



MAINSTREAMING GENDER KPIs Toolkit

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1. INTRODUCTION

This toolkit aims to present the considerable business opportunity gender Key Performance Indicators (KPIs) present to Financial Service Providers (FSPs) in their pursuit of client centricity that enables them to tap into untapped market opportunities and to better understand and serve different segments of women and men.

A gender-responsive approach to customer centricity is a journey that encompasses all the organization is, from institutional elements like strategic orientation to policies, processes, and systems. This entails human resources management, organizational culture, and accountability to communication and internal capacities. The approach also includes what the organization does operationally, from segmentation, research, financial and non-financial product offerings to communication and every aspect of the customer journey. It requires leadership's commitment and buy-in along with a conducive culture.

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The guidelines for the gender KPIs were informed by and build on the Gender Mainstreaming of Select Financial Institutions – A snapshot of integrating gender KPIs document.

The document is a practical “How to” guide for FSPs with varying experiences and proficiencies with gender KPIs. The guide sheds light on approaches to promote gender KPIs institutionally (i.e., internally looking) and operationally (i.e. in client facing activities).

It provides:

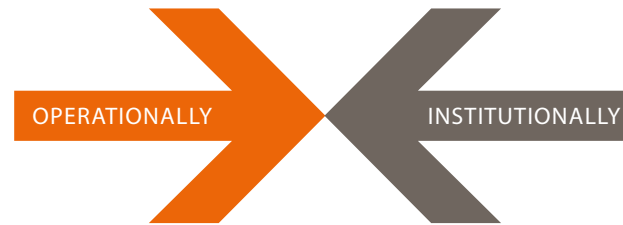
- Basic understanding of gender and gender KPIs.
- Entry points and relevant approaches – along with best practice examples – in promoting gender KPIs institutionally (i.e. internally-facing) and operationally (i.e. in client facing interventions).
- Steps, tips, success factors, and potential pitfalls in collecting, analyzing, using, and reporting on gender KPIs including tracking products/services performance, key decision-making processes, and in management/other reporting.

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2. DEVISING A GENDER JOURNEY

Embarking on a gender journey usually includes **the process of developing a gender strategy, as a foundation and strategic framework for promoting gender, including gender KPIs.**

From a financial institution point of view, pursuing a gender journey entails the deliberate promotion of a gender lens in all that the institution is and does – with the aim of addressing gender barriers and contributing to gender equality. Such a journey encompasses **promoting gender mainstreaming:**



- **institutionally** (i.e., within their own institutions such as internal policies and processes including organizational strategies, human resources management, communication, etc.); and
- **operationally** (i.e., in all their client facing activities such as products/services that meet the needs and aspirations of specific segments of women/men and/or address gender gaps).

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Pursuing a **gender journey** often follows a spectrum from gender unequal to gender transformative, as explained below.

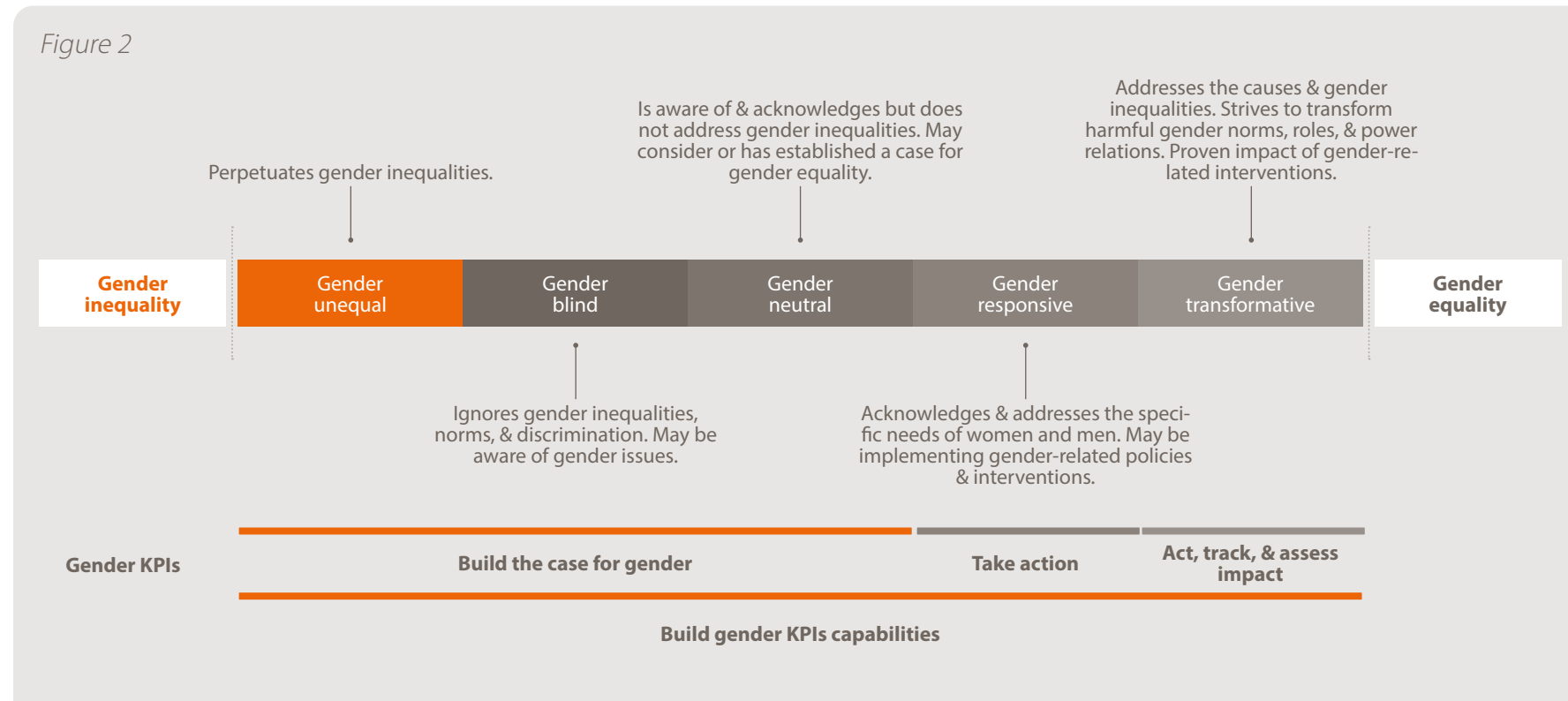


Figure 2: Gender spectrum [Source: Adapted version by the author of the spectrum at Inter-agency network for education in emergency UNFPA, UNICEF, UN Women. (2020). Technical Note on Gender-Transformative Approaches: A summary for practitioners and the Women Financial Inclusion (WFI) Pathway in The Way Forward: How Data Can Propel Full Financial Inclusion for Women, Data 2X and Global Banking Alliance for Women (GBA)]

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Throughout this journey, gender KPIs play a key role in:

1.

Enabling FSPs to build the case and demonstrate the relevance of such a gendered focus (e.g. highlighting gender gaps and barriers or the women market opportunity).

2.

Identifying interventions to address opportunities and barriers (e.g. identifying under-served segments to target along with their respective needs).

3.

Tracking progress and the impact of interventions (e.g. in what way are we impacting different segments of women/men).

4.

Build in gender KPIs capabilities and skills to ensure the production, analysis, and use of those accordingly.¹⁾

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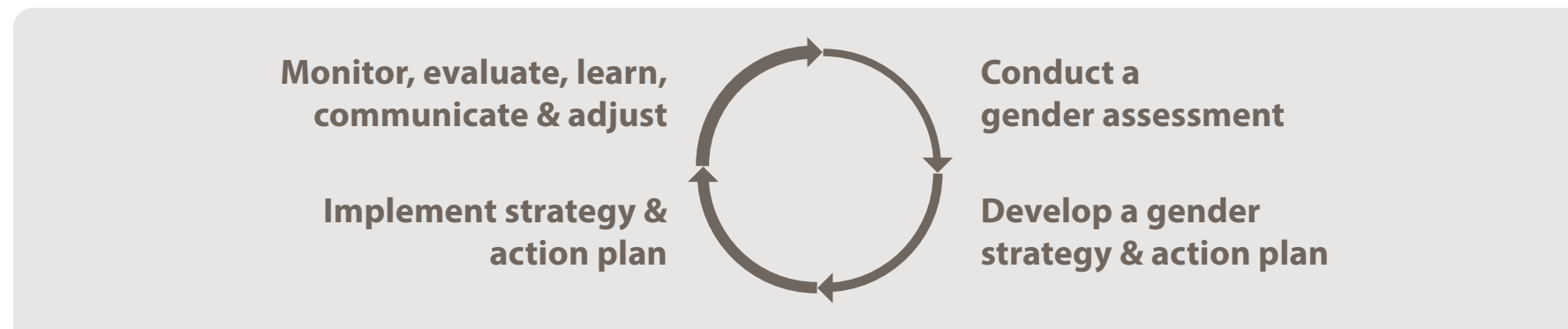
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¹⁾ The Way Forward: How Data Can Propel Full Financial Inclusion for Women, Data 2X and Global Banking Alliance for Women (GBA)

Where to start your gender journey?

- To promote gender mainstreaming, a **tailored approach** that works for your institution and your context is needed.
- Embarking on this journey, you will first need to **analyze** where your institution stands in relation to gender, areas of strengths and weakness, internal capacities, and resources you have to pursue this, among others.
- With this analysis, you will be able to **design a gender journey that works for your institution** – also considering your strategic priorities, internal capacities, and available resources. It entails promoting gender both **institutionally (internally facing)** and **operationally (client facing)**.
- In general, your gender journey will potentially/ideally look, as follows:



Depending on where your institution is on the gender spectrum and journey; you may have a different pathway.

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Conducting a gender assessment

A gender assessment is a tool that sheds light on your institution's standing, areas of strengths, and development when it comes to gender. It offers an opportunity to select on your institutional readiness to mainstream gender along with available resources and internal capacities to advance this agenda. It allows your organization to assess your ongoing efforts and interventions – institutional and operational – with a gender lens.



Developing a gender strategy

Based on your gender assessment, you will be able to devise an evidence-based gender strategy, which is tailored for your institution. Such a strategy will be the guiding strategic framework for your gender efforts.

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It should ideally include some of the following key elements:

- An overview of the findings and recommendations of your gender assessment.
- A snapshot of your vision and guiding principles in relation to gender and how it aligns with your institutional strategy.
- A summary of your strategic priorities and proposed approach in promoting gender – operationally (i.e. in client facing activities) and institutionally (i.e. internally facing).
- Your monitoring, evaluation, and learning system – including KPIs, data collection methods, roles, and responsibilities - needed to track and steer your progress.
- Available resources and accountability for gender mainstreaming.

Detailed information about implementing the gender KPIs and action plan and monitoring, evaluating, learning, adjusting, and communicating the strategy and plan will follow.

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3. SNAPSHOT ON MAINSTREAMING GENDER KPIS



Mainstreaming gender KPIs refers to the systematic collection, analysis, use, and reporting on gender-related indicators.

Such include both **quantitative** and **qualitative** indicators that allow for the measurement of the differentiated outreach, uptake, usage, and impact of different interventions, policies, products, and services on different segments of women and men (staff, clients, agents, etc.), sex-disaggregated data, statistics and data reflecting gender issues and/or representing the diversity of women and men including but not limited to their needs, challenges, aspirations, and life experiences, data collection methods considering potential stereotypes and other social/cultural factors that may result in gender bias in the data²⁾.

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In practice and within the financial inclusion space, gender KPIs encompass:

1.

Demand-side data of users and potential users of financial services. This includes data on users' access to financial services (or the lack thereof) in addition to how users borrow, save, make payments, and manage risk.

2.

Supply-side data of FSPs. This entails data on client segments, transactions and other information about users' access and use of financial services as well as the quality³⁾ and impact of products/services on users accordingly.

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4. CASE FOR GENDER KPIS

To address the gendered financial inclusion barriers and tap into the full potential of the women market, gender-responsive **client-centric approach** is key – for which gender KPIs are crucial. In fact, gender KPIs enable stakeholders including FSPs to:

- assess the women market size and opportunities – hence demonstrating the value and business case for this important segment,
- gain a nuanced understanding of the different segments of women and men clients, and
- design and deliver gender-responsive products/services, value proposition, and user journeys while promoting portfolio growth as well as client engagement and outreach.

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This entails having an:

- in-depth grasp of the social, financial, and economic realities of different segments of women and men as well as the phases of their life cycle.
- **understanding the diverse needs**, priorities, **behaviors**, and **preferences** of different segments of women and men in relation to financial services as well as the **barriers, pain points, and gaps** in accessing and using those services accordingly.

With gender KPIs, FSPs and other stakeholders can **unravel the drivers and influencers of decision-making processes** of women and men notably in relation to financial services.

Furthermore, gender KPIs enable **FSPs** to:

- **assess and track their gendered performance and impact**, profitability (including versus competitors⁴⁾), progress over time as well as challenges, opportunities, strengths, and weaknesses – in relation to mainstreaming gender both institutionally and operationally – to be able to steer progress accordingly.
- document their successes but also **monitor and assess the cost and benefits of different interventions/products/services – with a gender lens – as a basis for informing decision-making processes and strategies** and for prioritizing key issues/measures to maximize impact – notably when resources are limited.

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»What you cannot measure you cannot improve so gender KPIs are key in understanding the status quo and if there is a problem. For that, the right KPIs are needed.«

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Such data includes gendered portfolio performance and other indicators on institutional gender mainstreaming such as gender representation, pay gap, among others.

When it comes to gender KPIs, it is key to systematically (versus ad hoc) collect, analyze, report, and use this data – notably to inform key decision-making processes. To achieve this, capacity building⁵⁾ of FSPs (and other stakeholders) on gender KPIs is essential.

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⁵⁾ The consultant uses the term “capacity building” and/or “capacity development” as terms that are frequently used in the development space. That said, the consultant acknowledges that there are more inclusive terms to use notably to acknowledge the existing and immense strengths, experience, and capacities within FSPs. Hence the term “capacity exchange” and/or other terms may be better options to use.

Gender KPIs: Creating Extended Value

Better and more targeted outreach: Richer, gender responsive, and inclusive market research

Consider:

- What is the market size and opportunities for the women/men segment?
- Is there a business case?
- Which (sub) segments of women/men are excluded/underserved?
- What are the needs, access barriers, usage patterns, pain points, & behaviours of different segments of women/men?

A gender lens portfolio analysis ensuring effective product performance, impact assessment, & improved product targeting, uptake, usage

Consider:

- Which (sub)segments of women/men have access to different products/services?
- Which (sub)segments use which products/services, in what way, why?
- What are the needs, priorities, pain points, & barriers of different segments of women/men?
- What can we do to address these accordingly (incl. strategic/operational decisions, adapt processes/systems, introduce staff incentives, earmark resources, build capacity, etc.)?
- In what way do products/services, value proposition, user journeys need to be adapted?

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Improved financial and social performance & impact

Consider:

- In what way are we impacting different segments of women/men clients, staff, and agents?
- How are we progressing (with a gender lens)?
- To what extent are we achieving our setout objectives(with a gender lens)?
- In what way are we leveraging on the women (& other underserved segments) market opportunity?
- What challenges, opportunities, strengths, and weaknesses?

A gender lens developing internal capacity, promoting client centricity, and improving institutional (e.g. staff productivity, satisfaction, retention, gender diversity), social, & financial performance

Consider:

- To what extent do we have adequate capacities, skills and competences to promote gender and gender KPIs?
- How can we leverage on our strengths & address deficiencies in this regard?

Figure 1: An overview of the case for gender KPIs. ⁶⁾ ⁷⁾ ⁸⁾

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⁶⁾ In brief - Gender Data That Matters, Financial Alliance for Women

⁷⁾ The Gender Data Playbook for Women's Financial Inclusion, Data 2X, Financial Alliance for Women

⁸⁾ FinEquity Brief, Gender Data in Financial Inclusion, November 2020

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5. GENDER KPIS SELF-ASSESSMENT ⁹⁾

As you embark on a gender KPIs journey, it would be invaluable to self-assess your organization's readiness and standing in this regard. This would enable you to have a better idea of your areas of strengths and weaknesses, key focus areas going forward, as well as the resources (time, finance, human) and efforts required. Please refer to Annex 2 for the gender KPIs self-assessment tool.

Such a gender KPIs self-assessment aims to assess your organization across four mutually complementing pillars, as detailed below.



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⁹⁾ Customer Analytics Toolkit, CGAP

Such a gender KPIs self-assessment aims to assess your organization across four mutually complementing pillars, as detailed below.

PILLAR 1:

BUY-IN FOR AND FOCUS ON GENDER KPIs

This entails organizational including leadership buy-in, intentionality, grasp of importance, and demonstrated focus on gender and gender KPIs. It encompasses an approach rooted in customer- and staff-centricity.

Common challenges: Lack of buy-in for gender and gender KPIs at all levels including leadership. Limited grasp of the importance of gender KPIs (seen as a cost center vs a customer/staff-centric approach). Lack of a comprehensive approach covering only operational or institutional gender KPI whereby some focus mainly on sales and profitability metrics and targets.

PILLAR 2:

CAPACITIES, INSTITUTIONAL STRUCTURE, AND ACCOUNTABILITY FOR GENDER KPIs

This includes having resources and capabilities to build adequate internal capacity and expertise to collect, analyze, use, and report on gender KPIs. It entails the presence of accountability mechanisms as well as clear roles and responsibilities for gender KPIs.

Common challenges: Lack/limited internal expertise on gender and gender KPIs. Absence of an institutional structure that leads on and follow up on gender KPIs. Lack of accountability for gender KPIs and unclear roles and responsibilities (e.g. who should generate/use/share which KPIs, by when, at which quality standards, etc.).

PILLAR 3:

GENDER KPIs COLLECTION CAPACITIES AND EFFORTS

This encompasses internal capacities and efforts to regularly collect gender KPIs - including qualitative/quantitative, primary/secondary sources and multiple touch points - in relation to operational and institutional performance. It entails having accessibly and high-quality gender KPIs.

Common challenges: Limited capacities – either data capacities and gender-related or both – and / resources to select best (quantitative/qualitative) data collection methods to seek required gender KPIs. Issues with the accessibility of the data to different stakeholders/users as well as with data quality notably when it is manually entered and/or when it is not validated.

PILLAR 4:

GENDER KPIs ANALYSIS AND USE CAPACITIES AND EFFORTS

It entails regularly analyzing, (internally/externally) reporting, and sharing gender KPIs. Pillar 4 also includes generating insights to inform operational and institutional decision-making and efforts. Such an approach inherently encompasses an organizational culture which is reflective, learning, supportive of experimentation, and seeking continuous improvements.

Common challenges: In some cases, and albeit good quality data collected, limited capacities – either data capacities and gender-related or both – and/or resources to analyze (either quantitative or qualitative or both) gender KPIs. Limited ability to generate insights – using different methods and sources- that are useful for decision making, especially when gender KPIs are generated across different systems (e.g. MIS, CRM, etc.). Limited mechanisms to share gained learning and insights with stakeholders at different levels of the organization – hence limited the usefulness of those accordingly. Limitations will or ability to act on generated insights for either operational or institutional aspects or both.

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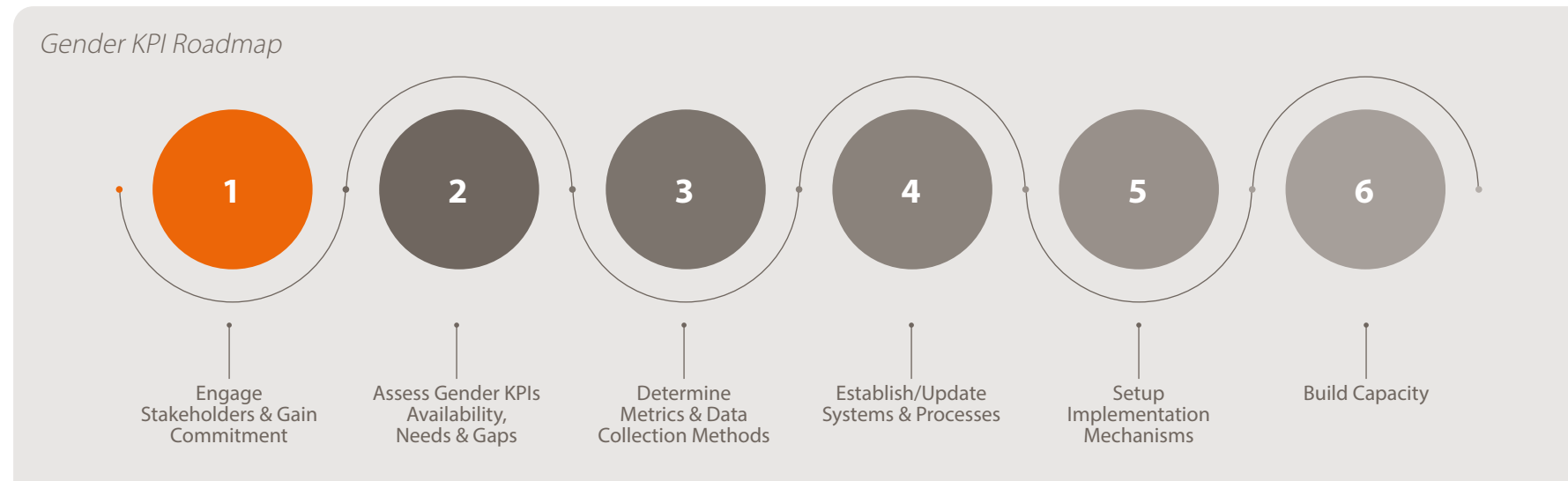
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6. YOUR GENDER KPIS JOURNEY

At the onset of your gender KPIs roadmap, engaging key stakeholders – including leadership - and gaining their commitment is fundamental. As a basis for developing a gender KPIs roadmap that is tailored to your organization, you will first need to assess gender KPIs availability, needs, and gaps. Based on that, you will select the specific metrics to adopt along with the relevant data collection methodologies. Following that, you will be able to establish systems and processes along with implementation mechanisms for gender KPIs and will continuously build capacity accordingly.



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6.1. ENGAGE STAKEHOLDERS & GAIN COMMITMENT

When embarking on your gender KPIs journey, it is key to **1) identify and analyze key stakeholders, and 2) engage and gain the commitment and buy-in of key stakeholders - including leadership** - for gender KPIs.

1) Identify and analyze key stakeholders. This includes an analysis of:

Who may lead (potential champions): This would ideally be in the form of a cross-departmental committee - with the leadership demonstrating support - leading this effort through a participatory, and consultative process. Such committees may be led by a team lead or lead champion who spearheads and steers the process. This person would ideally liaise with various stakeholders, follow up on key decisions/deliverables/actions, ensure sufficient resources for gender KPIs, regularly communicate with leadership on progress and challenges, and consistently communicate across the organization about gender KPIs (progress, challenges, action required, etc.) and their importance¹⁰⁾. In some cases, organizations opt for simply having a gender KPIs lead champion (without a committee). Ideally, the lead champion should have solid gender KPIs competencies and their business case, passion for and commitment to promoting women's financial inclusion and gender KPIs, and good communication and excellent interpersonal skills¹¹⁾.

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¹⁰⁾ With some inspirations (with adaptations) from Customer Analytics Toolkit, CGAP

¹¹⁾ With adaptations from: The Gender Data Playbook for Women's Financial Inclusion, Data 2X, Financial Alliance for Women.

Who will be involved/contribute/use¹²⁾ and in what way (e.g. role, involvement, contribution, users, etc.). These should include staff from across the organization including (may vary depending on organizational structure):

- **Leadership:** demonstrates that gender KPIs are a priority, secures needed resources for this agenda, inspires staff at all levels, communicates relevant information, ensures the buy-in and accountability for gender KPIs and their use for decision-making purposes.
- **Data team:** (including IT and database administrators, among others) advise on what data is available and may assess its quality and ease of access. They also have the technical skills to manage and extract data for analysis.
- **Analytics team:** (including those with the required technical skills) analyze, interpret, and communicate data and can also advise on what is possible with the available data, relevant limitations, and data potential.
- **Research and data collection team:** (including those with the required technical skills) conduct research and collect data and may advise on potential challenges, limitations, and potentials.
- **Other teams:** could include credit, risk, monitoring and evaluation, and social performance management.

Potential resistors and challenges – include limited capacities, limited human resources, time constraint, data systems limitations and lack of incentives for the respective stakeholders.

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¹²⁾ With some inspirations (with adaptations) from Customer Analytics Toolkit, CGAP

2) Engage and gain the commitment and buy-in of key stakeholders including leadership. This entails building awareness on the importance of gender KPIs and their business case – through intentional, phased, long term, and evidence-based approach (*without this, gender KPIs will be deprioritized or underutilized*). Linking gender KPIs to your organizational and business strategy and priorities is key (e.g., how gender KPIs can contribute to achieving setout objectives such as serving underserved segments). Linking gender KPIs with other relevant agendas – such as social performance management, social inclusion, environmental, social, and governance (ESG) – may also promote synergies in efforts. One potential approach to go about this is to conduct a gender KPIs workshop at the onset involving key stakeholders. It presents the opportunity to better understand their perspectives, challenges, inputs, and buy-in requirements – and can also highlight the gender KPIs business case (e.g., leveraging the women market opportunity) and the gender KPIs’ relevance in promoting client and staff centricity. This initial workshop should be followed up by other workshops and/or opportunities to communicate and discuss progress and challenges in relation to gender KPIs. Throughout this process, thinking through *strategies and incentives* to build key actors’ awareness, bolster their capacity, and sustain their buy-in and commitment is crucial to the success of this agenda.

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6.2. ASSESS GENDER KPIS AVAILABILITY, NEEDS, AND GAPS

This phase entails conducting a reflective, consultative process - involving key stakeholders – to assess:

- 1) available gender KPIs, their quality, relevance, reporting, and usage,
- 2) needed gender KPIs,
- 3) gaps, challenges, and opportunities, as detailed below.

This process will be informed by insights gained in the self-assessment process (Section 5).

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1.

Available gender KPIs, their quality, relevance, reporting, and usage¹³⁾. This analysis will provide an evidence-based overview of your current standing, gaps, and opportunities in relation to gender KPIs (*what is available, at what quality, how useful are they, how far are they being reported, to what extent are they being used*).

During this phase, it would be beneficial to do **a mapping of gender KPIs flows** in collection (at different touchpoints), analysis, reporting, and usage. This will reveal gaps as well as opportunities for optimization and improvements including gender KPIs that are not yet collected (optimally) or used, potential for centralizing or triangulating data from different sources, redundancies, dropping less useful data and replacing with more useful ones, among others¹⁴⁾. This mapping may include all data sources such as information about transactions, accounts (e.g., status, balance), inbound and outbound sales communications, compliance data (e.g. Know Your Customer), and customer satisfaction data, among others¹⁵⁾.

2.

Needed gender KPIs. This entails a reverse engineering, starting with **which gender KPIs** are needed for adequate and gender-responsive decision-making, and further includes **quality standards and other requirements** such as data collection, analysis, reporting frequency, segregation (e.g. by other factors such as age), potential usage and visualization requirements.

3.

Gaps, challenges, and opportunities in relation to gender KPIs, systems, processes, definitions, capacities, accountability/roles and responsibilities, incentives, buy in, and resources (financial, human, time). Based on insights gained, you will be able to identify **strategies to address gaps and opportunities** to further promote gender KPIs.

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¹³⁾ With adaptations from: Measuring Women's Financial Inclusion: The Value of Sex-disaggregated Data, IDB, Data 2X, and Global Banking Alliance for Women and Tool 2: Gender Data Gaps and Opportunities Assessment, The Gender Data Playbook for Women's Financial Inclusion, Data 2X, Financial Alliance for Women.

¹⁴⁾ Customer Analytics Toolkit, CGAP

¹⁵⁾ Customer Analytics Toolkit, CGAP

AVAILABLE GENDER KPIS, THEIR QUALITY, RELEVANCE, REPORTING, AND USAGE ¹⁶⁾

	Gaps & Challenges	Opportunities	What areas should you prioritize in the short, medium, and long terms?
Available gender KPIs Which gender KPIs do you have available, within existing systems, and at what level of detail? What challenges are faced (e.g. system or process or capacity- related limitations)? What are potential opportunities in this regard? What can be done to promote availability?	X	X	X
Quality How do you assess the quality of gender KPIs (e.g. accuracy, reliability, up to date, utility of collected data/ KPIs, etc.)? How reliable are they? What are the gaps and challenges faced in this regard? What are potential opportunities in this regard? What can be done to improve quality?	X	X	X
Relevance How relevant are available gender KPIs, in general? How relevant are they in informing operational decisions? How relevant are they in informing strategic decisions? Where are redundancies or unneeded data? What are gaps? What are opportunities? What can be done to improve relevance?	X	X	X
Reporting What reporting on gender KPIs do you have, what does this entail, and at what frequency? What are gaps? What are opportunities? What can be done to improve reporting?	X	X	X
Usage How are gender KPIs being used (i.e. gender KPIs usage patterns)? How far are they used to inform decision-making? If not, why not? What are gaps/barriers? What are opportunities? What can be done to promote further usage?	X	X	X

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¹⁶⁾ With adaptations from: Measuring Women's Financial Inclusion: The Value of Sex-disaggregated Data, IDB, Data 2X, and Global Banking Alliance for Women and Tool 2: Gender Data Gaps and Opportunities Assessment, The Gender Data Playbook for Women's Financial Inclusion, Data 2X, Financial Alliance for Women.

6.3. DETERMINE METRICS

Based on the analysis done in the previous phase, by now you will know what your needs are in relation to gender KPIs. Leveraging those identified needs, you will be able to **assess and determine** the specific (and optional) **gender KPIs and metrics** to use and respective **data collection methods** (i.e. *how to collect the gender KPIs*).

Selecting metrics depends on:

1) Your organization's existing gender KPIs, systems, resources, and capabilities: You will need to select metrics that are feasible, considering your existing systems, allocated resources (e.g. for data collection, research, etc.), and within your internal capacities (to collect, analyze, use gender KPIs).

For organizations that are new to gender KPIs, simple metrics may be selected and upgraded over time, as internal capacities also improve. To achieve this and through a phased approach, your organization may develop a “must-have” list of gender KPIs (which again can be expanded over time) along with a “nice-to-have” list that may be adopted over time.

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2) Your organizational priorities and challenges. To that end, gender KPIs must align with your organizational strategy. For example, you may focus on priority gender KPIs that are most relevant for your focus areas institutionally (e.g., staff retention for organizations that struggling in this regard) and to your operations (e.g. specific clients segments' complaints for those facing issues with customer satisfaction).

It is key to keep an eye on alternative data sources that may help address gaps in your gender KPIs. These may include secondary data including from similar organizations or credit bureau data or other publicly available data (e.g. by telecoms or social media).



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3) Internal/external reporting requirements. This includes regulatory, development partners, investors, internal, and other reporting requirements.

Now, you will need to determine the **data collection methodologies** you may utilize (*what is the most suitable methodology*) along with the research participants (*from whom will you gather this data*). In general, and to better understand different segments of the target market, business opportunity, customers/staff behaviors, experiences, and preferences, a mix of qualitative and quantitative gender KPIs and methods are utilized. Such an approach and with triangulation and an intersectional lens¹⁷⁾, your organization will be able to analyze what works, for whom, and why as well as what does not and why not. This may include:

- **For quantitative data** – such as numerical values or percentages, frequencies, rankings, etc.– you may use quantitative surveys, among others.
- **For qualitative data** – such as perceptions, stories, experiences, frustrations, preferences, etc. – you may leverage qualitative research methodologies focus group discussions, interviews, customer journey mapping, mystery shopping, among others. This may help validate quantitative data findings and to better understand trends.

The following are potential metrics which may be tracked over time and further segregated by other factors (e.g. age, location). – for operational (i.e. clients-related) and institutional (i.e. internally-facing) purposes.

¹⁷⁾ In essence, an approach that considers that women/men are not a monolith and that their life experience, needs, aspirations, challenges, and behaviors vary based on other identity factors such as age, education, class, cast, location, among others. Hence a need for segmented (vs a “one size fits all”) approach.

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POTENTIAL GENDER KPIS – OPERATIONALLY FOCUSED ¹⁸⁾

Outreach, women/men as an asset base

1. Percent of loan portfolio, by sex
2. Average loan balance, by sex
3. Percent of savings portfolio, by sex
4. Average savings account balance, by sex
5. Women borrowers/savers/clients as a percent of total borrowers/savers/clients
6. New women borrowers/savers/clients as a percent of total new borrowers/savers/clients
7. Percent of women borrowers, by loan cycle or by join year
8. Percent of women/men clients who attend financial education programs
9. Product growth, by sex

Depth of outreach

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

Product diversity

12. Percent of clients accessing two or more distinct types of voluntary financial products, by sex

Market-related

1. **Market size:** number of women who are assessed to need this financial service (e.g. loan, saving, insurance, etc.)
2. **Market penetration for women:** existing women clients as a percent of addressable market
3. **Market share:** existing women clients as a percent of total women served by comparable providers in the market.

Market research (understanding of women's needs):

4. Percent of potential clients analyzed through market research, by sex
5. Number of specific women/men segments of focus (e.g. informal workers, formal employees, agricultural workers, entrepreneurs etc.)
6. Number of specific women/men segments further analyzed through market research (e.g. to develop profiles, etc.)

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¹⁸⁾ With adaptations from Women's World Banking Gender Performance Indicators 2.0: How well are we serving women? and Customer Analytics Toolkit, CGAP

POTENTIAL GENDER KPIS – OPERATIONALLY FOCUSED

Client satisfaction and retention, complaint handling

1. Client satisfaction score/rating, by sex
2. Retention, by sex
3. Repeat women borrowers/savers/clients as a percent of total repeat borrowers/savers/clients
4. Clients with repeat purchase intention, by sex
5. Clients who have terminated (or choose not to renew), by sex

Complaint Handling

6. Percent of clients with complaints, by sex
7. Number of clients with complaints, by sex
8. Number of clients with complaints responded to, by sex
9. Number of clients with complaints resolved or escalated, by sex
10. Number of clients with complaints satisfied with the outcome, by sex

Service and support

1. Percent of clients with inquiries, by sex
2. Number of clients with queries, by sex
3. Average reply and resolution time, by sex
4. Average call wait time and abandonment rate, by sex
5. Number of customers satisfied with servicing and support, by sex

Repayment capacity

1. Repayment capacity: Portfolio at Risk > 30 days, by sex

Approval process

1. Percent of women/men clients approved for loans as a proportion of women/men applicants
2. Approved loan amount as a proportion of requested amount, by sex
3. Loan processing time, by sex

Account activity and dormancy

1. Percent of active and dormant savings accounts, by sex
2. Average number of transactions (deposits/withdrawals) per month, by sex
3. Average transaction amount (deposits/withdrawals), by sex
4. Clients' preferred transaction channels, by sex
5. Clients by size and type of transaction, by sex

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POTENTIAL GENDER KPIS – OPERATIONALLY FOCUSED

Impact	General impact <ol style="list-style-type: none"> 1. Average percent change in net business income or assets, by sex 2. Average percent change in household income or assets, by sex 3. Percent of women who use their loan for their own economic activity and family well-being 4. Percent of women clients with school-aged children in school 5. Percent women clients that show improvement in housing conditions 6. Percent women clients that show improvement in food security, managing cash flow, managing emergencies, etc.
Marketing and sales	<ol style="list-style-type: none"> 1. Client reach by marketing/communications channel and campaigns, by sex 2. Number of clients who engage with sales campaigns, by sex 3. Cost of client acquisition, by sex 4. Website/social media page clicks, by sex
Other	<ol style="list-style-type: none"> 1. Client lifetime value: predicted net profit attributed to the entire future relationship with a customer or customer segment

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POTENTIAL GENDER KPIS – INSTITUTIONALLY FOCUSED ¹⁹⁾

Gender diversity	<ol style="list-style-type: none"> 1. Percent of board members, by sex 2. Percent of senior management, by sex 3. Percent of middle management, by sex 4. Percent of frontline staff, by sex 5. Total staff, by sex
Staff satisfaction	<ol style="list-style-type: none"> 1. Staff satisfaction rate, by sex
Promotion and retention	<ol style="list-style-type: none"> 1. Staff promotion rate, by sex 2. Staff retention rate, by sex 3. Staff turnover rate, by sex
Career development	<ol style="list-style-type: none"> 1. Participation in career development programs, by sex
Pay equity	<ol style="list-style-type: none"> 1. Gender pay gap (at different levels)



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¹⁹⁾ With adaptations from Women's World Banking Gender Performance Indicators 2.0: How well are we serving women? and Customer Analytics Toolkit, CGAP

6.4. DEVELOP SYSTEMS & PROCESSES FOR GENDER KPIS

After you have determined gender metrics and data collection methods, it will be crucial to **1) begin/expand sex-disaggregation, 2) create baselines for each indicator, 3) establish/refine definitions, 4) update internal processes and, if possible, automate data production/reporting, 5) train relevant staff on updated processes and systems.** These are key to starting or enhancing the collections, analysis, reporting, and use of gender KPIs.

1) Begin/expand sex-disaggregation. This is an integral part of promoting gender KPIs. A common challenge to be addressed in this regard is that some institutions are only able to tag data by product (versus by client). In such case, sex-segregation can only be analyzed by account leading to potential double counting of clients (e.g., if a client has more than one product, yet is not recognized as the same client)²⁰. Stemming from an intersectional approach, further data disaggregation (e.g., by age, location, etc.) may be pursued and reveal insights about different segments of women and men, how they access and use your services, and related impact accordingly. Similarly, further disaggregation may be pursued for institutional gender KPIs (i.e., as it relates to your staff, suppliers, agents, etc.).

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²⁰ In brief: The Power of Women's Market Data, Global Banking Alliance for Women

2) Create baselines for each indicator. This allows you to assess future progress.

3) Establish/refine definitions. This is no easy step, yet it is critical to ensure that data collection, analysis, and use are accurate. It entails adopting/refining definitions of all indicators including that of women-owned/led businesses – which is more challenging to record versus the sex of an individual retail client (even though this has the challenge of who - in reality - controls/uses the account). The definition of women-owned/led businesses may be adopted from (inter)nationally adopted definitions²¹⁾ and should be applied consistently across your institution.

4) Update internal processes and, if possible, automate data production/reporting. This will be informed by your gaps and challenges analysis and should involve relevant stakeholders such as your IT staff.

It includes updating data templates to incorporate the gender KPIs, and reporting guidelines to incorporate the needed gender KPIs and respective definitions. It encompasses establishing controls and the process of classifying, verifying, and monitoring sex-disaggregated data such as establishing a client verification policy and process requiring staff to document the sex of new account holders and/or to provide a national ID number²²⁾. Also, for business ownership, a verification policy/process may be adopted. It would require staff

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²¹⁾ For example, the International Finance Corporation defines a women-owned enterprise as a firm with: • ≥51.0 percent ownership/stake by a woman/women or • ≥20.0 percent ownership by a woman/women AND ≥1 woman in senior management, with ≥30.0 percent of the board of directors being women (where a board exists).

to acquire formal business registration documents listing all business owners and their respective shares and to update this on a regular (e.g., annual or bi-annual) basis, as this may change over time²³⁾. This also includes potential updates to the MIS system and/or integration of different systems (e.g., Customer Relationship Management (CRM) with core banking systems), if feasible²⁴⁾.

Automating data collection may also promote efficiency, quality, and reliability by avoiding the time- and resource- consuming and error-prone manual process. This facilitates the regularity of data generation as well as its consistent use for decision-making purposes. **Throughout this and guided by the “do no harm” principle, upholding** ethical, privacy, and safety considerations and requirements is crucial.

5) Train relevant staff on updated processes and systems. This entails training relevant staff on updated processes and systems to ensure effective and accurate implementation – from data collection, to validation, to analysis, to reporting and use.

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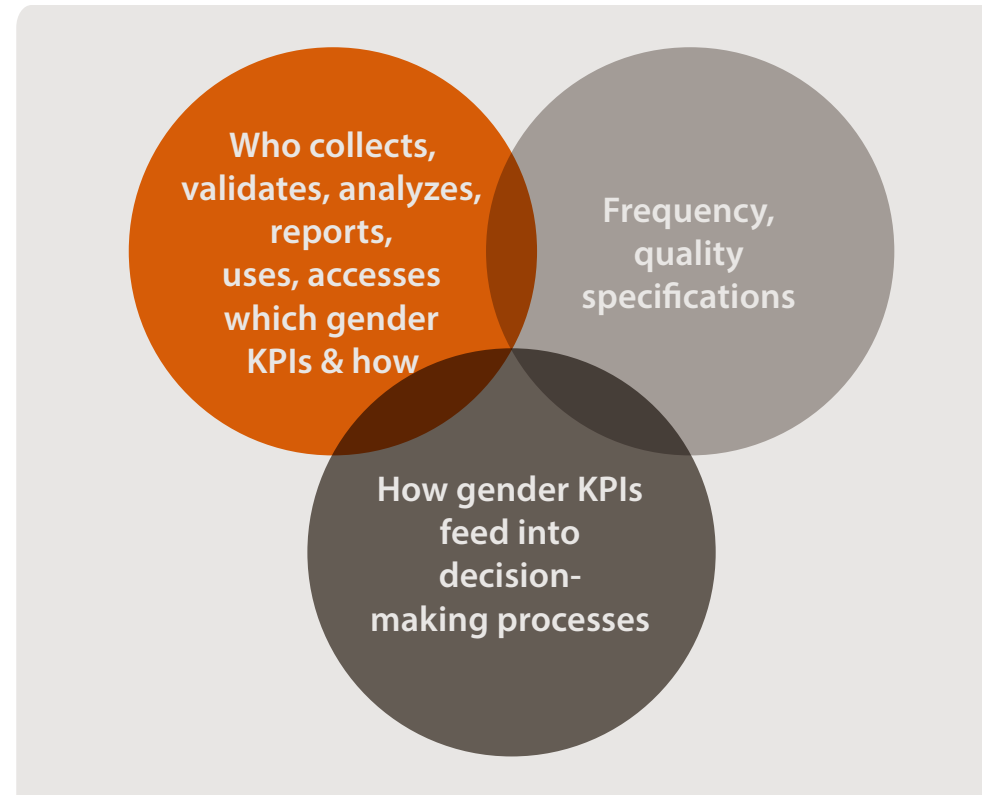
²²⁾ In brief: The Power of Women's Market Data, Global Banking Alliance for Women

²³⁾ In brief: The Power of Women's Market Data, Global Banking Alliance for Women

²⁴⁾ In brief: The Power of Women's Market Data, Global Banking Alliance for Women

6.5. SETUP IMPLEMENTATION MECHANISMS

Mainstreaming gender KPIs requires a long-term systematic approach with sustained efforts, leadership buy-in, and supportive implementation mechanisms. This entails having clear roles and responsibilities, adequate resources and incentives, and strategic alignment. It involves change management, cross-departmental collaboration, and strategic communication in addition to adequate capacities (to be discussed in Section 6.6).



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- **Clarify roles and responsibilities and accountability for gender KPIs** (who is responsible for gender and in what way) at all levels, including leadership. This involves outlining clear roles and responsibilities for those who will collect, validate, analyze, report, use, and/or access which data and in what way while specifying quality specifications, frequencies, expected outputs, etc. This involves how gender KPIs feed into key decision-making processes.
- **Earmarking adequate resources (human, time, financial)** to promote gender KPIs is pivotal in advancing this agenda. This will vary depending on your organization's size and development stage (how advanced and ready your organization is) when it comes to gender KPIs.
- **Establishing incentives for different stakeholders** to promote gender KPIs would also be extremely effective. Recognizing and rewarding champions, contributors, and high performers is part of that.
- **Aligning with your organizational strategy** – while ensuring cross-departmental collaboration and alignment – which would contribute to promoting buy-in at all levels.
- **Strategically communicating - formally and informally - about gender KPIs.** This entails highlighting ongoing efforts, champions, and contributors and can include gaining buy-in, recognizing change agents, and highlighting leadership commitment. It encompasses raising awareness on gender KPIs and their business case including through sharing insights gained, use cases, and their contribution to business results.

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Success factors

Some of the success factors²⁵⁾ and best practice principles in implementing gender KPIs are:

- **Start small, learn, and grow.** This makes your pursuit more feasible and manageable while building internal capacity, systems, and buy-in. Adopting a gender lens to simple data and metrics analytics has the strong potential of revealing insights (e.g., potential underserved segments) and gaps (which may not have been previously recognized) that may trigger interest in more analysis and that demonstrate the potential use cases for gender KPIs.
- **Adopt an intersectional lens²⁶⁾ and focus on being human-centric,** which is mainly about remaining client-centric within your operations and staff-centric within your institution. Instill a cultural change that valorizes gender KPIs.
- **Have a clear vision of the women segment business opportunity and impact.** This will help inform and shape the entire process from gender KPIs collection to analysis and communication to reporting its use to inform key decision-making processes.
- **Be clear about what you need to know** - about the different clients and/or staff segments - and the most useful potential outputs that would help inform your analysis and decision-making. That said, remain flexible, think of alternatives (e.g., in case of limited systems or resources), and adjust your expectations, as needed. Adopting a reflective and learning approach which seeks continuous improvements is key in this regard.
- **Adopt a phased and iterative approach** with a realistic timeline that works for your organization while promoting cross-departmental collaboration – which is pivotal in promoting gender KPIs.

²⁵⁾ Customer Analytics Toolkit, CGAP

²⁶⁾ In essence, an approach that considers that women/men are not a monolith and that their life experience, needs, aspirations, challenges, and behaviors vary based on other identity factors such as age, education, class, cast, location, among others. Hence a need for segmented (vs a "one size fits all") approach.

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6.6. BUILD CAPACITY

An integral part of your journey is **to build adequate internal gender KPIs capacities** on an ongoing basis – *from the onset of your journey*. This should be informed by a reflection on your existing capacities, key gaps, challenges, and priority areas to foster available resources for this agenda (the self-assessment process in Section 5 may provide insights in this regard).

This entails:

- raising awareness on gender as well as on gender KPIs and their business case to leverage on the women market opportunity and to promote gender institutionally,
- fostering internal capacity on how to collect, validate, **analyze, interpret, visualize**, communicate, report, automate, and otherwise use gender KPIs (both quantitatively and qualitatively),
- supporting the **use of gender KPIs to inform** (strategic, operational, institutional) decisions, assess the women market opportunity, and to tailor their value proposition to meet the needs of the diverse segments of women.

To achieve that, fostering capacities on quality data analysis, interpretation, and visualization – for different users and audiences – can significantly facilitate the ability to use gender KPIs in practice.

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Through a bottom-up and top-down approach, this could be achieved through **diverse methods** including

- **training** (including on the job), mentoring,
- **technical assistance** and advisory services,
- **availing toolkits**, and other relevant resources,
- **fostering partnerships** that can support you in your journey.

This may include ones with partners who are experts on gender and gender KPIs and/or may provide financial/technical resources that can help you in promoting gender.



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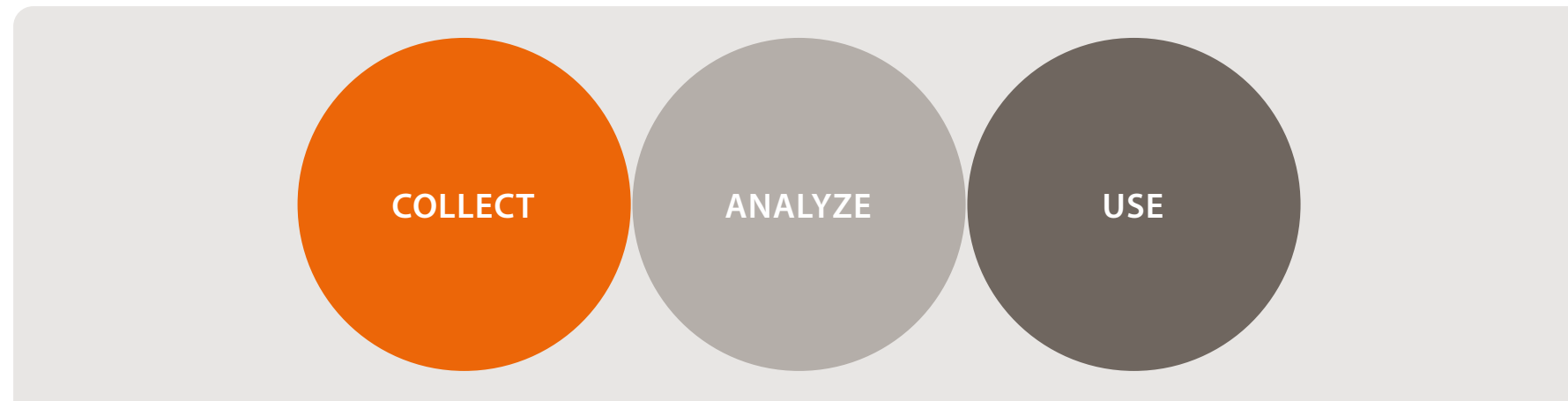
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7. COLLECT, ANALYZE, & USE GENDER KPIS

Based on your gender KPIs journey, you will be able to effectively **collect, analyze, and use gender KPIs**. Collecting gender KPIs may seem like a huge endeavor, but splitting the work into smaller steps makes it more manageable. Complementing Section 6, this section provides an overview of the key considerations and steps taken in this regard. It entails guidance on **operationalizing gender KPIs** and their use cases to inform institutional and operational decision-making/interventions and pursue a client-centric, staff-centric, and gender-responsive approach.



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COLLECT

Based on your selected gender KPIs, research objectives, and data collection methods (e.g., qualitative and/or quantitative), you can define the research process better. Your research timing, resources, who will collect data (e.g., in-house or outsourced), the target participants (e.g., client segments), the sample size, and the data collection (and recruitment) tools (e.g., survey or focus group guide) will be determined during this phase. Providing staff with appropriate training is also essential.

Being clear about what you want to know and at what depth (e.g., to capture the different, nuanced barriers or experiences or preferences of different segments of women and men). Having an idea regarding the final output (e.g., how the collected data may be presented as say a dashboard or a persona or profile) is also recommended.

Remember

that the findings and subsequent analysis will be as good as the data collection and the questions asked. A combination of qualitative and quantitative data can better capture the gendered performance and impact and unpack gender differences – which are not fully captured through numbers.

Validate

Following the receipt of collected data sample, it is necessary to assess the data and its quality and limitations, prior to starting any analysis. This includes, for example, checking if there are obvious errors or duplicate entries or if research tools were misunderstood (hence wrong data was collected). Extracting and validating data is often a process that is often time consuming and complex, hence requires the allocation of adequate time. If feasible (and depending on the specific data to be collected), automating the extraction process can expedite this step. Remember, rushing into analysis without validation may potentially result in analyzing erroneous data and wastes time in the long term.

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ANALYZE

In this phase, you will reflect on the collected gender KPIs – with an intersectional gender lens - and aim to interpret the results. This needs to be done while keeping the final output and the research objectives (i.e., questions you aim to answer) in mind. Visually plotting the data may help make sense of it. The analysis process will aim to 1) assess patterns and outliers to further investigate to better understand trends (and potential reasons), 2) identify and document quality issues as well as any adjustments made to the analyzed data, 3) highlight gaps and potential other sources and/or data needed. The gender-responsive analysis process may seek to answer some of the following potential questions²⁷⁾:

COLLECT

ANALYZE

USE

1. Analysis of a specific event

What happened? What does the gendered context look like? Are there gender gaps/barriers?

2. Automated reporting

What is going on (the current state)? What is the trend of gender gaps over time?

3. Strategic analysis

What is happening and why? What factors explain the existing gender gaps?

4. Predictive analysis

What may potentially happen? What will be potential future trend of gender gaps?

5. Prescriptive analysis

How can we change this or make something happen? What can we do to close gender gaps?

Remember

that your analysis may lead to new questions and to some needed adjustments (e.g., additional data collection or adjustments to the research questions).

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²⁷⁾ Adapted from: Tools for investing with a gender perspective, April 13th 2021, Promujer.

USE

The value and powerful utility of gender KPIs are demonstrated when they are used to inform key decision-making processes and interventions. Remember that data collection is not the ultimate goal and that gender KPIs are only as good as what you use them for. That said, the use of gender KPIs remains to be an area that is often overlooked/underutilized by many organizations.

Gender KPIs are powerful tools that may be used to inform your operational and institutional decisions and interventions. Consider the following:

- As we know that women (and men) are not a monolith hence their life experiences, needs, aspirations, behaviors, and challenges including in relation to financial services vary. Gender KPIs can help you gain a nuanced **understanding of the different segments of women (and men) and the potential market opportunities (the business case), as a basis for designing and delivering a tailored value proposition which works for women (and men).** To that end, it may inform the design and development of products/services, delivery channels selection, all user journey touchpoints, marketing, and communication, customer care, among others.
- Gender KPIs can help you **analyze the gendered performance and profitability** of your current product offering and terms along with products/service access, uptake, and usage, delivery channel access, uptake, and usage, approval -process, client experience (positive and negative), satisfaction rates, dropout rates, access and usage of complaint and recourse mechanisms (e.g. call center) along with complaints/inquiries handling, client support and service, marketing activities, among others. When done with an intersectional lens (e.g., looking at factors such as age, location, etc.), it can unravel patterns of exclusion, constraints, and challenges for different segments of women/men notably under/served groups along with their respective needs, behaviors, and preferences. Such an analysis would generate rich insights that would allow you to adapt and adjust your operations, at many levels, and to pursue a client-centered and segmented approach.
- Institutionally, gender KPIs can provide valuable insights and evidence on the state of gender mainstreaming within your organizations as well as on your areas of strengths and development as a basis for further advancing this agenda accordingly. This includes gendered insights in relation to your gender diversity, pay equity, staff retention and turnover, staff satisfaction, equitable recruitment opportunities, talent and career development opportunities, among others.

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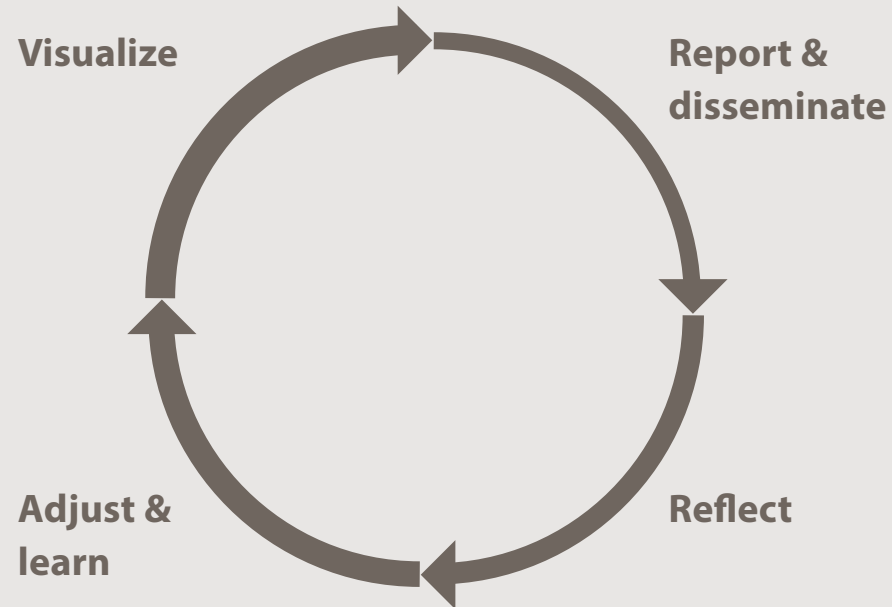
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In using data, it is key to visualize, report & disseminate, reflect, adjust, and learn.



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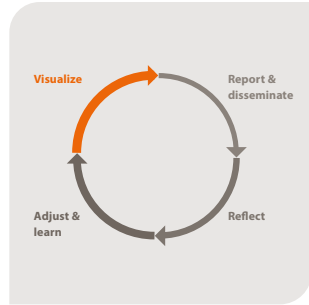
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Visualize. Visualization of gender data is a key tool when communicating your gendered results to a wide range of audience while considering your organization's/users data and data visualization capabilities. At a time when most financial institutions and stakeholders are often bombarded with a huge amount of information, data visualization is instrumental in making information (notably complex) more accessible, understandable, retainable, and hence usable for decision-making. It is a powerful tool to illustrate key trends, issues, and areas of strengths and improvement. Data visualization includes presentations, charts, graphs, tables, infographics, or dashboards (dynamic). For qualitative data, this may include narrative reports – highlighting trends or key insights – along with quotations, stories and photos, among others.

When considering visualization options, think about the data-to-action pyramid²⁸⁾, which illustrates the need for transforming raw data elements into information (e.g., in the case of using tables or graphs), then creating knowledge which will spark action²⁹⁾. In this visualization process (in transforming data up the pyramid), it is key to consider the **different target audiences, their respective data and data visualization capabilities and literacy, what they need to know and for what purpose, how you will communicate this information, and what output/visualization would work best for them.** Remember that different stakeholders have different needs to make decisions and take actions – this must be taken into consideration.

²⁸⁾ CDMPA-SC Access Collaborative MLE Toolkit, Data Visualization Principles, Effective communication for DMPA-SC introduction and scale-up, Path JSI

²⁹⁾ DMPA-SC Access Collaborative MLE Toolkit, Data Visualization Principles, Effective communication for DMPA-SC introduction and scale-up, Path JSI

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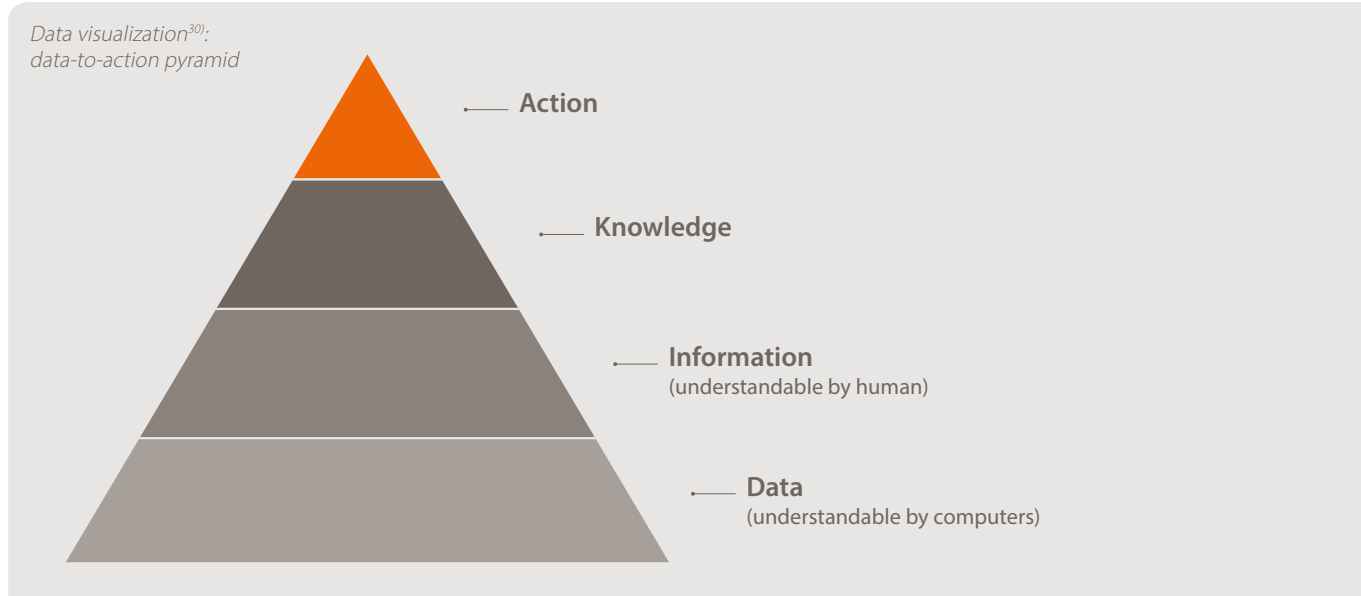
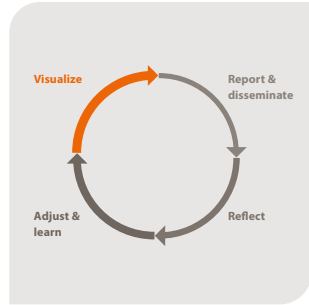
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Developing an interactive gender dashboard can be a very useful tool that facilitates the availability, accessibility and, useability of gender KPIs for different audiences. As a time and effort saving tool, it facilitates the process of regular (e.g., monthly or quarterly) review and analysis of gender KPIs – including by product, segment, branch/region, performance versus targets – as a basis for driving decisions^{31) 32)}.

³⁰⁾ DMPA-SC Access Collaborative MLE Toolkit, Data Visualization Principles, Effective communication for DMPA-SC introduction and scale-up, Path JSI

³¹⁾ In brief: The Power of Women's Market Data, Global Banking Alliance for Women

³²⁾ The Gender Data Playbook for Women's Financial Inclusion, Data 2X, Financial Alliance for Women

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Report & disseminate findings while engaging different stakeholders across your organization (versus isolated teams). This entails sharing a vivid full picture with engaging evidence-based (qualitative and quantitative) findings, (positive and negative) lessons-learned, and the actions as well as improvements needed. It includes highlighting the value of gender KPIs and how they directly contribute to promoting human centricity and organizational performance. This builds momentum and buy-in and contributes to instilling a culture of valorizing gender KPIs. It can be used for advocacy purposes to further mainstream gender institutionally and operationally. Such a process may be tailored to each audience, as needed^{33) 34)}.

Reflect on the relevance of the gender KPIs and gained insights as well as on the research process including the tools used and capitalize on lessons learned. Assess ways to further put the learnings into practice and to promote gendered human-centric approach operationally and institutionally.

Adjust and learn. Stemming from an interactive, reflective, and learning approach, continue to adjust and seek ongoing improvements to mainstreaming gender KPIs.

³³⁾ CGAP Customer Experience Toolkit

³⁴⁾ Customer Analytics Toolkit, CGAP

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ANNEX 1: A MINI GLOSSARY OF KEY TERMS

- **Gender:** refers to the array of socially constructed roles and relationships, attitudes, behaviors, values that society ascribes to the two sexes. Whereas sex refers to the biological characteristics of female and male, gender is an acquired identity that is learned, changes over time, varies within/across cultures³⁵).
- **Gender equality**³⁶: refers to the equal rights, status, and opportunities of women and men on political, social, economic, and cultural levels. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not only a women's issue but should concern and fully engage men as well.
- **Gender mainstreaming**³⁷: is a process and a strategy to reach gender equality. It involves the integration of a gender perspective into the planning, design, implementation, monitoring and evaluation of policies, interventions, and projects with the aim of promoting equality.
- **Intersectionality**: describes the ways in which systems of inequality based on gender, race, ethnicity, sexual orientation, gender identity, disability, class, and other forms of discrimination “intersect” to create unique dynamics, experiences, and effects³⁸).

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³⁵ UN INSTRAW, Glossary of Gender-related Terms and Concepts, 2011

³⁶ Adapted from UNWOMEN Training Center, Typology on Training for Gender Equality, 2016, and UNICEF, Gender Toolkit Integrating Gender in Programming for Every Child UNICEF South Asia, 2018

³⁷ European Institute for Gender Equality

³⁸ Center for Intersectional Justice

- **Mainstreaming gender KPIs:** refers to the systematic collection, analysis, use and reporting on gender-related indicators. Such include both quantitative and qualitative indicators that allow for the measurement of the differentiated outreach, uptake, usage, and impact of different interventions, policies, and products and services on different segments of women and men (staff, clients, agents, etc.). It encompasses but is not limited to sex-disaggregated data, statistics and data reflecting gender issues and/or representing the diversity of women and men including but not limited to their needs, challenges, aspirations, and life experiences, data collection methods taking into account potential stereotypes and other social/cultural factors that may result in gender bias in the data³⁹⁾.

For more details, please refer to the Women's Financial Inclusion Data Dictionary, Date2X,

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³⁹⁾ Source: United Nations 2016

ANNEX 2: GENDER KPIS SELF-ASSESSMENT TOOL⁴⁰⁾.

Use the following self-assessment tool to score and rate your organization on each subcategory.

PILLAR 1: BUY-IN FOR AND FOCUS ON GENDER KPIS (DOWNLOAD WORD-FILE)

Score	1 point (low)	2 points (medium)	3 points (high)
1 To what extent does the organization, notably its leadership, demonstrate commitment (and intentionality) for gender and gender KPIs?	Our organization and leadership have no/limited commitment and lack intentionality for gender and gender KPIs.	Our organization and leadership demonstrate some commitment for gender and gender KPIs, yet we are still lacking a systematic and intentional approach (e.g., ad hoc focus, lack of resources).	Our organization and leadership demonstrate solid commitment for gender and gender KPIs, and this is mostly pursued through a systematic and intentional approach (e.g., consistent focus, adequate resources, accountability) even though there is always room for improvement.
2 How far does the organization, notably its leadership, highlight the importance of gender KPIs –particularly in shaping its operational and institutional direction?	Our organization and leadership hardly highlight the importance of gender KPIs in shaping our operational and/or institutional direction and decisions.	Our organization and leadership sometimes highlight the importance of gender KPIs in shaping our operational and/or institutional direction and decisions.	Our organization and leadership consistently highlight the importance of gender KPIs in shaping our operational and institutional direction and decisions - even though there is always room for improvement.

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⁴⁰⁾ With some inspirations from the Customer Analytics Toolkit, CGAP

PILLAR 1: BUY-IN FOR AND FOCUS ON GENDER KPIS

	Score	1 point (low)	2 points (medium)	3 points (high)
3	To what extent is there an understanding of the importance of the collection, analysis, use and reporting gender KPIs (with an institutional and/or operational focus)? (e.g., in understanding the needs of different segments of women/men clients/staff and in better serving those segments accordingly)	Our organization has minimal understanding of the importance of the collection, analysis, use and reporting gender KPIs (e.g., they are mainly seen as a cost center).	Our organization and leadership demonstrate some commitment for gender and gender KPIs, yet we are still lacking a systematic and intentional approach (e.g., ad hoc focus, lack of resources).	Our organization (at all levels) has very solid understanding of the importance of the collection, analysis, use and reporting gender KPIs (e.g. there is a well understood case for them).
4	When it comes to targets and performance measures and reporting, how far do these include customer-related value and engagement metrics – in addition to sales and profitability metrics?	Our targets and performance measures, and reporting are mainly driven by sales, profitability, and other business performance. We hardly use or focus on customer metrics (e.g. long term value).	Our targets and performance measures and reporting include some customer value and engagement metrics, yet the main focus is still on profitability and sales metrics.	Our targets and performance measures and reporting encompass focus on key customer value and engagement metrics (in addition to profitability and sales metrics).
5	Is the trigger for gender KPIs mainly internal (driven by organizational conviction of their importance) or external (driven donor /regulatory requirements)?	Gender KPIs are mainly driven by donor and/or regulatory requirements.	Gender KPIs are partly driven by our organization’s understanding of their importance and by donor/regulatory requirements.	Gender KPIs are mainly driven by our organization’s conviction of their importance.

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PILLAR 1: BUY-IN FOR AND FOCUS ON GENDER KPIS

Score	1 point (low)	2 points (medium)	3 points (high)	
6	To what extent is the collection, analysis, and use of gender KPIs rooted in the customer-centricity of the organization (e.g. using gender KPIs to shape products/services offerings)?	Our organization is nascent with customer-centricity.	Our organization has taken some steps towards customer-centricity but there's a lot more to do.	Our organization is advanced when it comes to customer-centricity even though there is some room for improvement.
7	To what extent is the collection, analysis, and use of gender KPIs (with an institutional focus) rooted in the staff-centricity of the organization (e.g. using gender KPIs to shape institutional decisions, actions, or policies impacting staff)?	Our organization is nascent with staff-centricity.	Our organization has taken some steps towards staff-centricity but there's a lot more to do.	Our organization is advanced when it comes to staff-centricity even though there is some room for improvement.

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PILLAR 2: CAPACITIES, INSTITUTIONAL STRUCTURE, AND ACCOUNTABILITY FOR GENDER KPIs

Score	1 point (low)	2 points (medium)	3 points (high)	
8	How far is there adequate internal capacity and expertise to collect, analyze, use, and report on gender KPIs?	We have limited/no capacity/expertise to collect, analyze, use, and report on gender KPIs (e.g., general awareness is low and lack expertise to advise and lead on gender KPIs).	We have some capacity/expertise to collect, analyze, use, and report on gender KPIs (e.g., general awareness is somewhat there, and we have a gender focal point, yet we lack expertise to advise on gender KPIs).	We have adequate capacity/expertise to collect, analyze, use, and report on gender KPIs even though capacity building is an ongoing process (e.g., general awareness of gender KPIs and their importance is there, and we have a gender focal point and a cross departmental committee or unit – sometimes guided by external expertise to further build capacity - who advise on gender KPIs).
9	To what extent does your organization build internal capacity to better collect, analyze, use, and report on gender KPIs?	Our organization puts no/limited efforts to build internal capacity on gender KPIs.	Our organization has done some efforts in building internal capacity on gender KPIs. For example, some key staff have been training on some aspects of collecting, analyzing, using, and reporting gender KPIs.	Through a phased approach, our organization systematically builds internal capacity on gender KPIs. For example, most staff have been training on collecting, analyzing, using, and reporting gender KPIs. We are consistently seeking knowledge, best practices, and partnerships to promote this further.

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PILLAR 2: CAPACITIES, INSTITUTIONAL STRUCTURE, AND ACCOUNTABILITY FOR GENDER KPIS

	Score	1 point (low)	2 points (medium)	3 points (high)
10	How far is there clear accountability, roles, and responsibilities for collecting, analyzing, using, and reporting on gender KPIs?	We have no/limited accountability for gender KPIs (no one is accountable for them). Roles and responsibilities are also unclear/undetermined.	Some accountability for gender KPIs is put in place (some determination of who is leading on and accountable for them). Roles and responsibilities are partially determined, more improvement and clarity are needed.	A cross departmental committee or unit has been established to follow up on and review/analyze gender KPIs. Roles and responsibilities, across departments, for gender KPIs are clearly defined and followed up on by leadership – even though there is always room for improvement.

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PILLAR 3: GENDER KPIS COLLECTION CAPACITIES AND EFFORTS

	Score	1 point (low)	2 points (medium)	3 points (high)
11	How far does your organization regularly collect gender KPIs/data (qualitative/quantitative, primary/secondary, multiple touch points) in relation to its operational and institutional performance?	We mainly collect easily accessible secondary gender KPIs from external sources for our operations (or our institutional efforts) and hardly collect any gender KPIs in relation to our institutional (or operational) performance.	We regularly track external secondary gender KPIs and couple that with collecting some primary gender KPIs - mainly quantitative - on our operations and/or institutional performance.	We systematically collect primary gender KPIs - both quantitative and qualitative, from various touch points - on our operations and institutional performance. We complement this with external secondary gender KPIs (e.g., to fill gaps).
12	To what extent does your organization regularly track its outreach to women-owned or women-led business and has adopted a definition for that accordingly?	Our organization does not track its outreach to women-owned/led business. A definition has not been adopted nor is gender flagging for women-owned/led businesses enabled.	Our organization mostly tracks its outreach to women-owned/led business. A definition has been adopted and gender flagging is enabled for new data collection, existing data remain unflagged. Staff have yet to be trained on this updated system and process.	Our organization tracks its outreach to women-owned/led business. A definition has been adopted and gender flagging is enabled for new and existing data. Staff have been trained on this updated system and process.
13	How far are gender KPIs accessible and of good quality?	Collected gender KPIs are of very poor quality (partially populated, not validated) and is not accessible.	Gender KPIs are increasingly of good quality and are largely accessible to key stakeholders.	Gender KPIs largely of high quality and are easily accessible to key stakeholders. There is always room for improvement.

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PILLAR 4: GENDER KPIS ANALYSIS AND USE CAPACITIES AND EFFORTS

Score	1 point (low)	2 points (medium)	3 points (high)
14	To what extent are insights gained through gender KPIs shared and used at levels of the organization and departments?	Insights are hardly shared across the organization/departments and are hardly used to inform operational and institutional decision making.	Insights are sometimes shared across the organization/departments and are increasingly used by different departments and leadership to inform operational and institutional decision making.
15	How far does your organization have sufficient internal capacities (e.g., analysts, gender expertise) and resources to analyze gender KPIs and to general insights to inform operational and institutional efforts/decisions?	Insights are systematically shared across the organization/departments and are systematically used by different departments and leadership to inform operational and institutional decision making (e.g., to inform strategic orientation, product development/ delivery/ communication, human resources management, etc.). There is always room for improvement.	Our organization has limited internal capabilities to analyze gender KPIs, generate insights.
		We have moderate internal capacities in analyzing some (e.g., qualitative) gender KPIs (mainly operational or institutionally focused) to shape efforts and decisions (e.g. on value proposition product design/ delivery). Yet we have minimal capabilities to analyze other (e.g., quantitative) operational /institutional gender KPIs.	We have solid internal capacities to analyze quantitative and qualitative gender KPIs (operational and institutional) and to generate insights to inform decision making ping and efforts. We have relatively sufficient resources (time, finance, human) for this accordingly. There is always room for improvement.

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PILLAR 4: GENDER KPIS ANALYSIS AND USE CAPACITIES AND EFFORTS

	Score	1 point (low)	2 points (medium)	3 points (high)
16	To what extent does your organization have adequate expertise to report on gender KPIs? This includes through generating, action-oriented, insightful, effective (internal/external) communication on operational and institutional performance, learnings, etc.	Other than standard reporting, we do not report (internally/externally) on gender KPIs.	We do some (internal/external) reporting on some basic gender KPIs (sometimes more operational or institutional) – frequency is not standardized and communicated information is hardly insightful nor action-oriented.	We systematically and regularly do internal and external reporting on a broad range of gender KPIs (both operational and institutional). Reporting is increasingly insightful nor action-oriented and is used as a basis for teams and management reflections on operational and institutional performance, learnings, and decision-making processes.
17	How far does your organization use gender KPIs to inform its key decisions? (e.g., in planning - including strategic planning, budgeting, designing, implementing, and monitoring products /services /projects as well as institutional performance such as gender diversity, pay equity, etc.)	We hardly use gender KPIs to inform key decisions – perhaps except for the standard metrics on sales, portfolio, and profitability (even then the gender lens is hardly adopted).	We use some gender KPIs to inform key decisions. Standard quantitative metrics on sales, portfolio, and profitability are analyzed with a gender lens and used to inform operational decision making. We somewhat collect/use gender KPIs to inform our institutional decisions. We still lack qualitative gender KPIs/metrics.	We use a broad range of qualitative and quantitative gender KPIs to inform key decisions (beyond standard quantitative metrics on sales, portfolio, and profitability) to inform both operational and institutional decisions. We have a gender dashboard which is regularly reviewed by leadership. There is always room for improvement.

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PILLAR 4: GENDER KPIS ANALYSIS AND USE CAPACITIES AND EFFORTS

Score	1 point (low)	2 points (medium)	3 points (high)
18	Our organization is lacking a reflective, learning, and experimentation approach. We'd rather go with what we know and what has worked for years. We hardly use gender KPIs, insights, and learnings to improve our approach/efforts.	Our organization is to some degree a reflective, learning, and experimentation approach. We are somewhat open to adopting new approaches. We sometimes use gender KPIs, insights, and learnings to improve our approach/efforts but often miss out on institutional aspects.	Our organization is consistently adopting a reflective, learning, and experimentation approach. We are continuously exploring ways to optimize and improve our operational and institutional efforts. We consistently use gender KPIs, insights, and learnings to improve our approach/efforts (e.g., product design/delivery, value proposition, service design, human resources management, strategic orientation, communication, etc.).
Total Score	0 – 18 > Nascent	19 – 36 > Achiever	37 – 54 > Champion
What are your key areas of strengths?			
What are your key areas for improvement?			
Where do you need to build your capacities?			
What areas should you prioritize in the short, medium and long terms?			

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The Mainstreaming Gender Key Performance Indicators (KPIs) project was launched as part of the commitment of the SANAD Fund for MSME's Technical Assistance Facility (SANAD TAF) to women's financial inclusion. The project was implemented by Sally Yacoub, a Senior Gender and Financial Inclusion Expert with a solid track record in providing technical and strategic advice and guidance on gender equality and the inclusion of under-represented groups in various contexts. Sally Yacoub conducted the research under the project and developed the Mainstreaming Gender KPIs Toolkit.

The project aimed to build the capacity of the Fund's partner staff and management on gender KPIs, strategies to promote it, and the business case for it. The overall goal was to support the Fund's partners in mainstreaming gender KPIs institutionally and within their operations – encompassing offering gender-responsive products and services, improving outreach, and maximizing gendered impact.

Managed by Finance in Motion, the SANAD TAF is an independent structure within the SANAD Fund for MSMEs that works closely with Fund partners to conduct projects that equip the Fund's beneficiaries with the knowledge and tools needed to best serve – and improve the potential of – entrepreneurs in the Middle East and North Africa (MENA) and select countries in sub-Saharan Africa (SSA). The TAF also develops the capacity of the financial sector across the region through its network of investees.

The primary objective of the SANAD Technical Assistance Facility is to support partner institutions of the SANAD Fund for MSME with tailored technical assistance. If the above projects do not respond to the needs of your institution, please contact us below.

Contact

For partner institutions:

Kateryna Morton
Finance in Motion GmbH
+49 69 271 035 352
k.morton@finance-in-motion.com

For donors and investors:

Kim Saskia Reichel
KfW Development Bank
+49 69 7431 6246
kim_saskia.reichel@kfw.de

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Representatives: Board Chairperson: Dr. Daniela Beckmann