

RESPONSIBLE FINANCE

SOCIAL PERFORMANCE MANAGEMENT
CLIENT PROTECTION & FINANCIAL CAPABILITY



MicroSave
Market-led solutions for financial services

MicroSave is a global consulting firm committed to promoting financial access and responsible finance amongst low- and middle-income people, while supporting the provision of high-quality, affordable, market-led financial services.

Under Responsible Finance, we help financial sector stakeholders develop and implement appropriate policies, procedures and practices to deliver inclusive customer-centred programmes, products and services that dignify and protect vulnerable clients.

MicroSave's Work Areas



Helping financial institutions integrate Social Performance Management into their core business

Facilitating Client Protection in financial services

Promoting Financial Capability of the underserved communities



Social Performance Management (SPM)

- We assess SPM practices of organisations using the social audit approach in alignment with the USSPM.
- We support MFI networks, social investors and funders in SPM strategy development and integration within their partner organisations – at board, management, and operational levels.
- We assist organisations in development of social audit tools and tracking systems including use of the PPI tool.



Client Protection

- We conduct consumer protection assessments in alignment with the Smart Campaign guidelines.
- We assist organisations in improving their consumer protection practices across all operational areas through training and technical support.
- We support organisations in external reporting and in preparation for consumer protection certification.



Financial Capability

- We integrate financial education into delivery strategy for financial services.
- We apply human-centred designs and behavioural economics principles in design and innovation (MI4ID) in financial capability.
- We design product/financial education curricula.
- We deliver training to practitioners.
- We conduct market research and impact assessments to inform programme development/improvement.
- We conduct scoping studies to develop implementation frameworks.

Our Approach to SOCIAL PERFORMANCE MANAGEMENT



- We conduct SPM Assessments using the USSPM framework and SPI 4 reporting tool.
- We assist institutions develop action plans to address gaps identified during the SPM Assessments with the aim of institutionalising SPM.



- We provide technical assistance support to MFIs and Networks to integrate SPM, and in the creation of a broader social performance strategy, aligned to the institution's strategic business plan.
- We assess client poverty levels using Grameen Foundation's PPI tool.
- We provide SPM training using *MicroSave* proprietary SPM tools and training material – leveraging *MicroSave* tools focused on market research and listening to clients, HR/staff satisfaction and rapid institutional assessments – that yield valuable management information and embed SPM as a valued part of the business.

Signature Projects in SOCIAL PERFORMANCE MANAGEMENT



Asia:

India, Bangladesh, and
Sri Lanka:

**Social Performance Management
Implementation Project**



Michael and Susan Dell Foundation (MSDF) contracted *MicroSave* to drive adoption of social performance reporting standards in the microfinance sector, and integrating these reporting metrics into the decision-making and management of microfinance institutions (MFIs). *MicroSave* worked with nine leading MFIs to deploy the industry standard tools on poverty assessment and social performance indicators (the CERISE SPI, Grameen Foundation's Progress out of Poverty Index, and Microfinance Transparency). In addition, *MicroSave* worked with a sub-set of the MFIs to evolve an integrated approach to social performance management, with the social performance metrics providing key inputs for decision-making, product design, targeting strategies and staff policies and incentives. This project aimed to assess the current social performance reporting levels of the MFIs, increase adoption of industry standards and tools, and train MFIs to use these tools to sustainably monitor and enhance their effectiveness.

Africa:

**SPM Africa Implementation
Project for Six MFIs**



The objective of this project was to assess existing social performance practices and build the capacity of OI (Opportunity International) implementing partners in Ghana, Malawi, Rwanda, Uganda, DRC, and Mozambique in measuring, analysing, and reporting of social data. Specific objectives of the project included: providing advice and support OI implementing its SPM strategy with its partners in Africa; assisting OI implementing partners in developing a plan to adopt best practices in SPM as captured in the OI social performance dashboard that draws heavily from the Universal Standards for Social Performance Management (USSPM); building capacity in OI partners by enabling them to collect, analyse, report, and use social data in decision-making and reporting SP results to external stakeholders. *MicroSave* also documented the learnings of the project – both the challenges / problems – and provided recommendations on the way forward to the partners.

Asia:

**SPM Excellence Project with
ASKI, Philippines**



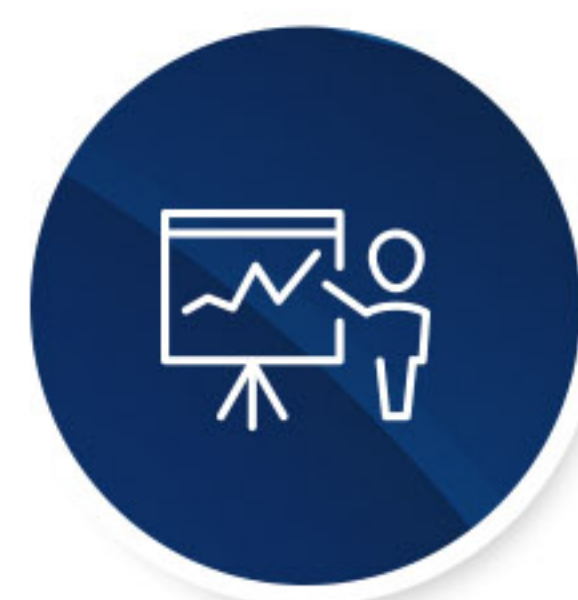
MicroSave worked extensively with Alalay sa Kaunlaran, Inc. (ASKI), a Philippine microfinance institution and a staunch advocate of Social Performance Management, on a project 'Towards SPM Excellence', with funding support from Opportunity International Australia (OIA). The objective of this project was to strengthen ASKI's capacity to use social performance (SP) information in decision-making and thereby intensify its accountability to its Mission. ASKI received technical assistance and embarked on translating its mission and social goals into social objectives with a set of SP indicators and targets. It also made refinements to its systems by developing tools and refining processes for SP data-gathering, processing/analysis, reporting, and using SP data for decision-making.

Our Approach to CLIENT PROTECTION



CLIENT PROTECTION ASSESSMENTS AND ACTION PLANNING

- We conduct Client Protection Assessments using **SMART CAMPAIGN** tools. We conduct accompanied self-assessments as well as external assessments for financial institutions.
- We assist institutions develop action plans to address gaps identified during the CP Assessments with the aim of integrating client protection principles in strategy and operations.



CLIENT PROTECTION TRAINING

- We provide training on client protection principles using customised **SMART CAMPAIGN** training materials, to ensure relevance and immediate applicability of concepts within the financial institution.
- We prepare institutions to be able to effectively conduct client protection self-assessments.

Signature Projects in CLIENT PROTECTION



Ghana:

**Client Protection and
Orientation Training for
MFIs**

**(Responsible Finance
Ghana Project)**



The objective of this project was to train field staff, senior managers and Board members of microfinance institutions on client orientation, client protection, customer service, product marketing, and financial education. It involved reviewing and refinement of existing training materials, including providing additional content and restructuring the curriculum to align it to the target audiences, development of trainer's guides, and delivery of the training to the target audiences from the 36 MFIs located in different regions of Ghana. *MicroSave* also conducted a follow-up visit to the institutions to understand the progress achieved and sensitise the staff on benefits of good customer service.

East Africa:

**Client Protection
Assessments for Financial
Service Providers**



MicroSave has conducted a host of client protection external assessments in microfinance institutions such as SMEP, STIMA SACCO, ECLOF-K, BIMAS and Yehu in Kenya, UMF and ENCOT in Uganda, and Tujijenge in Tanzania – using the Smart Campaign tools. *MicroSave* reviewed institutional plans, policies, procedures; manuals and customer-oriented materials; conducted interviews with department heads, branch managers and branch staff; observed field activities and conducted interviews with clients. These assessments helped the institutions identify their strengths and weaknesses along each of the client protection principles. The recommendations helped them to design policies to bridge the gaps.

The Philippines:

**Technical assistance to ASKI on
Client Protection**



Under the 'Towards SPM Excellence' project, *MicroSave* worked with Alalay sa Kaunlaran, Inc. (ASKI), a-Philippine-based microfinance institution, on providing practical technical assistance for addressing gaps in the areas of client protection. *MicroSave* worked in the areas of supporting Board members to appreciate the importance of client protection related data, establishing a grievance redressal mechanism for clients and client data privacy policy. This technical assistance helped ASKI to become the first MFI in the Philippines to get a Smart Campaign Certification in 2015.

MicroSave's Approach to FINANCIAL CAPABILITY

Access to array of financial products
Information on product features and
process, consumer rights



**Influences
Attitude**

Better
Understanding on
Financial Product
and Services

Better
Understanding of
Product Delivery
Process

Awareness of
Customer Rights

**Enhances
Skills**

Ability to Use
Financial Services
More Wisely

Ensure That
Services are in
Compliance
With Set
Standards

**Improves
Knowledge**

Motivation and
Commitment to
Use Financial
Products

Financial Capability

Please see *MicroSave* research report on Financial Capability, "Role of Information Sources in Financial Capability"

Signature Projects in FINANCIAL CAPABILITY



India:

Alternative Financial Education
Project with Cashpor



The Alternative Financial Education (AFE) programme was designed by *MicroSave*, for CASHPOR Micro Credit (CMC) – a leading MFI in north India. The AFE programme was based on product-led financial education approach, aimed to enhance knowledge, skills, and attitude of participants on products available to them; and objectives of the financial capabilities project were to increase the uptake and usage of CMC's savings and pension products and services. *MicroSave* assisted CMC in development of the AFE pilot with a simple goal of enabling CMC clients to choose the right financial products and services appropriate to their needs. We trained the CMC staffs towards using the AFE approach and tools to encourage existing CMC clients to learn about new products and services in order to feel capable to make financial decisions appropriate to their needs. We designed AFE approach consisting of creative and simple tools and methods that both CMC staff and clients could be excited about. The AFE tools and methods were crafted using the SWITCH Behaviour Change Framework. This project helped to advance the financial capabilities of rural women.

The Philippines:

Designing FC Programme
for OK Remit



Opportunity International is committed to improving lives in the Philippines through providing access to financial services including remittances through OK Remit, a poverty-focused domestic remittance provider, and its strategic partners. OK Remit's vision is to continue expanding its offerings to increase financial stability and reduce poverty throughout the Philippines. In this FC project, *MicroSave* was commissioned to design a framework to monitor the progress of the Citi Grant Support Programme to Opportunity International to promote financial inclusion among low-income clients. As part of this project, we led stakeholder-level concept distillation workshops with partners such as ASKI, TSKI, OK Remit on prospective design of FC programme. We also conducted a baseline assessment of the financial capability of selected clients of OK Remit and identified financial capability gaps. We designed and pilot-tested a financial capability development programme for the clients of OK Remit and its partner MFIs. We also conducted an assessment of the impact of the financial capability programme on the selected clients.

Papua New Guinea:

Financial Education and
Training to MFI Clients



The Microfinance Expansion Project (MEP) is a USD 24.06 million project co-financed by the Asian Development Bank (ADB), Government of Australia (through the Department of Foreign Aid and Trade–DFAT) and the Government of Papua New Guinea. The Bank of Papua New Guinea (BPNG) is the Executing Agency of the project. *MicroSave*, as a technical assistance provider and project management firm, provided Financial Education (FE) and Business Development Skills (BDS) training to microfinance clients. The trainings were delivered under the brand name of Centre for Excellence in Financial Inclusion (CEFI), which was set up as a deliverable under the project and is the apex body for financial inclusion in PNG. As part of the project, we designed FE modules, conducted training of trainers, and delivered FE/BDS training to clients.

WHY WORK WITH US

MicroSave works closely with clients on the ground to solve strategic and operational challenges, ensuring that the customer's perspective is embedded into products and the processes. Our work typically starts by using *MicroSave's* acclaimed market research techniques, and goes on to focus on product development and delivery systems (including optimising processes, while minimising risks), as well as delivery channels, customer service, brand analysis, and marketing strategies. *MicroSave's* website hosts a range of short and long publications, presentations and videos on the topic. These knowledge materials are the result of *MicroSave's* engagements with its clients and end-users, and close analysis of developments in the sector.



- 1** Dedicated team of experts in social performance management, client protection, financial capability, with a rich and varied experience across Africa and Asia.
- 2** Provided consultancy support to integrate SPM and client protection principles for networks in India and the Philippines.
- 3** Supported the Smart Campaign's client protection assessment pilot for two East African MFIs and is a member of the Client Voice Task Force.
- 4** Experienced in market research, M&E framework development and impact evaluations for financial education (FE) projects, having implemented these in several leading projects.
- 5** Experienced in conducting SPM diagnostic/assessments and creating SPM Action Plans for a wide variety of MFIs of varying models, geographies and sizes throughout Africa, India, Bangladesh, Sri Lanka, and the Philippines.
- 6** Proprietary SPM tool and training material – leveraging *MicroSave* tools focused on market research (Market Insights for Innovation and Design) and listening to clients, HR/staff satisfaction and rapid institutional assessments – that yield valuable management information and embeds SPM as a valued part of the business.
- 7** Provided training and initiated partnerships with social investors, such as Maanaveeya / Oikocredit, Opportunity International, RaboBank and Lok Capital, to provide technical assistance support to their MFI investees in social performance and to help in the creation of a broader social performance strategy.

MicroSave's USP

Market-led approach which focuses on putting clients at the centre of the business.
An internationally recognised storehouse of knowledge on microfinance, digital financial services, SME, private sector development, and responsible finance.

Our Clients in RESPONSIBLE FINANCE



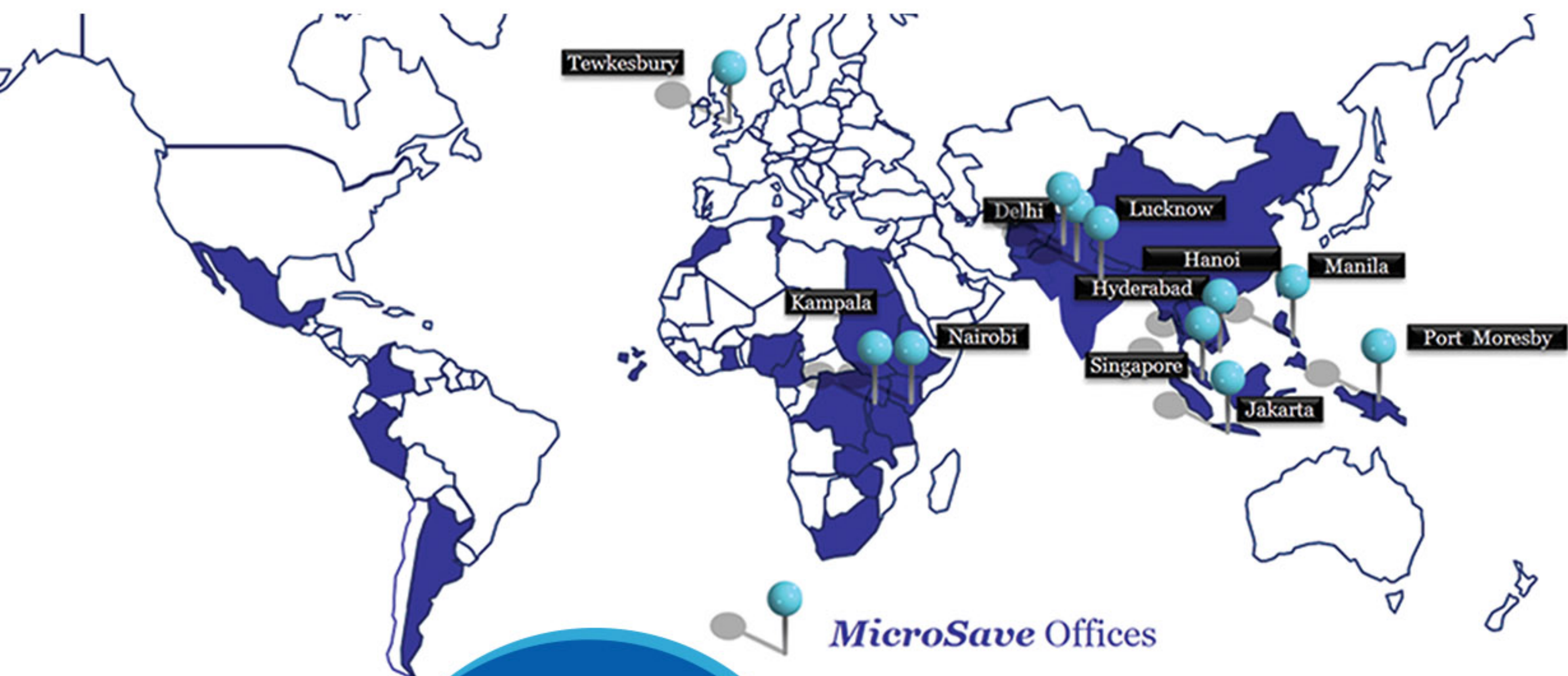
Nike Foundation



ABOUT MicroSave

MicroSave is a premium consultancy organisation that offers practical, market-led solutions to financial institutions and corporations focused on bringing value to the base of the pyramid. MicroSave's expertise has evolved from nearly 20 years of on-the-ground experience with institutions in Africa, Asia, and Latin America. Our staff members comprise bankers, microfinance specialists, SME specialists, digital finance and mobile money specialists, accountants, social scientists, management consultants, livelihood experts, and rural development specialists.

MicroSave Offers Services Across Five Areas



We have implemented projects across Africa, Asia, and Latin America including: Afghanistan, Bangladesh, Cambodia, Colombia, Democratic Republic of Congo, Egypt, Ethiopia, Ghana, India, Indonesia, Kenya, Malawi, Nepal, Nigeria, Papua New Guinea, the Philippines, Sierra Leone, South Africa, Sri Lanka, Tanzania, Uganda, and Zambia.



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