

## PANEL SESSION

# **Sustainable Outcomes Management**

Core Drivers for Client Protection,  
Women Empowerment, Climate  
Resilience



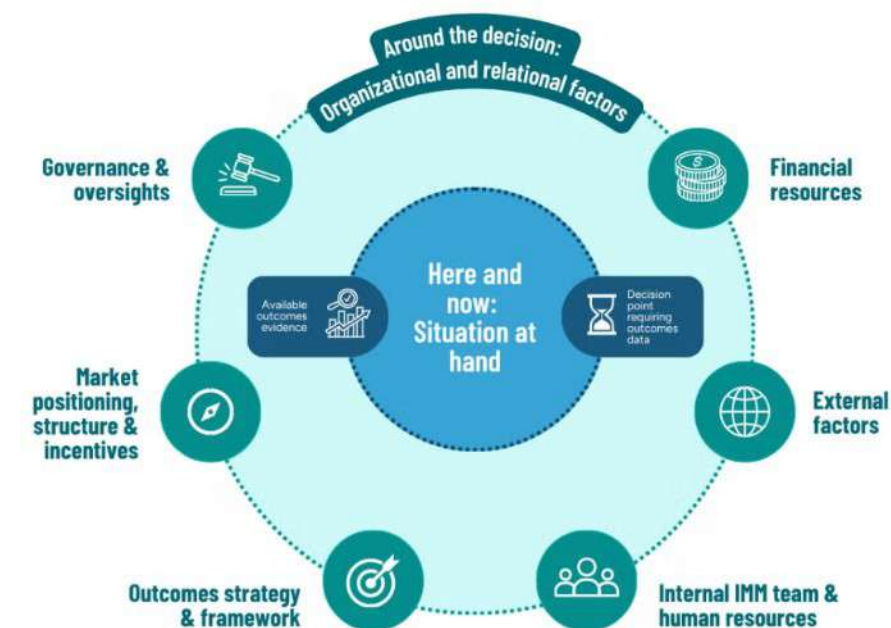
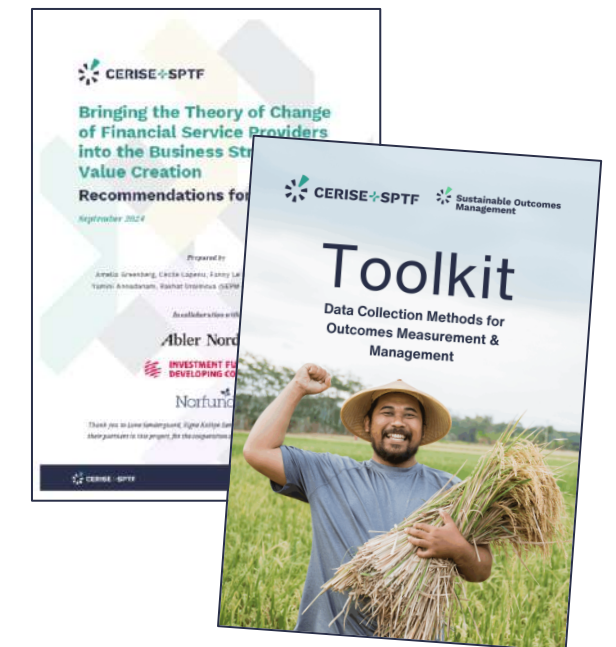


# Agenda



## Sustainable Outcomes Management

1. Present the latest resources from the Sustainable Outcomes Management project
2. Present and discuss CGAP use cases and advancement of research
3. Share some recent experiences from the partners related to Client Protection, Women Empowerment or Climate Resilience





# Speakers



**Sustainable Outcomes  
Management**



Katherine Brown  
Impact Manager  
Advans International



Estelle Lahaye  
Senior Financial  
Sector Specialist  
CGAP



Derick Thulla  
Executive Director  
at Munafa Social  
Microfinance  
Sierra Leone



**ENTREPRENEURS  
du Monde**



Adama Bah  
ESG & Impact  
Specialist  
Oikocredit





# Sustainable Outcomes Management Project



## Sustainable Outcomes Management

*Making the SDGs a roadmap for impact!*

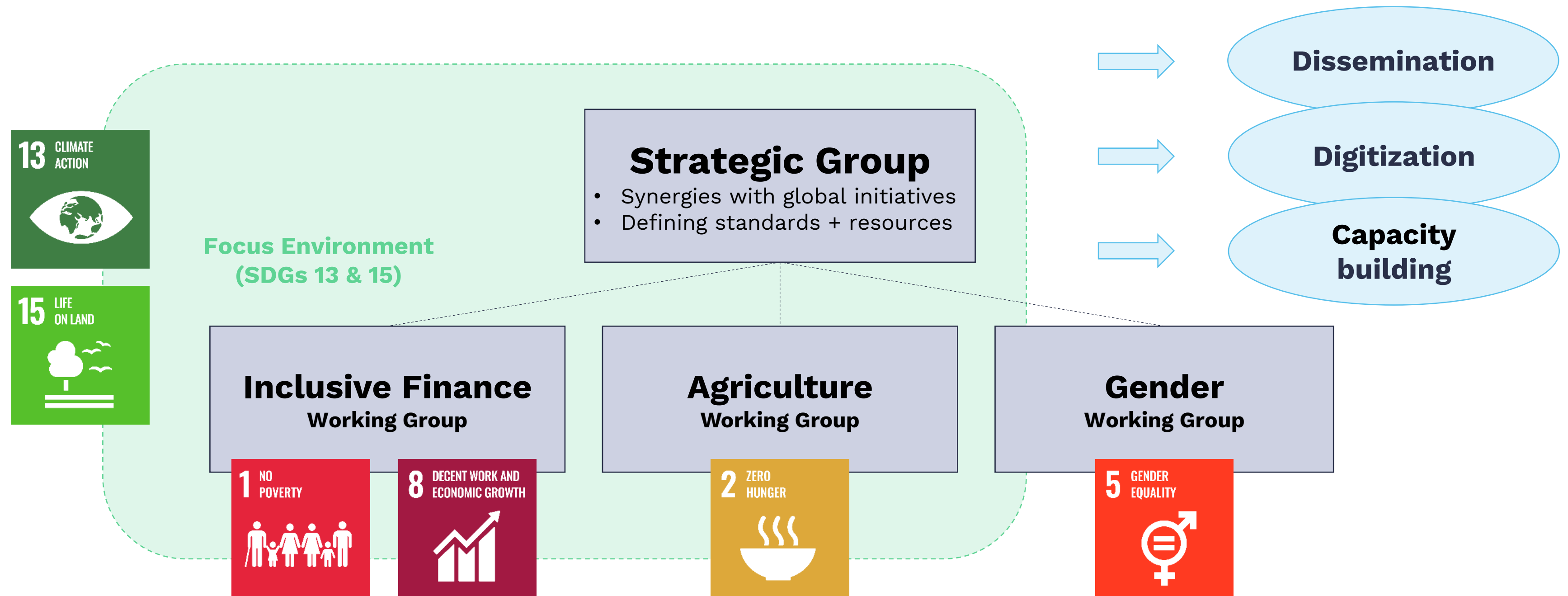
Measuring the contribution of financial service providers, agri businesses, and impact investors to the UN Sustainable Development Goals.

**Phase 2: 2024 - 2026**





# Structure

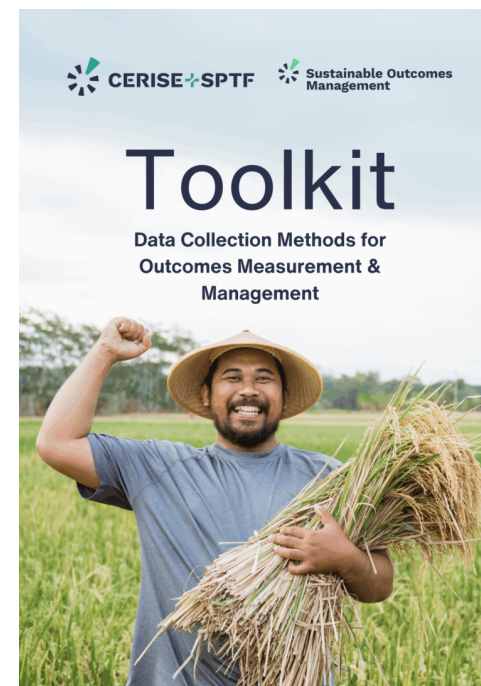




# Project Webpage & Resources

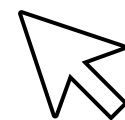
[cerise-sptf.org/outcomes](https://cerise-sptf.org/outcomes)

- Collection of Resources
- Working Groups Highlights
- Meetings & Events
- Project Description
- Recent Publications
- Previous initiatives



The screenshot shows the 'Sustainable Outcomes Management' webpage. It has a navigation bar with links: Working Groups, Social Investors, Financial Inclusion Equity Council, Green Microfinance, Customer Empowerment, and Sustainable Outcomes Management. The main content area features the project logo and title, followed by a description: 'Exploring Innovative Approaches to Measure and Manage Outcomes in relation with the SDGs'. It includes a 'Purpose' section, a 'Team' section with Célia Fernandez, Cécile Lapenu, and Amelia Greenberg, and a 'Languages' section. On the right, there is a 'Collection of Resources for Outcomes Data Management' section with a 'Resource Center' button.

**JOIN THE WORKING GROUPS**



alterfin

VOICES  
THAT  
COUNT

Sustainable Outcomes  
Management





*“The question is not whether outcomes orientation is possible, but how far each organization can go given the situation at hand under the conditions in which it operates.”*

## Rethinking What's Possible for Outcomes Orientation

Source: [Towards Right-Fit IMM: Orienting Around Outcomes](#)



# Right-fit IMM: the key to stronger outcomes orientation



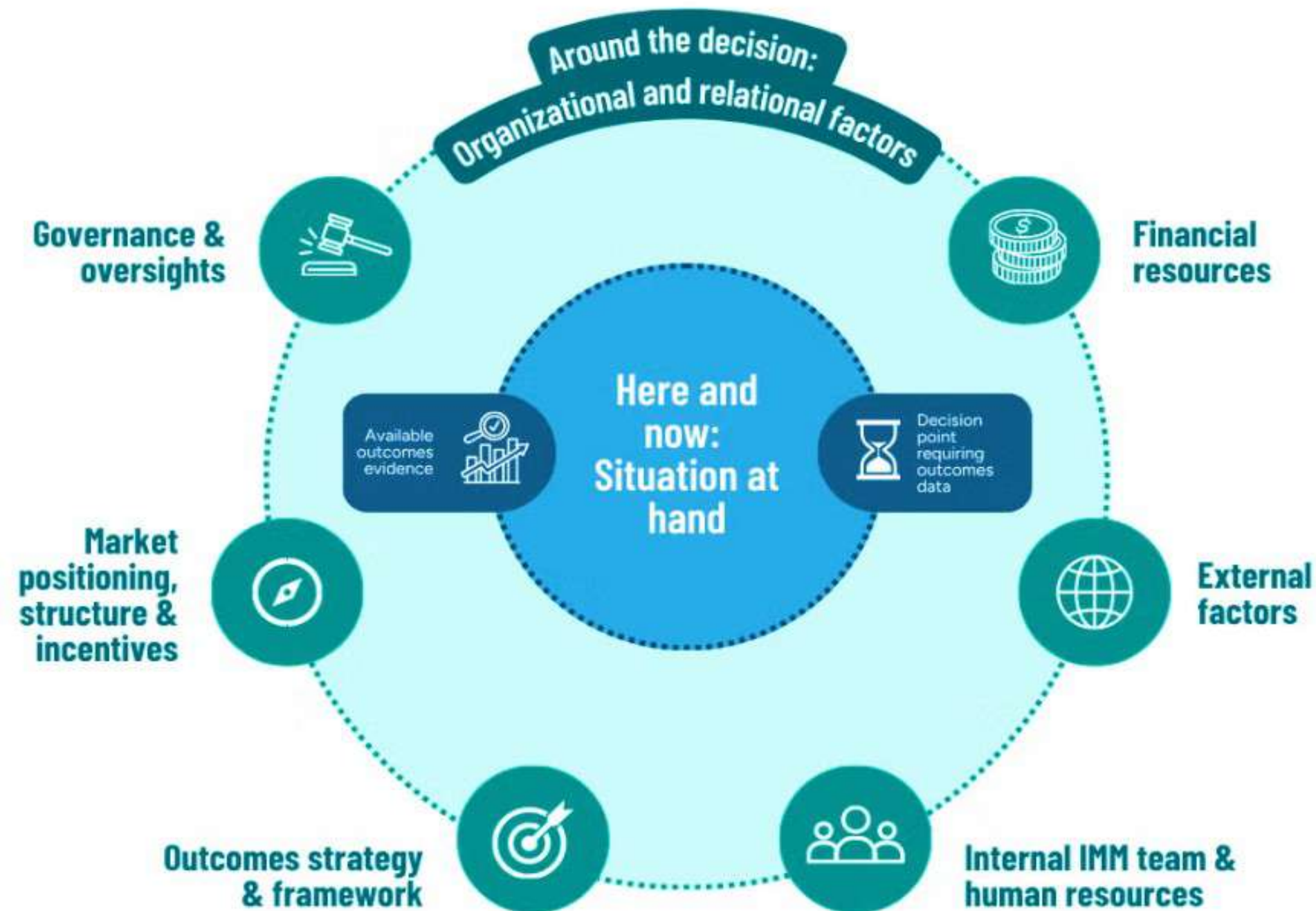
Answering these questions helps organizations to:

- 1** Clarify the **minimum credible outcomes insights** needed for decisions
- 2** Distinguish **what is feasible now vs. aspirational** for the future
- 3** Sharpen understanding of **impact risks** and how to manage them



# Behind right-fit IMM: the forces shaping outcomes orientation

*Across the capital  
value chain*





# Turning insights into tools for right-fit outcomes orientation

CGAP is developing practical tools



**Common use cases with right-fit strategies**



**Diagnostic tool**



**Traffic light dashboard**



**Input from our advisory group**

**Stakeholder consultation and convenings**



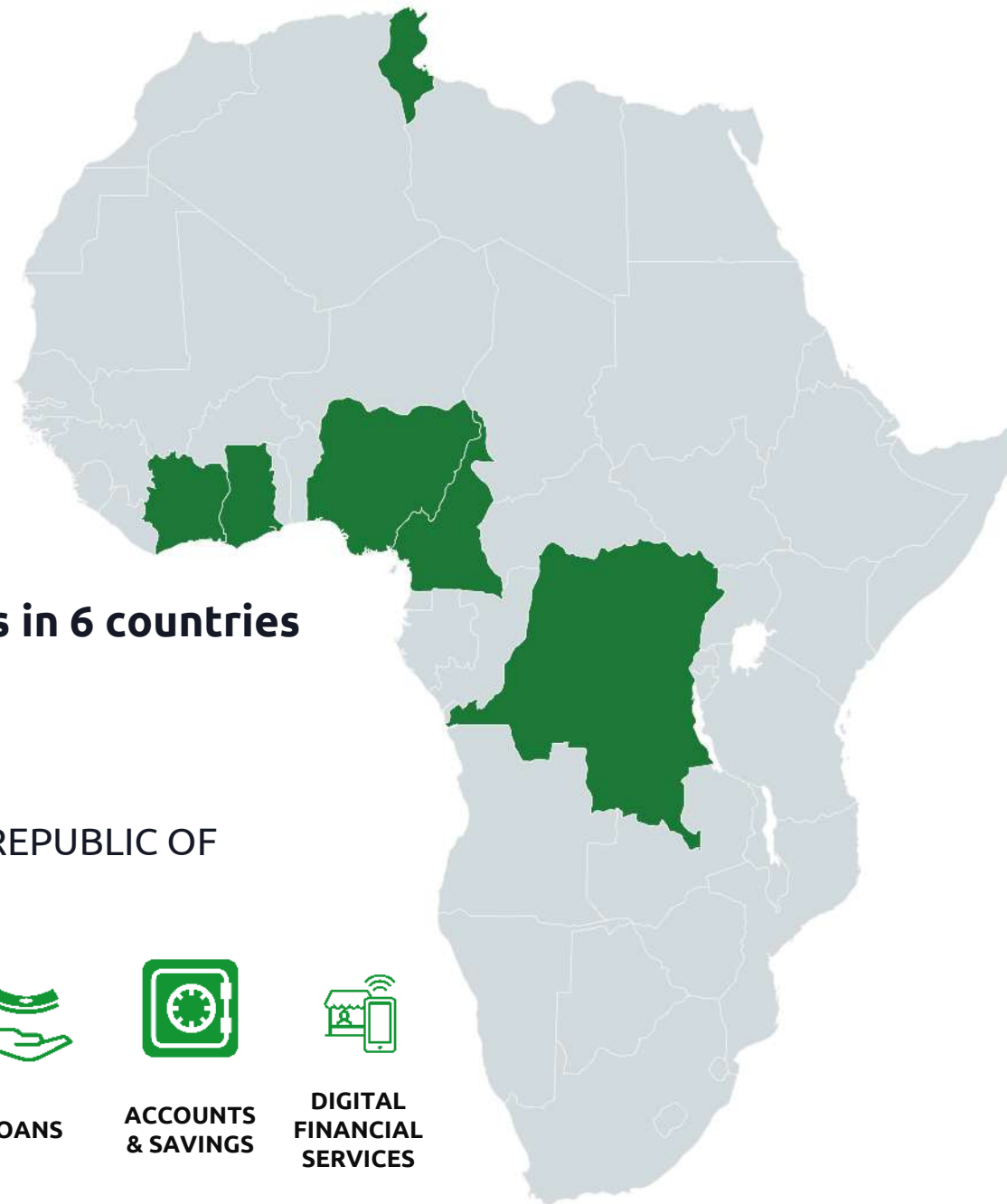
# Use Cases

*Identifying weaknesses in Client Protection & differences between target clients*

**ADVANS**  
Growing together



# ADVANS | A GROUP APPROACH TO COLLECTING CLIENT VOICES ON OUTCOMES

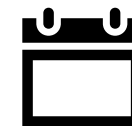


60\_\_decibels

**MFI Index: Easily implementable and standardized index on outcomes of financial services**



**+5,000 Clients interviewed in Africa with 60 Decibels since 2020 across our 6 markets**



**MFI Index conducted every two years: 2022, 2024, planned 2026**



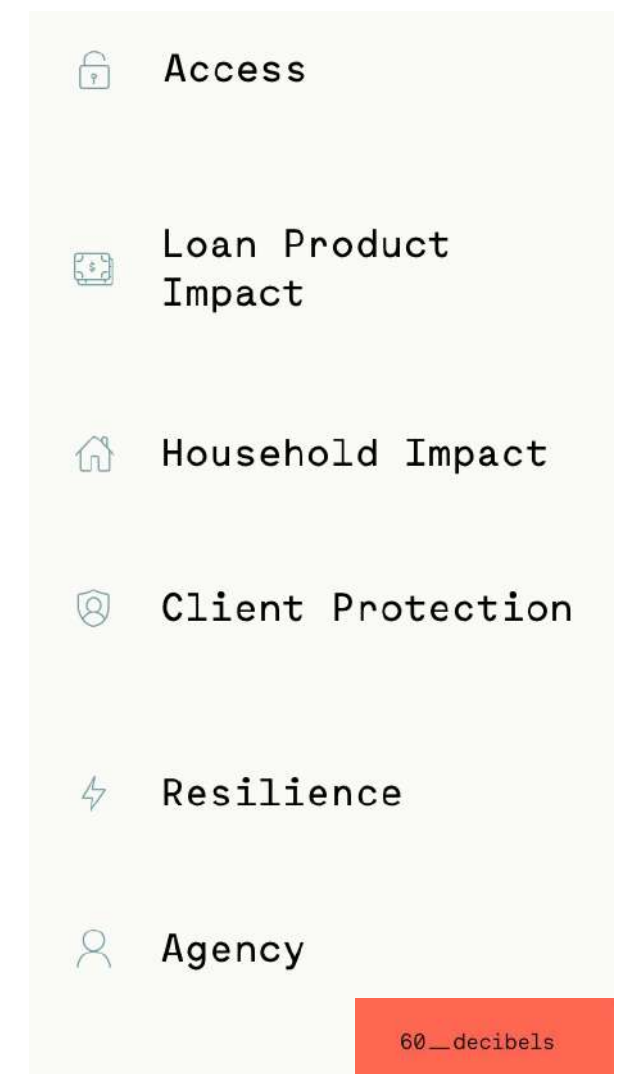
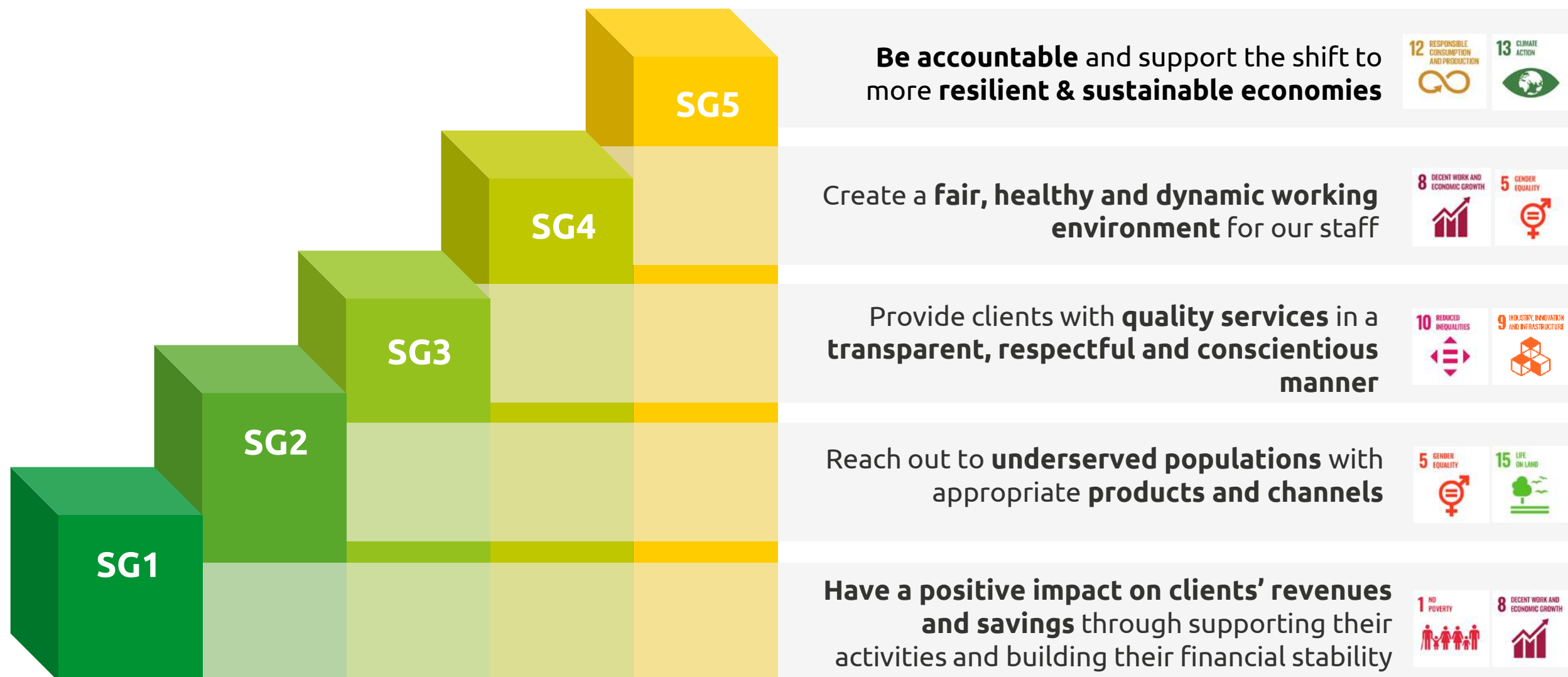
**Enables us to see if we are in line with benchmarks, analyze our outcomes over time & identify gaps**



## ADVANS SOCIAL GOALS | WHAT OUTCOMES INTEREST US?

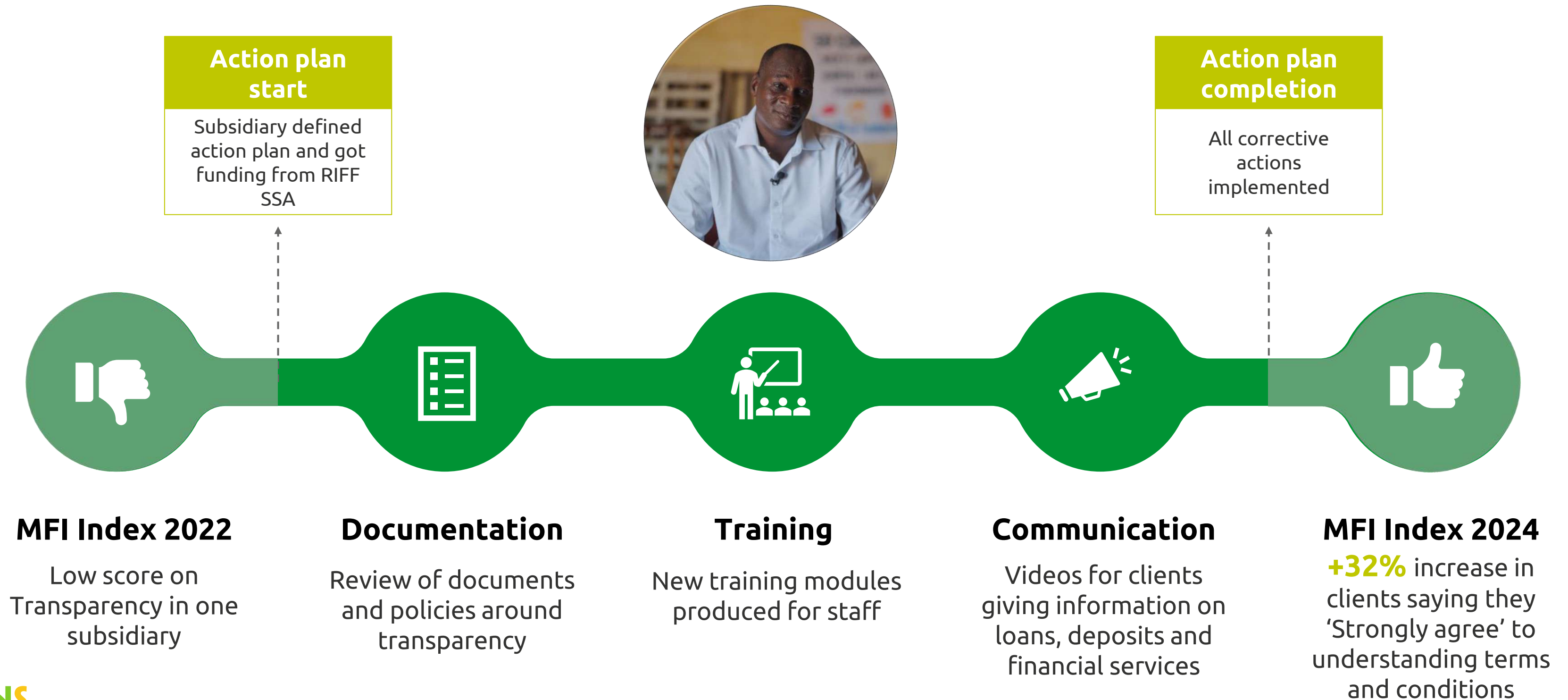
Our 5 Social Goals are defined in line with our overall mission to provide responsible financial services to small businesses and farmers...

...these goals are aligned with the dimensions from 60\_Decibels





# 25 ADVANS USE CASES | IDENTIFYING WEAKNESSES IN CLIENT PROTECTION





# ADVANS USE CASES | IDENTIFYING DIFFERENCES IN TERMS OF GENDER



## Differences in results in terms of Gender

## How we are adjusting our strategy accordingly



Less impact on business



Increased income: gender gap -1%  
going down from -4% 2022  
Hiring more employees gap: -11%

Working on business capacity building  
programs for women – formalization,  
growth



Capacity to  
access to more  
funding

Slightly more  
impact on  
quality of life



+ 1% positive gap overall  
+ 3% on education  
+1% on healthcare

Offering products tailored to these  
needs i.e. education savings accounts



Positive impact  
on the wider  
community

More  
vulnerable in  
terms of  
repayment



Women 4% less likely to say payment  
not a problem & 4% less likely to say  
they never cut consumption

Financial education, reinforced  
communication at onboarding



Protection  
against over-  
indebtedness

More loyal and  
likely to  
recommend



NPS +18% higher for women  
10% less likely to have a good  
alternative

Looking at rewarding loyal female  
clients with tailored offers



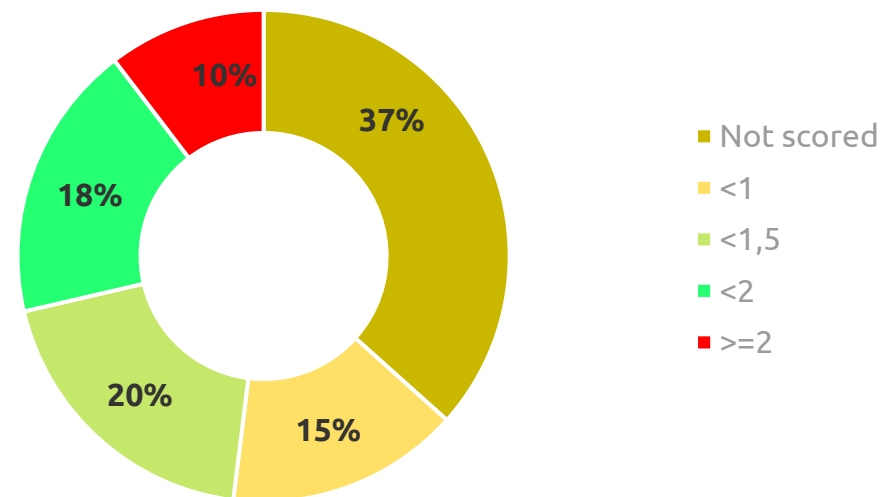
Better  
retention of  
female clients



## ADVANS USE CASES | VERIFYING CLIENT'S PERCEPTION ON CLIMATE RESILIENCE

We've been analysing our portfolio to estimate physical risk per client by location and sector...

Number of clients per average physical risk score



And adding some climate questions in the loan file...

4. Climate Questions

Does the client consider its business vulnerable to climate risk? ☒ Yes ☐ No

If yes, choose the relevant risk (s)

☐ Floods ☐ Wildfires ☐ Landslides ☐ Extreme temperatures ☐ Water shortage

Is the business of the client located in a zone exposed to climate risks? (According to climate risk score or observations) ☒ Yes ☐ No

Has the client taken any measures to protect themselves against this risk? ☒ Yes ☐ No

**ADVANS**

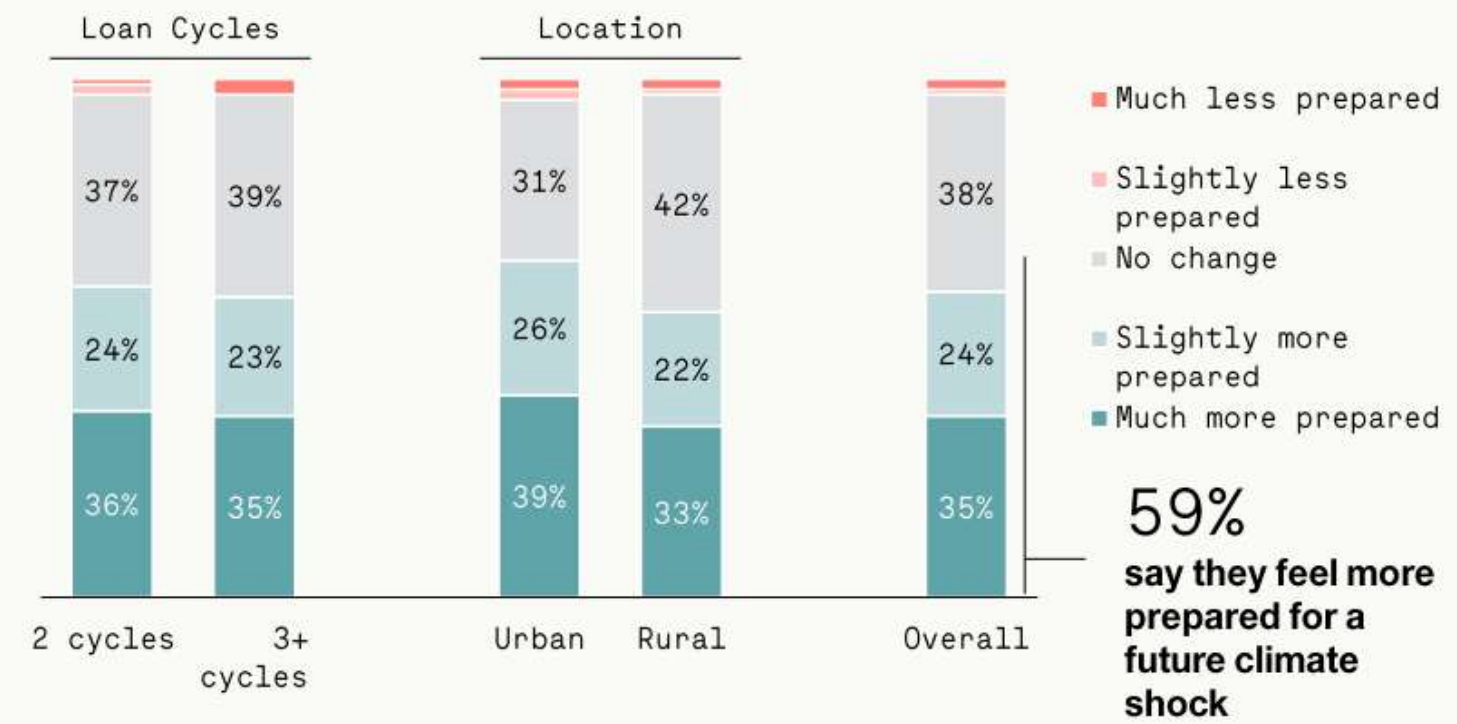
60\_decibels studies enable us to also check experience of climate shocks from a client perspective...

### Resilience

**59% of clients say they feel more prepared for a future climate shock because of their loan from Advans.**

#### Preparedness for Future Climate Shock

Q: Has Advans affected how prepared you feel for a future shock?  
(n = 280 | 2 cycles = 147, 3+ cycles = 133 | Urban = 101, Rural = 178)





**1****External  
studies**

- Nonbiased methodology to collect declarative data
- Standardized and comparable



60\_\_decibels

**2****Internal  
studies**

- Easy way to regularly get feedback from clients
- Can be used to check and monitor overall satisfaction

**ADVANS****3****Internal  
data**

- Can give an objective view on certain financial indicators
- Data collected from loan files and updated at each cycle





# Client Self-Perception Survey

*Understanding changes in the lives of clients*

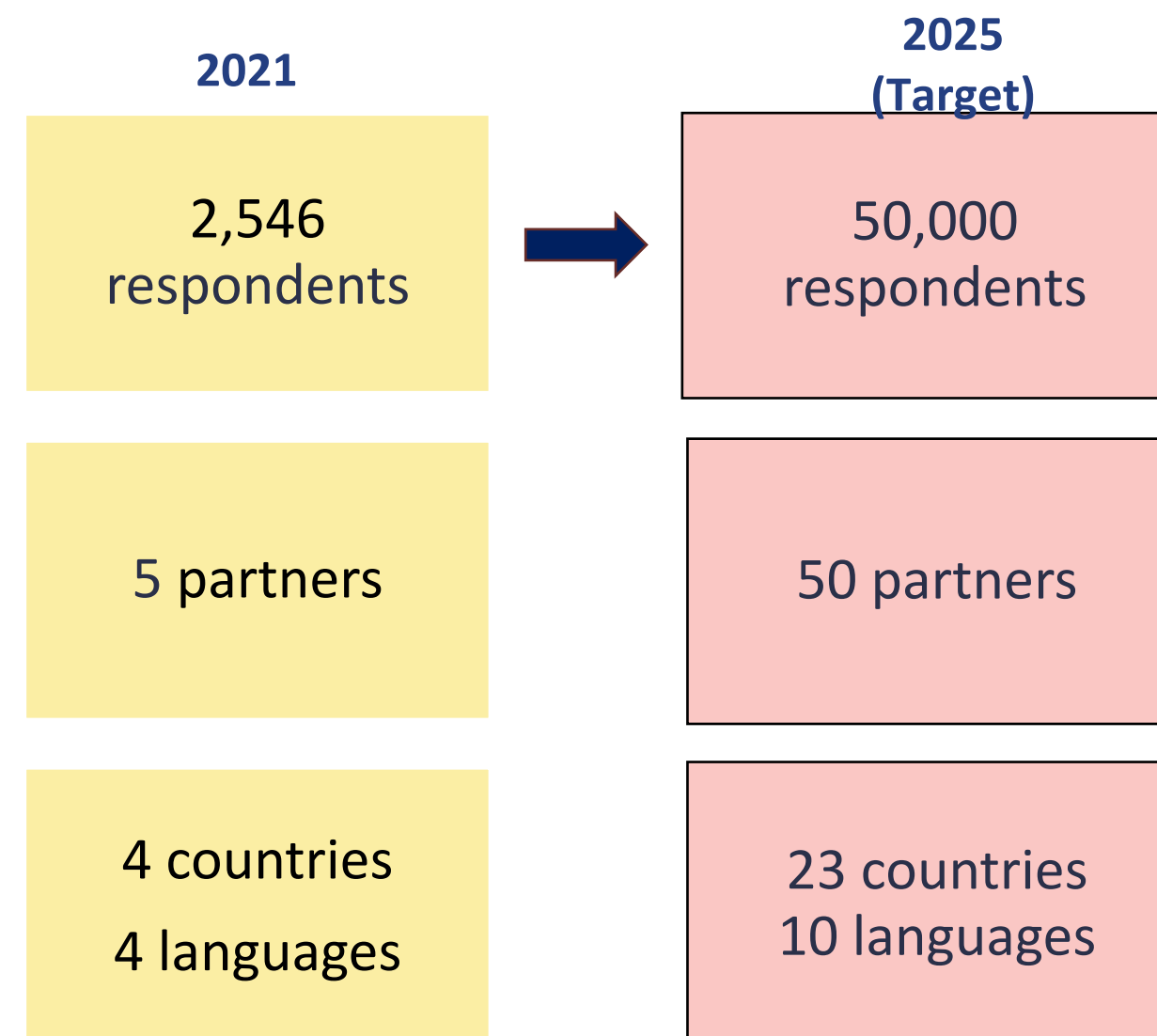




## Client Self-Perception Survey

### Understanding changes in the lives of clients

#### Digital standard questionnaire\*

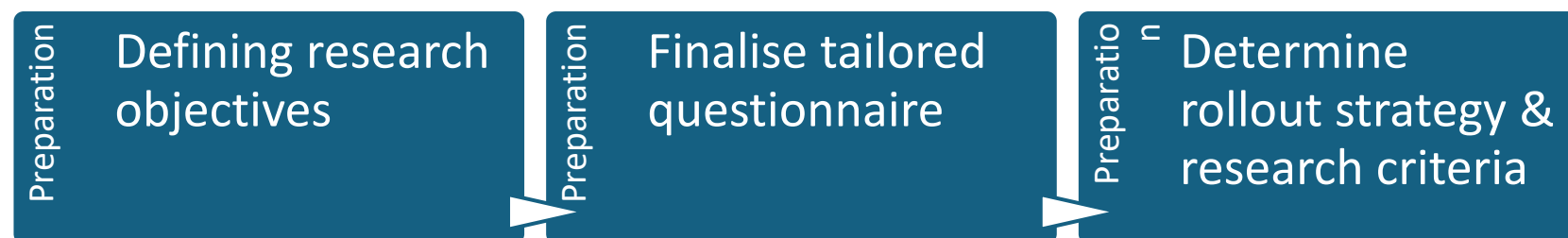




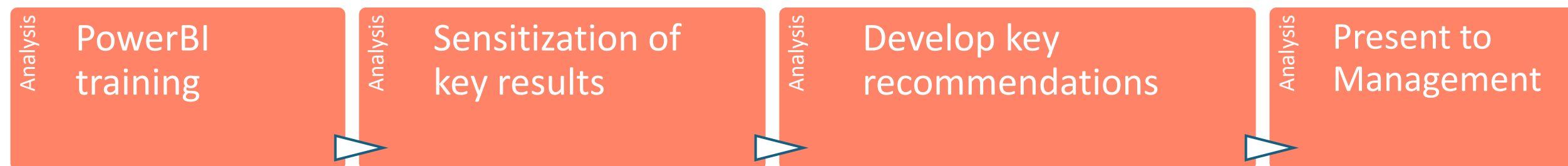
## How to make the data 'actionable'?

### Added questions:

- Staff adequate treatment of clients
- *"I feel safe to do business everyday of the week without the fear of getting kidnapped"*
- Who did you consult with before taking a loan?



- Knowledge exchange, one-on-one collaboration with each institution
- Adaptative process according to partners' needs, capacity and awareness



### Making sense of results

Overwhelming positive customer experience – but combined with sufficient income and emergency use of savings helped identify risks of over-indebtedness in branches with high level of competition.



## How to make the data 'actionable'?

### Combining ECS and internal MIS to gain deeper insights about products

Enlace: MFI in El Salvador with 55,000+ clients (80% women).

#### Context

- 41% of clients live below \$5.50/day; 62% in rural areas.
- 98% experienced at least one shock (inflation, extreme weather, illness..) in past 12 months.

#### Methodology

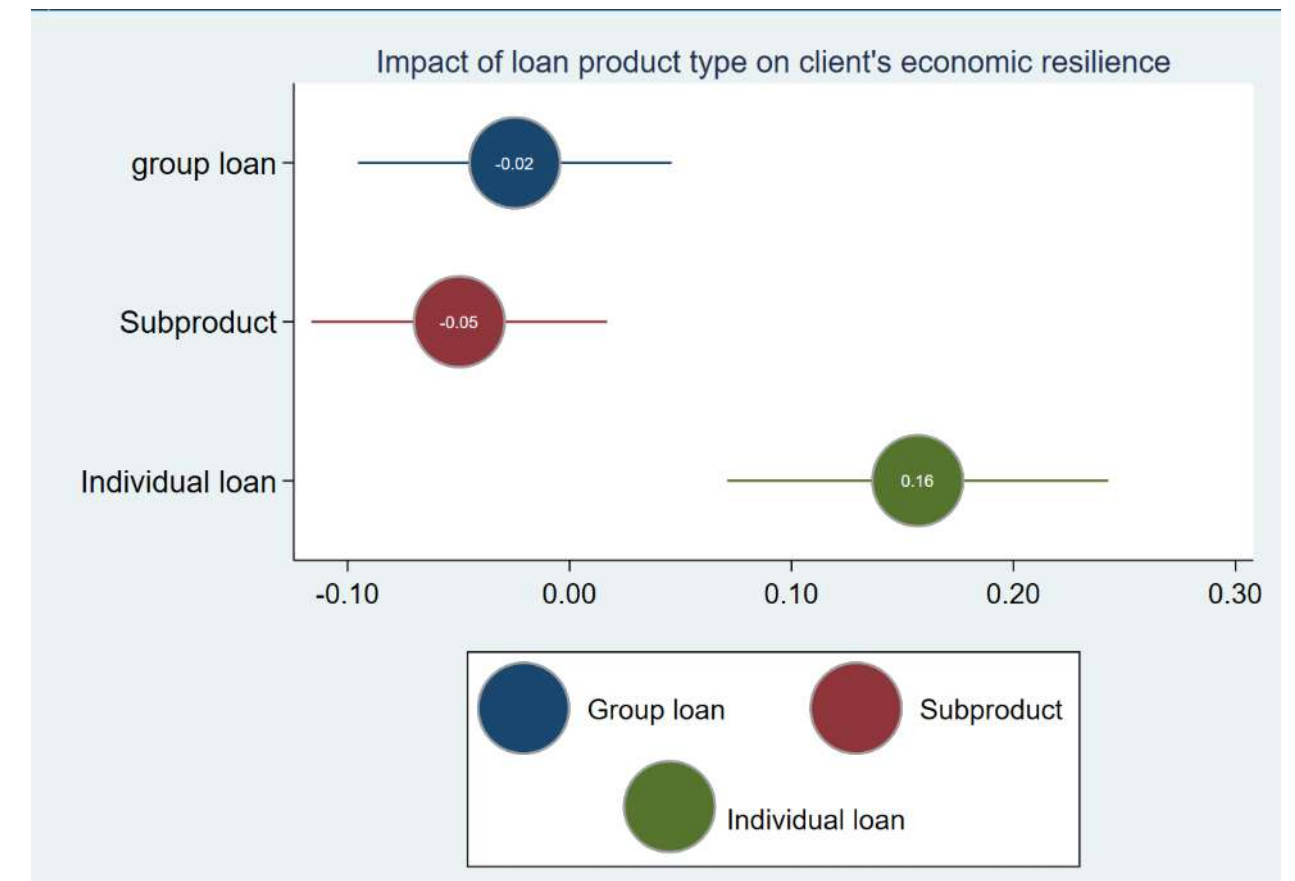
- 2024 **End-Client Survey** + **Enlace MIS data**.
- Econometric analysis using consumption as proxy for resilience.

#### Key Findings

- **Individual loans:** +16% economic resilience, +8% perceived resilience, +\$68 consumption.
- Client perceptions align with MIS data.

#### Actions

- Review **client graduation** process (criteria).
- Review portfolio limit on individual loans compared to group loans.



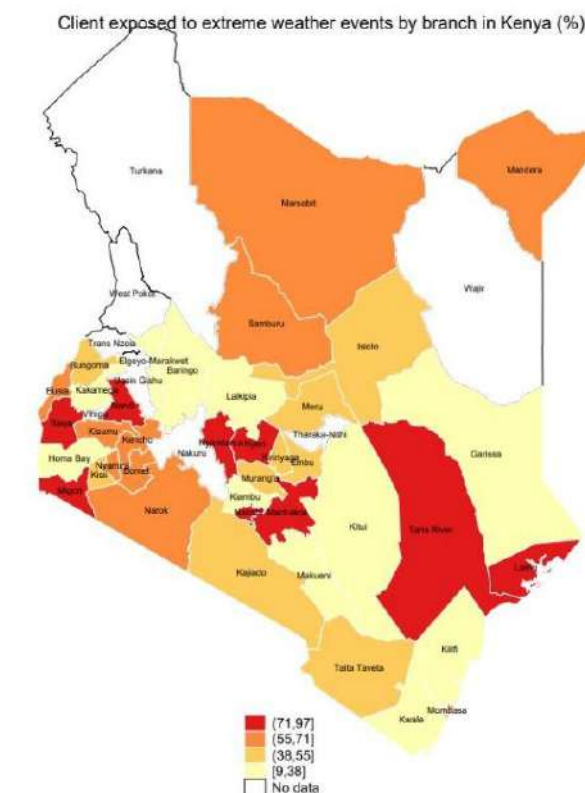
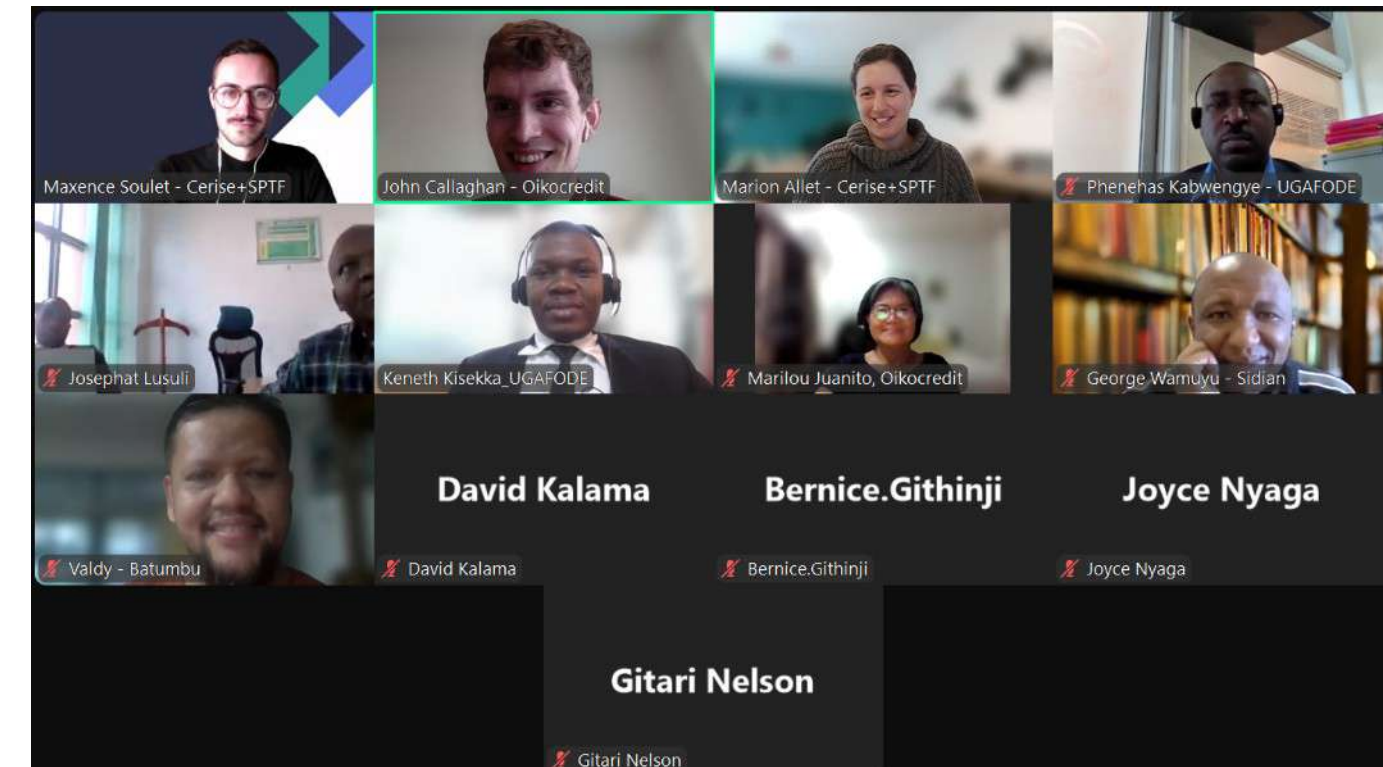
Source: Dago & Leon (forthcoming).



## How to make the data 'actionable'? Action at multiple levels

### Climate resilience at institution and client level

- Following the initial results in 2022, U&I developed deeper questions on extreme weather in 2023.
  - U&I clients request **adaptation training** and adaptation/mitigation loans
  - Training of trainers with own staff providing **quarterly training for clients per branch**
- Environmental Performance Management training series** in collaboration with Cerise+SPTF with 14 ECS programme partners
  - Dimension 7 of Cerise+SPTF Universal Standards
  - Tailored action plan per organisation
  - 4 webinar sessions and "homework"
- Based on a successful pilot, Oikocredit standardised additional climate questions, leading to similar actions from additional partners
  - SLO (Nigeria): partner with government to conduct client trainings on how to remain active when extreme weather events (heavy rainfall) occur.





## Outcome Management In Practice, a case study





## Introduction

### Munafa Social Microfinance, Sierra Leone

Established in 2019, by french NGO  
**Entrepreneurs du Monde**

- Non guaranteed loans, saving, training, agrisupport, social services, clean cooking
- ~19,000 beneficiaries, 93% female
- Average loan €151
- 7 Branches, 84 staff
- €934,000 Portfolio
- 1% PAR 30
- 89% OSS



• With **technical support from Entrepreneurs du Monde** Munafa developed:

- A **Vision and Mission** aligned with social goals.
- A **Theory of Change (ToC)** linking activities → outcomes
- A **set of social performance indicators** to measure progress.
- **Environmental indicators** recently added

**ENTREPRENEURS**  
*du Monde*



## Our Theory of Change



### MISSION

Provide financial and non-financial services for vulnerable entrepreneurs to enable sustainable income, self-reliance, and resilience.

### ACTIVITIES

**Financial:** Loans, Savings, Credit Fund, Energy Loans

**Non-Financial:** Training, Counselling, Referrals, Agri support

### SHORT-TERM OUTCOMES

Improved skills and financial literacy

Increased savings and business growth

Families make informed, greener choices

Better management of health, nutrition, and finances

### LONG TERM OUTCOMES

 **Higher living standards**

 **Greener communities**

 **Sustainable local economies**

 **Resilient households**

### VISION

A sustainable society with socio-economic inclusion, entrepreneurial excellence, and zero poverty.





To monitor our mission we set **indicators and targets** to answer the following questions



Are we truly reaching **vulnerable** entrepreneurs



What **changes** are we seeing to their lives (resilience, living conditions, business improvement etc.)



How **satisfied** are beneficiaries and do products and services meet their needs?



Are beneficiaries **protected from harm** and negative impacts



Munafa has multiple **data collection tools**



**HOUSEHOLD  
ASSESSMENT  
FORM**

(every other loan)



**LOAN APPLICATION FORM**

(every loan)

**SATISFACTION SURVEY**

(2-3 years)



**SATISFACTION SURVEY** (2-3 years)

**EXIT/DROP OUT SURVEY**

***Complaints***



**SATISFACTION SURVEY**  
(2-3 years)

***SPI5 / CPP Audits***  
(every 3 years)

***Complaints***



## Example indicators for outreach and change

Munafa collects examples of the following type of indicators to monitor outreach and change



**First use:** access to formal finance before Munafa

**Education:** highest level of education completed

**Lighting:** Type of energy used for lighting

**Sanitation:** Type of toilet used by household

**Crowding:** # of People per room in household

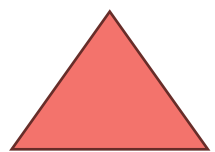


**NutritiOn:** Number of meals per day, number of food groups consumed

**Income:** Household and business

**Cooking:** Type of cooking equipment used

**Health:** Type of health care unit access / access to safe drugs / use of treated mosquito nets



**SATISFACTION SURVEYS** COLLECT PERCEPTION BASED CHANGE DATA  
ON LIVING CONDITIONS, RESILIENCE TO SHOCKS, AND CONFIDENCE



In 2025 we added **environmental indicators** into our strategy

## WHY?

We want to increase beneficiaries **resilience** against...

- Climate driven natural disasters
- Fires
- Changing yields
- Reducing quality of soil

...and to **promote greener practices**

## HOW WE MEASURE IT...

% of partners participate in or are sensitized in **waste collection** for their communities

% of agriloan partners trained in **resilient and ecological farming practices**

% reduction in partners using **chemical pesticides**

# of **clean cooking loans** disbursed



**RESULTS SHARED IN OUR NEXT REPORT**



# How we monitor client protection

Munafa uses **internal mechanisms** and **external evaluations** to monitor client protection



## Internal checks

- ✓ Training module with partners on **how to submit complaints**
- ✓ **Fraud training** during disbursements
- ✓ **Code of conduct** for all staff
- ✓ **Satisfaction survey questions** on...
  - ✓ Knowledge of complaint channels
  - ✓ Knowledge of costs of financial products
  - ✓ Understanding of loan contract
  - ✓ Checks on feelings of discrimination
  - ✓ Satisfaction with recovery procedures
  - ✓ Aggressive selling of loans



**CERISE+ SPTF** Full audit SPI5 every 3 years

| Target   | Score 2022 | Audit 2026 |
|--|------------|------------|
| >=75% Audit SPI5                                 | 68%        | ?          |
| >=75% Dimension 4<br>(treat clients responsibly) | 76%        | ?          |




## Our results

Every year Munafa produces a **social report and infographic** that summarises results on performance against our mission

## OUR OFFER

Loans for small businesses and farmers  
 Savings building capacity for resilience  
 Trainings financial, business, social, farming, environment  
 Individual counselling

 **3 597 SLE** (151€)  
 average loan size

 **249 SLE** (10€)  
 average outstanding savings

 **17 715**  
 loans disbursed in 2024

**15 435**  
 partners

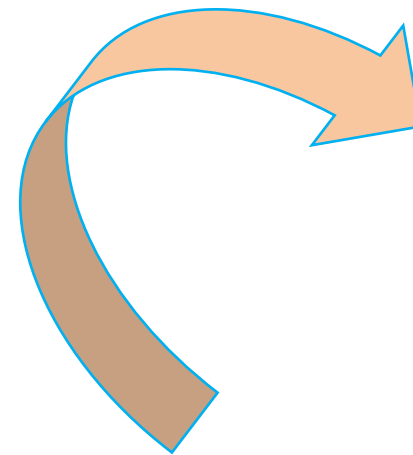
**93%**  
 are women

**50%**  
 live in rural areas

**8 899**  
 training sessions organised

**101**  
 partners receiving counselling

2024 figures



## CHANGES OBSERVED

survey with 1 605 partners with a 5th loan (~4 years)


 evolution in **weekly net household income**
**496 SLE**  
 21€

**1142 SLE**  
 48€

 % using **hospitals, primary healthcare units or community health workers** when sick

**80%**
**93%**

 % of partners eating **1 meal or less** per day

**27%**
**16%**

Loan 1 ■ Loan 5 ■

2024 figures

## PROFILE OF PEOPLE WHO JOINED MUNAFA IN 2024

**60%** never completed primary schooling level of education

**56%** of households do not have electricity as their main source of energy

**88%** of partners have not had access to formal financial services before Munafa

Shared with staff, board and externally, data **helps us to orientate Munafa towards its goals and demonstrate performance**



## External validation of our results

## IMPACT EVALUATION

**MFR****SUSTAINABLE  
DEVELOPMENT  
GOALS****1 NO  
POVERTY**  
**2 ZERO  
HUNGER**  
**5 GENDER  
EQUALITY**  
**8 DECENT WORK AND  
ECONOMIC GROWTH**  
**10 REDUCED  
INEQUALITIES**  
**13 CLIMATE  
ACTION**  
**17 PARTNERSHIPS  
FOR THE GOALS**  
**Business Revenue**

**91%** of customers reported an increase in business revenue in the last three years due to Munafa's services

**Household Assets**

**79%** of customers have acquired a key asset for their household

**Future perception**

**91%** of customers report an increase in their perception of the future due to Munafa's services

**Health**

**92%** increase in their ability to pay for health related expenses as a result of Munafa's services

**Impact Score: 4/5**

"Munafa achieves an **impact score of 4/5**, indicating a **high probability of making a positive impact on the lives of the clients**. Good alignment of impact results with the mission and theory of change"

Study conducted in January 2024 by MFR Rating  
with a sample of 180 active borrowers

In 2024 **MFR rating** did an **evaluation** on Munafa's impact, helping to validate our approach



# Next Steps





