objectives. We have found that these areas can be classified into three general categories where women are consistently more likely to experience measurable changes broadly attributable to financial service interventions: economic improvement, agency and family well-being.

Economic Improvement
Average percent change in net business income or assets, by gender
Average percent change in household income or assets, by gender

Access to financial services can result in economic gains that allow a woman to make increased, and more visible, economic contributions, enhancing her status and related negotiating power as a provider in the household.

Category:
Client Outcomes

Degree of Difficulty:

Links:
USSPM 1A, 3B

Tips on Implementation

As a first step, perform a static analysis on income and assets by gender to get a sense of the disparities. Continue to generate this data on a client-by-client basis at regular intervals to measure change.

Track both business- and household-level changes. Many institutions track one or the other, but in reality these are often interwoven and usually have implications for empowerment. For example, a woman may prepare food at home to feed her family but also sell a portion of it. Because that income originates at the household level, may remain invisible (to the woman herself and her family) absent deliberate effort to see and count it.

Pay attention to gendered patterns in economic growth. For example, Women's World Banking has found that rather than reinvesting into an existing business, a woman entrepreneur will often diversify into an entirely new one. It may appear that her business growth is flat when in fact, she is pursuing diversification as a risk-management strategy.

Be mindful of the pros and cons of tracking incomes versus assets. Income calculations—especially in group lending methodology—are vulnerable to loan officer bias and limited experience conducting the kind of thorough due diligence needed to capture the full picture. Assets may yield a more accurate baseline read of client well-being however values may vary based on methodology. In addition, asset change occurs over a longer time-horizon.

Advanced Indicator

Percent of women who achieved their savings goal(s). Beyond existing assets, information about women's savings goals can yield information about economic improvement. Data (goal, amount, timeframe) can be tracked through account opening forms, where appropriate. Surveys allow for more detailed information on whether women are expanding their goals (aspirational) or if they met existing savings goals.

Pilot Findings

A survey was conducted with a sample of Diamond Bank BETA clients, where 99% of respondents had at least one savings goal. Women respondents saved for children's education, household needs, home improvement and personal items. Male respondents saved for investment in property and buying a new vehicle. Both women and men had longer-term savings goals (21 months on average) and 42% had met their goal as of the baseline survey. An end-line survey will be conducted in 2017.

DISAGGREGATING CLIENT INCOME AND ASSETS, BY GENDER AND RURAL/URBAN IN MILLIONS OF COLOMBIAN PESOS

At Fundación delamujer, analyzing assets and income data by gender and location can reveal insights on the differences in asset accumulation and income generation between men and women in rural and urban areas.

Self-Determination

Percent of women who use their loan for their own economic activity

No institution can serve its clients well without first knowing who is actually using the product. It is important for institutions to monitor whether its women clients control the loans taken out under their names or whether they are handing over the loans to a husband or other family member.

Category:
Client Outcomes

Degree of Difficulty:

Links:
USSPM 1A, 3B

Tips on Implementation

First do no harm. The woman-as-client-in-name-only phenomenon leaves her more vulnerable, not more empowered, because she is contractually obligated to repay a loan she does not in reality control. Institutions should avoid setting overly aggressive targets for outreach to women if those targets risk tempting staff to knowingly sign up women clients as pass-throughs.

Train loan officers to ask about loan purpose in a neutral, non-leading way. Accurate information about loan purpose can be difficult to obtain not only because clients can condition their responses based on what they believe the person wants to hear, but also because money by its nature is fungible. Loan officers know their clients best and can be coached in how to elicit the most accurate and truthful answers.

Understanding accurate loan utilization is also good business practice. Tracking the predominant loan purpose can enable institutions to better tailor product terms, find opportunities for new products, or cross-sell existing products.

Advanced Indicator

Percent of women who participate in household purchase decisions

Percent of women who participate in decisions around financial transactions

Percent of women who felt they needed their husband's permission to take a loan

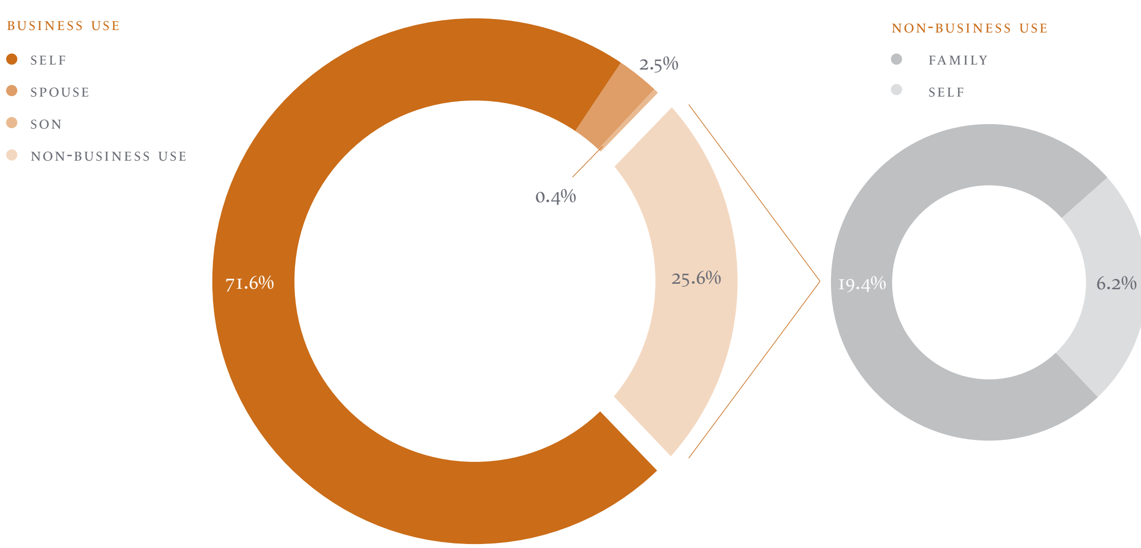
Data collected through mechanisms outside the loan form can yield information on women's agency. In particular, survey questions on household decision-making can demonstrate change in women's roles and ultimate empowerment.

Pilot Findings

A survey was conducted with a sample of Diamond Bank BETA clients, where men and women were asked about decision-making roles around household purchases. Twenty-five percent of women were the sole decision-maker, compared to 69% of men. Forty-two percent of women made the decision jointly with their spouse (compared to just 15% of men) and 20% of women had no part of the decision.

LOAN UTILIZATION TRACKING LOAN PURPOSE AND USAGE

At Ujjivan, women that reported using the loan for themselves used it for business purposes; however, of the 25.6% of loans that were used for non-business purposes, the majority were passed on to family members.



Family Well-Being

Percent of women clients with school-aged children in school
Percent women clients that show improvement in housing conditions

Research has found that women are more likely than men to invest increased income in family well-being. Women place a high priority on improved living conditions, as well as children's education—the single biggest determinant to breaking inter-generational poverty.

Category:
Client Outcomes

Degree of Difficulty:

Links:
USSPM 1A, 3B

Tips on Implementation

Modify client intake paperwork to include fields that capture information on housing and children's education to create a baseline.

Housing conditions vary substantially between different contexts. In certain countries, it may make sense to track the construction materials, in others, the type of ownership.

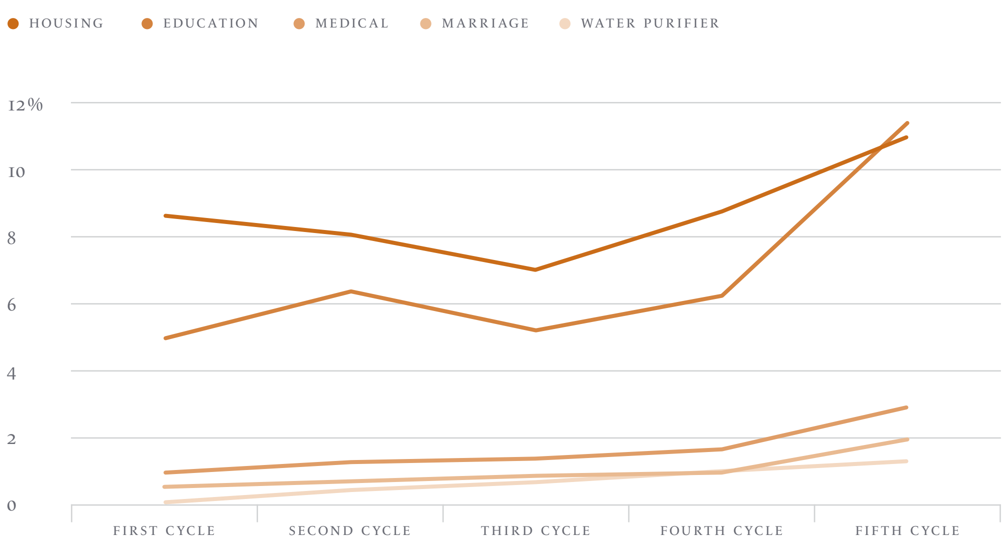
Collecting this additional information can be time consuming. Reward front-line staff for accurate data capture on these indicators.

Provide basic training to ensure staff ask questions in a non-leading, unbiased, and gender-conscious manner.

Advanced Indicator

Percent of women who experience improvements in health or sanitation for her family. Additional data on family well-being can be collected through surveys with clients. This includes clients' ability to pay for medical treatment or medicine, nutrition, main source of drinking water, and more detailed housing information.

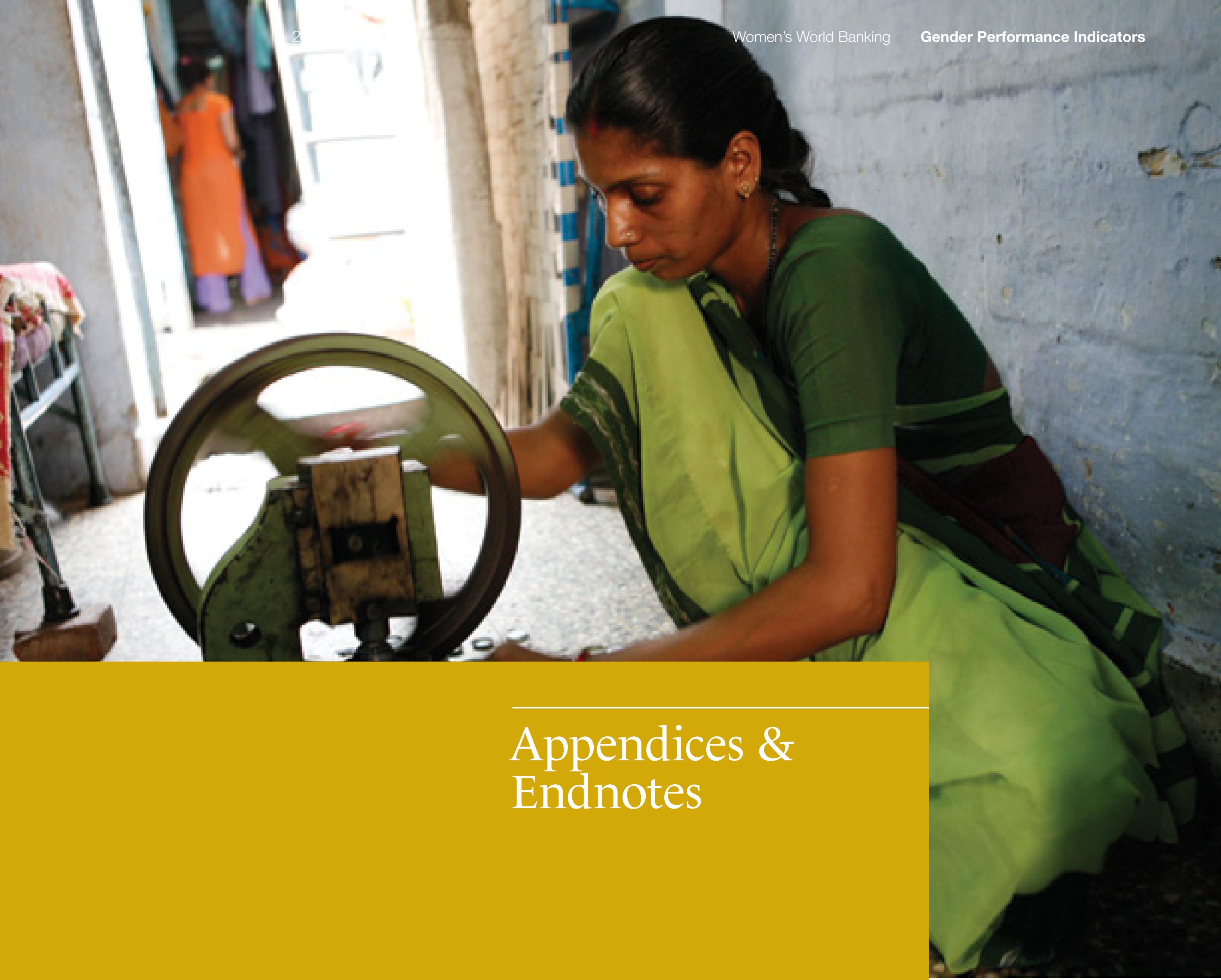
LOAN PURPOSE (EXCLUDING INCOME GENERATION) BY LOAN CYCLE



At Ujjivan, analyzing loan usage by cycle showed that over time women clients shifted loan usage from business to family: housing and education were the most important priorities.

Moving Forward

These indicators provide a way for financial institutions to measure gender performance. We hope that institutions will use these indicators and analysis to build a robust understanding of how well they are serving women, and how these women clients contribute to the financial goals and social mission of the organization. However, the Gender Performance Initiative does not end here. Women's World Banking is eager for the GPI to contribute more directly to tracking how well products beyond credit and savings, such as insurance, are serving the needs of low-income women.



Appendices & Endnotes

Appendix A

FULL LIST OF GENDER PERFORMANCE INDICATORS

Area	Category	Definition	Formula	Links
Client	Outreach	Women borrowers as percent of total borrowers	*Number of women borrowers/Number of total borrowers*	USSPM 1B CPP1
	Outreach	New women borrowers as percent of new borrowers	*Number of new women borrowers for the period/Number of total new borrowers for the period*	USSPM 1B CPP1
	Outreach	Women's savings accounts as a percent of total savings accounts	*Number of savings accounts held by women/ Number of total savings accounts*	USSPM 1B CPP1
	Outreach	Women savers as a percent of total savers	*Number of women savers/Number of total savers*	USSPM 1B, CPP1
	Outreach	New women savers as a percent of total new savers	*Number of new women savers for the period/ Number of total new savers for the period*	USSPM 1B CPP1
	Outreach	Women clients as a percent of addressable market	*Number of women clients/ Estimated number of female microenterprises (or country's economically active female population)*	USSPM 6A
	Outreach	Women clients as a percent of total women clients served by comparable providers in the same market	*Number of women clients/Number of total microfinance women clients in market (country/region)*	USSPM 6A
	Outreach	Percent of women clients below the poverty threshold	*Number of women clients under the targeted poverty threshold (PPI/poverty line)/Number of total women clients*	USSPM 1B
	Products	Average initial loan balance as a percent of per capita Gross National Income (GNI), by gender	*Average initial loan balance for women (men) borrowers/Per capita GNI*	USSPM 1B
	Products	Percent of clients analyzed through market research, by gender	*Number of women (men) clients analyzed through market research/Number of total clients*	USSPM 3A CPP1
	Products	Percent of women clients accessing two or more voluntary distinct financial products	*Number of women clients accessing two or more products/ Number of total women clients*	USSPM 3B CPP1
	Products	Percent of loan portfolio by gender	*Amount of women's (men's) loan portfolio/Amount of total loan portfolio*	USSPM 1B, 3B CPP1
	Products	Average loan balance per borrower by gender	*Amount of women's (men's) loan portfolio/Number women (men) borrowers*	USSPM 1B, 3B CPP1
	Products	Portfolio at risk > 30 days, by gender	*Outstanding balance of portfolio overdue for women (men) for more than 30 days/Amount of total loan portfolio for women (men) clients*	USSPM 6A
	Service Quality	Borrower retention rate by gender	*Number of active women borrowers at the end of the period/ (Number of active women borrowers at the beginning of the period + Number of new women borrowers during the period)*	USSPM 3A CPP1
	Service Quality	- Percent of active women clients by loan cycles - Percent of active women clients by join-year	*Number of women clients who are in a given loan cycle/ Number of total women clients* *Number of women clients who joined in a given year/Number of total women clients*	USSPM 3A CPP1
	Products	Percent of savings portfolio by gender	*Amount of savings in accounts held by women (men)/ Amount of total savings*	USSPM 1B, 3B CPP1
	Products	Average savings account balance by gender	*Amount of savings in accounts held by women (men)/Number of savings accounts held by women (men)*	USSPM 1B, 3B CPP1
	Products	Percent of active savings accounts by gender	*Number of active savings accounts held by women (men)/Number of total savings accounts held by women (men)*	USSPM 1B, 3B CPP1
	Products	Percent of dormant savings accounts by gender	*Number of dormant savings accounts held by women (men)/ Number of total savings accounts held by women (men)*	USSPM 1B, 3B CPP1
	Products	Average number of transactions (deposits/ withdrawals) by gender	*Number of transactions in accounts held by women (men) conducted during the period/Number of accounts held by women (men)*	USSPM 1B, 3B CPP1
	Products	Average transaction amount (deposits/ withdrawals) by gender	*Amount of transactions in accounts held by women (men) conducted during the period/# transactions in accounts held by women (men) conducted during the period*	USSPM 1B, 3B CPP1
	Service Quality	Client satisfaction score, by gender	*Average satisfaction survey score for women (men) clients*	USSPM 3A CPP1, 7
	Client Protection	Percent of clients with inquiries/complaints, by gender	*Number of women (men) clients with inquiries or complaints/ Number of total clients*	USSPM 4E CPP7
	Client Protection	Percent of women clients who attend financial education programs	*Number of women clients that attended financial education programs in the year/ Number of total women clients*	USSPM 4B CPP3

Appendix A

Area	Category	Definition	Formula	Links
Institution	Institutional Composition	Percent women board members	*Number women (men) borrowers" Number of women board members/Number of total board members*	
	Institutional Composition	Percent women staff	*Number of women staff/ Number of total staff*	
	Institutional Composition	Percent women middle managers	*Number of women middle-managers/Number of total middle managers*	
	Institutional Composition	Percent women senior managers	*Number of women senior managers/Number of total senior managers*	
	Institutional Composition	Percent women front-line staff	*Number of women front-line staff/Number of total front-line staff*	
	Institutional Trends	Retention rate, by gender	*Number of women staff at the end of the period/ (Number of women staff at the beginning of the period + Number of new women staff)*	
	Institutional Trends	Promotion rates by gender	*Number of women (men) promoted/Number of total women (men) staff*	
Outcomes	Client Outcomes	Average percent change in net business income or assets by gender and/or average percent change in household income or assets, by gender	*(Average women's (men) income in given year - Average women's (men) income in prior year)/Average women's (men) income in prior year*	USSPM 1A, 3B
	Client Outcomes	Percent of women who use their loan for their own economic activity	*Number of women borrowers who state that they will use their loan in their own business/Number of total women clients*	USSPM 1A, 3B
	Client Outcomes	Percent of women clients with school-aged children in school	*Number of women clients with school-aged children who state that all children are in school/Number of total women clients with school-aged children*	USSPM 1A, 3B
	Client Outcomes	Percent women clients that show improvement in housing conditions	*Number of women clients who experience improvement in household conditions (roof, floor, toilet, etc.)/Number of total women clients*	USSPM 1A, 3B

Appendix B

ABOUT THE IMPLEMENTING PARTNERS

FINANCE TRUST

Finance Trust Ltd was founded in 1984 to provide customized financial services to low- and medium-income people especially women. The company is licensed and regulated by Bank of Uganda as a Micro Deposit Taking Institution (MDI) and is recognized as a key player and part of Uganda's formal financial sector. The company has one of the largest branch networks in Uganda with 30 interconnected branches strategically positioned all over the country and serves over 150,000 customers with a variety of savings and loan solutions including business loans, salary loans, school fees loans, savings accounts, fixed deposits and money transfers services.

FUNDACIÓN DELAMUJER

Fundación delamujer was founded in 1986, with a mission to contribute to the economic and social development and well-being of low-income entrepreneurial women and their families by offering responsible financial products and services. Fundación delamujer has 220 offices and 306 banking correspondents. Fundación delamujer is rated 4 diamonds by MIX Market due to the transparency, quality and reliability of its data. Fundación delamujer has also received numerous recognitions:

- Among the most admired institutions in Colombia by DATEXCO in 2011,
- Fourth place among the best Microfinance Institutions by Forbes Magazine in 2007,
- Best Institution in supporting the activities of Colombian entrepreneurs by Bancoldex 2007,
- Excellence Award in Microfinance for non-regulated institutions by the Inter-American Development Bank in 2005, and
- Award to Financial Transparency by CGAP in 2006

UJJIVAN

Ujjivan was established in 2005 to serve the economically active poor in urban and semi-urban areas with headquarters in Bangalore, and regional offices in New Delhi, Kolkata and Pune. Ujjivan has 299 branches in twenty states, including 48 under-banked districts across India. It provides a range of credit products and services to cover customers' needs as well as insurance. Ujjivan received a 5 Diamond rating from MIX Market in 2010. In addition it was awarded

- Ujjivan won the Srijan MFI transparency award for established MFIs,
- 14th among India's Best Companies to Work for and ranked #1 in microfinance Industry in May 2011,
- MFI of the Year 2011 (Large Organizations) at the Access Microfinance India Summit in Delhi,
- platinum Award in SPM reporting by MIX Market, and
- in January 2013, Ujjivan was certified by the Smart Campaign for the implementation of the Client Protection Principles.

DIAMOND BANK

Diamond Bank Plc was founded in 1991 in Nigeria. Over the years the Bank has evolved into Nigeria's leading retail bank with strong offerings in the mass affluent, mass market, MSME and the (un)der-banked segments. The Bank currently operates from over 260 branches, serving over 4.5 million retail clients. In 2013, Diamond launched the BETA proposition, a simple savings account tailored for market women that offers maximum convenience to customers by delivering a low cost banking service to their shops.

Appendix C

WOMEN'S WORLD BANKING RESOURCES

GENDER PERFORMANCE

- Women's World Banking Gender Performance Initiative Webpage: Tools and resources for implementing the gender performance indicators.
- Organizational Gender Assessment Toolkit: Self-assessment of MFI recruitment, retention and promotion of women staff.
- What if it Had Been Lehman Brothers & Sisters?: The Importance of Building Gender Diverse Microfinance Institutions.

DATA ANALYTICS

- Garbage In, Garbage Out? Data Quality in the Microfinance Sector: Challenges of data quality in the microfinance sector, and potential solutions.
- Portfolio Analytics Toolkit: Theoretical background on data analysis and basic statistical concepts, as well as a step-by-step process for preparing for and conducting a basic and detailed portfolio analysis.

MARKETING

- Marketing for Microfinance: Reference guide for microfinance organizations seeking to develop their marketing capabilities.

PRODUCT DESIGN & DIVERSITY

- Banking on Youth—A Guide to Developing Innovative Youth Savings Programs:
- Microfund for Women's Caregiver Experience: Lessons from Jordan on Health Microinsurance.
- Making Women's Work Visible: Finance for Rural Women
- Diamond Bank Storms the Market: A BETA Way to Save
- Savings: A Gateway to Financial Inclusion
- Individual Lending for Low-Income Women Entrepreneurs: An Inclusive Approach

These resources are available for download at http://www.womensworldbanking.org/publications/

INDUSTRY RESOURCES

- Grameen Foundation
  Progress out of Poverty Index (PPI)
  www.progressoutofpoverty.org
- MIX Market
  www.mixmarket.org
- MFTransparency
  www.mftransparency.org
- The Smart Campaign
  www.smartcampaign.org
- Social Performance Task Force
  www.sptf.info
- USAID Poverty Assessment Tools
  www.povertytools.org

Endnotes

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1 "2014 Social Performance Data." MIX.

2 For additional information on data quality challenges and potential solutions, see Women's World Banking publication "Garbage In, Garbage Out? Data Quality in the Microfinance Sector."

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3 "An Evaluation of World Bank Support, 2002-08: Gender and Development." Independent Evaluation Group, World Bank Group. 2010. p 54.

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4 For additional information see Outcome indicators.

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5 For additional information on intensive versus extensive growth, see "Defining Responsible Financial Performance: How to Think about Growth," Adrian Gonzalez.

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6 Marketing for Microfinance, Women's World Banking.

7 The MIX formula is Client retention rate = Active borrowers at the end of the period/(active borrowers at the beginning of the period + new borrowers during the period). See also Schreiner formula in "The Challenges of Measuring Client Retention," Chuck Waterfield.

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8 "Connecting Corporate Performance and Gender Diversity," Catalyst.

Acknowledgments

Women's World Banking would like to thank the financial institutions who graciously hosted Women's World Banking staff and gave their time and energy to this initiative: Finance Trust, Diamond Bank, Fundación delamujer and Ujjivan.

The Gender Performance Initiative has been funded by Citi, Cordaid, Hivos, Icco, the Multilateral Investment Fund, and Moody's Foundation. Hivos and Moody's Foundation provided additional support for the development of savings indicators and updated manual.