

Friendship Bridge Client Insights

Guatemala



Welcome To Your 60dB Results

We enjoyed hearing from 203 of your clients in Guatemala – they had a lot to say!

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Friendship Bridge Performance Snapshot

Friendship Bridge is a top performer in poverty reach, quality of life, NPS and few challenges reported. There's room for improvement in reaching first-time borrowers.

Profile

35%

live in poverty



Benchmark quintile is of the company's Inclusivity Ratio. See Slide 9 and the Appendix for details.

Impact

48%

quality of life 'very much improved'



What Impact

- 36% say they have more income now
- 31% have expanded their businesses
- 14% talk about having access to a loan

Contribution

58%

first time accessing service provided



Client Voice

"It is an opportunity that they give you to succeed in your business, and there is a little more profit to use for your kids too. One realizes that from that loan you get benefits, you get your earnings from which you can afford the expenses needed."

Data Summary

Company Performance: 203 client phone interviews in April-May, 2021 in Guatemala.

Quintile Assessment compares Company Performance with 60dB Financial Inclusion Benchmark comprised of 83 companies, 30 countries, and 38,326 clients. Full details can be found in [Appendix](#).

Net Promoter Score®

64

on a -100 to 100 scale



Anything above a 50 is very good.; a 64 is considered excellent.

Challenges

6%

report challenges: 50% not resolved



Income

94%

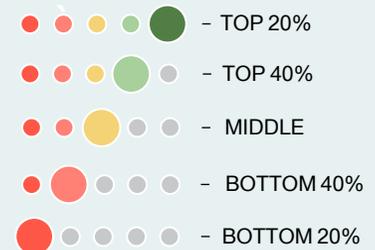
earn more money because of Friendship Bridge

Ability to Plan Finances

94%

are better able to manage their finances

Performance vs. 60dB Benchmark



Top Actionable Insights

Friendship Bridge demonstrates very strong impact and experience results, even accounting for a slight decline since 2019.

Headline

Detail & Suggested Action



Friendship Bridge overall performs extremely well on impact and client satisfaction

The Net Promoter Score was an excellent 64, the challenge rate is low, and clients across tenure say that Friendship Bridge has positively impacted their quality of life (97%), savings balance (84%), ability to plan their finances (94%), and frequency of contributing to family decisions (83%), among others.

An idea: Highlight these in your 2021 report! Impact seems to be strong even for those women on just their first or second loan.



There have been some decreases in impact metrics and in NPS since 2019

Though still quite strong, the levels of impact in 'very much improved' quality of life (-5%), other household outcomes (varies by indicator), and NPS (-5) have decreased slightly since the 2019 Lean Data study.

For discussion: How has clients' experience of Friendship Bridge changed during COVID-19? As the economy reopens, how can Friendship Bridge support clients in getting back on track?



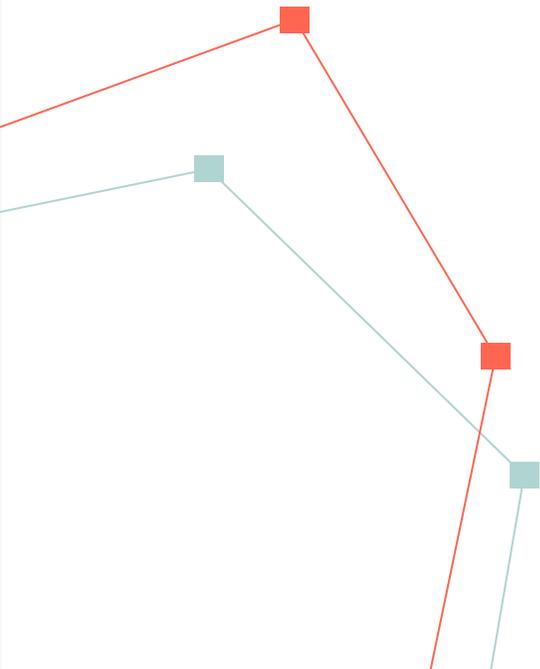
Clients have a strong future focus, and this may be tied to Friendship Bridge's education program

100% of clients can speak to a personal financial goal. 91% say they have received education from Friendship Bridge and of Promoters, 18% specifically mentioned the educational sessions (charlas).

A recommendation: Continue emphasizing financial education and connect with clients to see what TA or business skills they would like to learn.

Client Voices

We love hearing client voices.
Here are some that stood out.



Impact Stories

97% shared how Friendship Bridge has improved their quality of life

“I am freer, now I am not worried about what there is to pay back because I have a month pay it...Now I am building a kitchen with my earnings.”

“We have managed to build a little house, improve our profit and we can get money for the payment of the credit. The rest is for family expenses.”

“Sometimes suddenly one is left without paying for school and one needs to buy more products. There I can count on Friendship Bridge and get a loan.”

“When we found the loan, it helped us to have our own business as a woman, before we only had the machines. Afterwards, it was possible to buy fabrics, ornaments. Garments were made and the sale began.”

“Before I used to go out on foot to sell my products and now I bought a motorcycle to go and offer my product. My business is beautiful because the profits increased.”

“It helps me buy fertilizer for coffee and the harvest. We also use it at home and to pay some workers.”

Opinions On Friendship Bridge Value Proposition

66% are Promoters and are highly likely to recommend

“In many villages there is a lot of talk about Friendship Bridge. What I like is that they give credit without so many requirements and they give it quickly and without any option of leaving many guarantees or guarantor.”

“They give a good attention and educational talks for us. Everything they offer is an improvement for us because when the pandemic started, they gave us 2 months to be able to pay.”

Opportunities For Improvement

65% had something to add at the end of the interview

“I would like them to lower the interest a little, there is not always a good sale, it is even worse in this time of pandemic.”

“I would like them to take into account the problem we are going through, I have waited so long for this moment to express it. Perhaps because of the illness other people have not come to visit us as they have always done.”

“My quality of life has improved as I can maintain my home and pay for my children's education. This loan is like a pathway, I work on it and then I share it.”

- 
- Who Are You Reaching?
 - Demographics & income profile
 - Use of loans
 - Share of clients accessing a loan for first time
 - Availability of alternatives in market
 - What Impact Are You Having?
 - Impact on quality of life
 - Individual outcomes
 - Household outcomes
 - How Can You Improve?
 - Net Promoter Score & drivers
 - Challenges
 - How has COVID-19 affected clients?
 - Impact of COVID-19

Client Profile: Demographics

In order to gauge whether Friendship Bridge’s impact is deepening for clients who have taken more loans with Friendship Bridge, we spoke to a split of older clients, who are on their 5th, 6th, or 7th loan, and newer clients, who are on their 1st or 2nd loan.

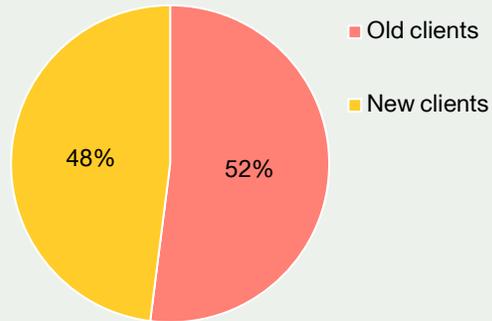
9 in 10 clients report having received education or training in addition to their loans.

We spoke to an even split of old and newer clients. The average client’s household size is 5 people, and she is 38 years old.

About the Friendship Bridge Clients We Spoke With

Data relating to client characteristics (n = 203)

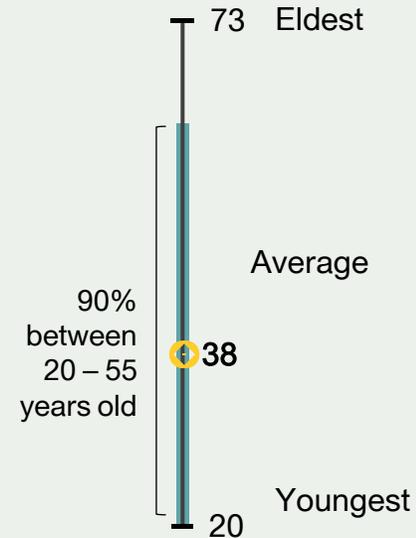
Tenure



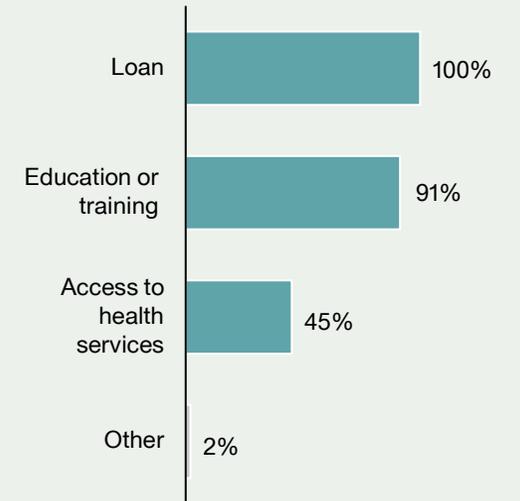
Household Size

5.0 Average size

Age



Services Received



Client Profile: Inclusivity

Friendship Bridge clients are slightly wealthier than the Guatemala average.

Friendship Bridge is serving a similar profile of clients as in 2019

Using the Simple Poverty Scorecard, we measured how the income profile of your clients compares to the Guatemala average.

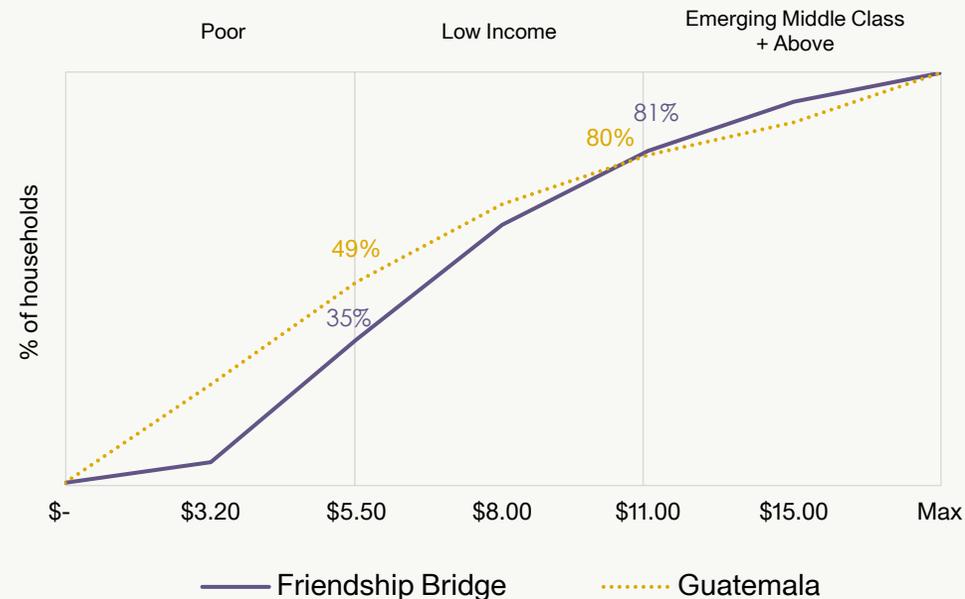
Friendship Bridge is serving slightly wealthier clients than the Guatemala national average, resulting in an inclusivity ratio of 0.88.

In 2019, 34% of Friendship Bridge clients were living below \$5.50 a day, which is in line with the study this year.

Newer clients are more likely to live below \$5.50/day (40%) than older clients (30%).

Income Distribution of Friendship Bridge Relative to Guatemala Average

% living below \$xx per person / per day (2011 PPP) (n = 203)



Inclusivity Ratio

Degree that Friendship Bridge is reaching low-income Clients in Guatemala

0.88x

● ● ● ● ● - TOP 40%

We calculate the degree to which you are serving low-income Clients compared to the general population. 1 = parity with national pop. ; > 1 = over-serving; < 1 = under-serving. See Appendix for calculation.

Client Profile: Loan Usage

Fewer than 5% of clients report using any part of their loan for a personal expense.

The top use of a typical Friendship Bridge loan is purchasing stock or supplies for a clothing business.

Loan Usage

Q: What do you use your loan for? (n = 203) Open-ended, coded by 60 Decibels



Client Profile: First Access

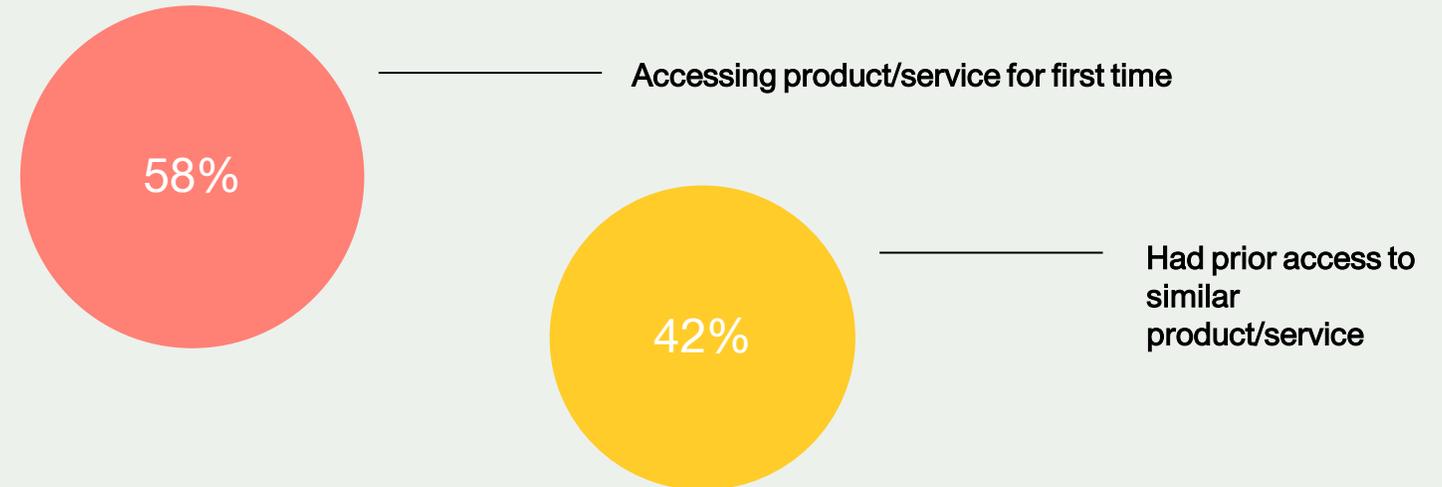
58% of clients are accessing a loan like the one they have with Friendship Bridge for the first time.

Though we did not find any differences in access by client tenure, we did find that clients who have already had access to a loan are more likely to be slightly older in age (41 years old on average) than those who have never had access to a similar loan (36 years old).

First Access

Q: Before Friendship Bridge, did you have access to a loan like Friendship Bridge provides? (n = 203)

● ● ● ● ● - BOTTOM 40%



Client Profile: Availability of Alternatives

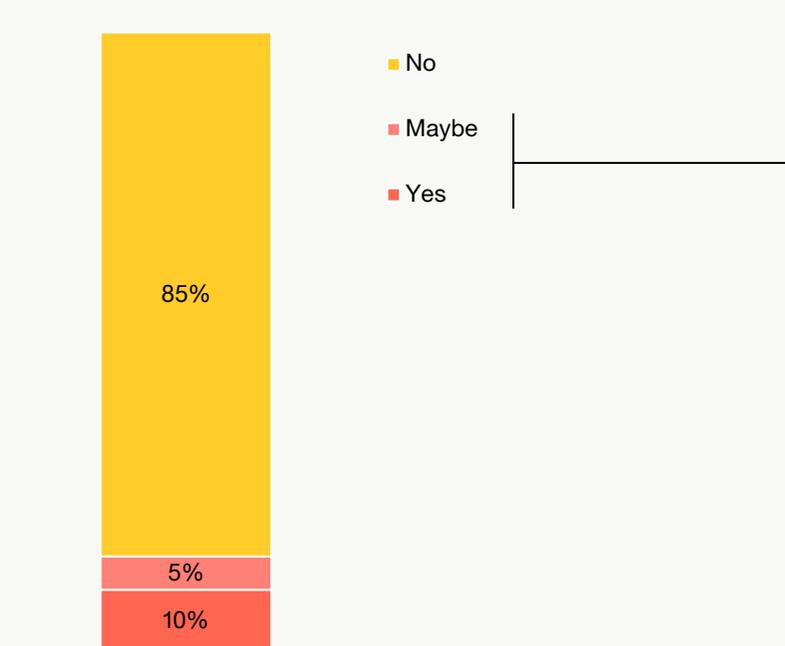
Availability of alternatives provides insight into the competitive landscape and the degree to which Friendship Bridge is providing a scarce product/service.

The fact that 85% said they could not easily find a good alternative suggests that Friendship Bridge is providing a unique product, especially given the number of microfinance institutions operating in Guatemala.

Just 15% of clients say they could find a good alternative to Friendship Bridge. The top alternative mentioned is Banrural.

Access to Alternatives

Q: Could you easily find a good alternative to Friendship Bridge? (n = 203)



Top Alternatives Reported

Q: Could you please share who these alternatives / options are? (n = 31)

- 1. Banrural**
(26% of clients w. alternatives / 4% of all respondents)
- 2. Compartamos**
(19% of clients w. alternatives / 3% of all respondents)
- 3. Génesis**
(10% of clients w. alternatives / 1% of all respondents)

Client Profile: Non-Business Loan Use

In addition to asking how clients use their loans generally, we also ask about how frequently they need to use their loan for these specific areas.

This helps us gauge how often clients are using their loans for personal expenses without them feeling the pressure to answer that they use their loans solely for business.

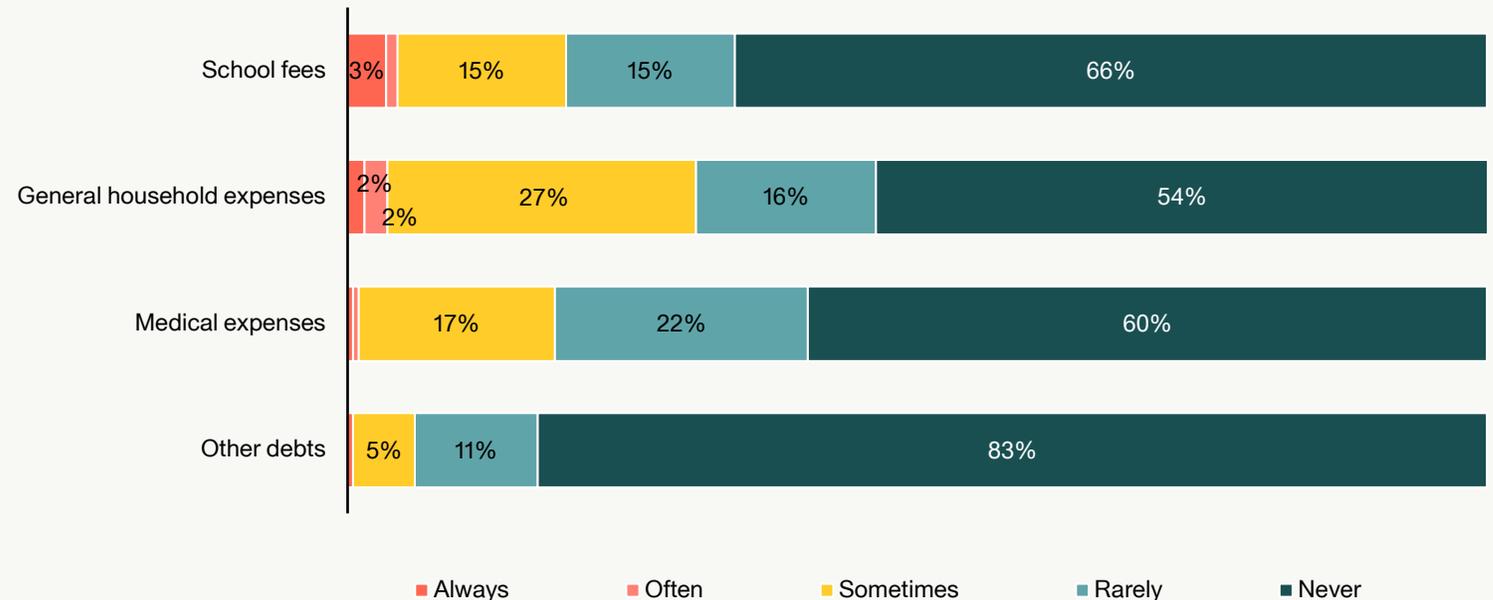
Few clients report using their loans for non-business expenses, but the top non-business use is school fees.

We see no differences in loan use by tenure.

46% of clients say they never use any of their loan to cover any of the following personal expenses.

Loan Usage to Make Payments

Q: Thinking about your loan(s), how often have you used some of it to pay for... (n = 203)



“I am investing and generating profits again to buy more products. Then I keep making a profit and it has helped me not to depend only on my husband's salary for expenses.”

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Impact Performance: Quality of Life

To gauge depth of impact, clients were asked to reflect on whether their quality of life has changed because of Friendship Bridge.

In total, 97% said their life had improved, with 49% of all Clients reporting it had 'very much improved'. This is similar across tenure.

In 2019, 53% of all clients said their quality of life had 'very much improved' and 47% said 'slightly improved'.

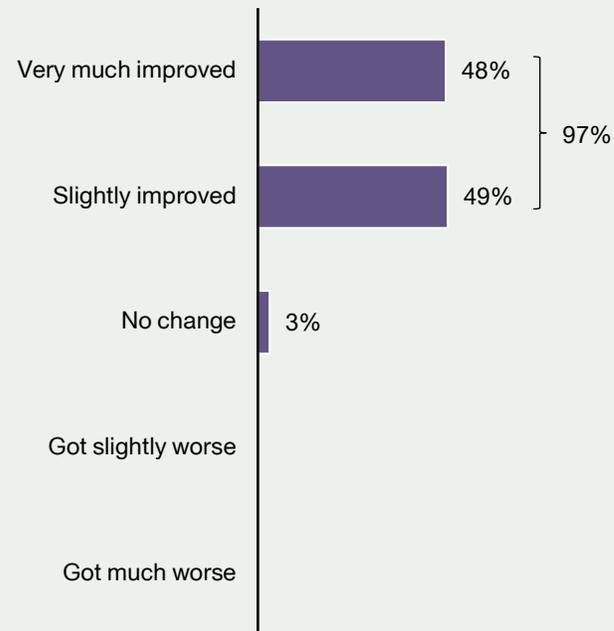
Nearly half of clients report their quality of life has 'very much improved'. This is higher than the 60dB benchmark of 35% in financial inclusion.

Clients reported similar levels of quality of life improvements in 2019

Perceived Quality of Life Change

Q: Has your quality of life changed because of Friendship Bridge? (n = 203)

● ● ● ● ● - TOP 40%



Very much improved:

“We have the money to start the business and it makes us prosper, we eat well and have some money when we get sick.”

Slightly improved:

“We started with the sowing, and the product of that work was generated and we established another business that is a restaurant.”

No change:

“Because it is not a larger amount of the loan, then it practically remains stable as it was before.”

Quality of Life: Top Outcomes

Clients were asked to describe – in their own words – the changes they were experiencing because of Friendship Bridge.

The top outcomes are shown on the right.

Others included:

- Ability to purchase stock for business (13%)
- Ability to pay for household expenses (10%)

Of the 3% of clients who report no change in quality of life, the top reasons were declines in the business, the loan small loan size, and COVID-19.

We see no differences by tenure.

Clients whose quality of life improved mainly talk about their increased income and ability to expand their businesses.

Most Common Three Self-Reported Outcomes for 97% of Clients Who Say Quality of Life Improved

Q: Please explain how your quality of life has improved. (n = 197). Open-ended, coded by 60 Decibels.

37%

report **increased income**
(36% of all respondents)

“I have improved financially because I used to have a small business. With the loan I made it bigger so the profits are higher.”

32%

talk about **expanding or improving their businesses**
(31% of all respondents)

“Before I had no possibility of expanding my business, but when I met that bank everything went very well in the business, I was able to expand it and buy more things and it has sold well.”

14%

mention **their ability now to access a loan**
(14% of all respondents)

“When you need the loan, there it is, they give us benefits and you fulfill your plans, we also have a bit of profit.”

Impact Performance: Income

94% of clients say their income has increased because of working with Friendship Bridge.

A lower share of clients report 'very much increased' income than in 2019

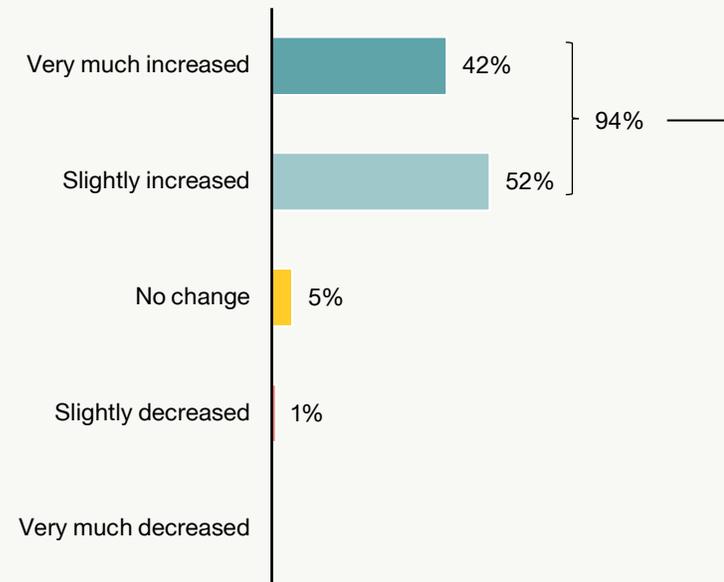
Old and new clients report similar levels of increase in income and in their uses of increased income.

In 2019, 53% of clients reported that their income had very much increased, and 45% reported a slight increase.

Some of this change may be due to COVID-19.

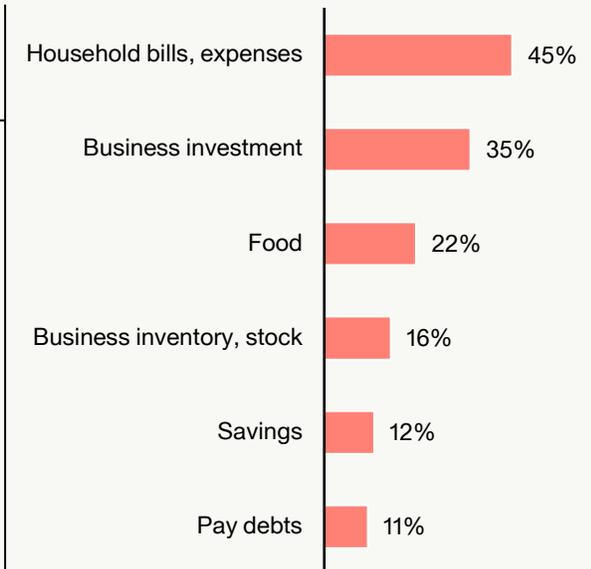
Income Earned

Q: Has the money you earn (income) changed because of Friendship Bridge? (n = 203)



Usage of Improved Income

Q: How did you use the improved income? (n = 191)
Open-ended, coded by 60 Decibels.



Impact Performance: Job Creation

Most clients across both tenure bands say their employee count has not changed because of Friendship Bridge.

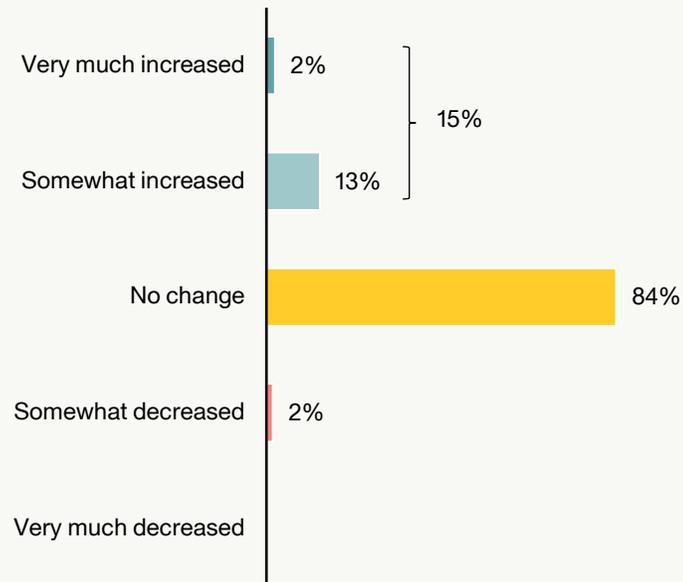
However, the number of employees clients have has increased slightly on average. This is mostly due to a small number of clients who hired several employees.

The median number of employees both before Friendship Bridge and currently is 0.

84% of clients say that there has been no change in their paid employee count due to Friendship Bridge.

Change in Paid Employees

Q: Has your number of paid employees working for your business changed since you got a loan with Friendship Bridge? (n = 203)



0.4

Average* number of paid employees before working with Friendship Bridge

0.8

Average* number of paid employees currently

*The median number of employees is 0.

Impact Performance: Personal Finances

We saw an increase in clients reporting their ability to plan their finances has 'very much increased' compared to 2019.

In 2019, 35% of clients said their ability to plan their finances had 'very much improved' and 57% said it had 'slightly improved'.

The increases in amount clients save is slightly lower: three-quarters of clients say it has 'somewhat increased'. This may in part be due to COVID-19, as we see [54% of clients have needed to use their savings to make a repayment](#).

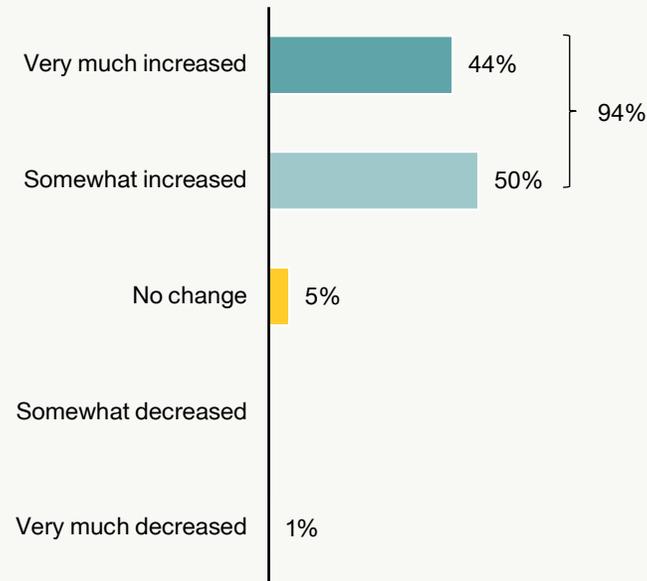
We see no differences in either metric by tenure.

94% of clients say their ability to plan their finances has increased, and 84% have increased their savings balance.

In 2019, 35% of clients said their ability to plan their finances had 'very much improved'

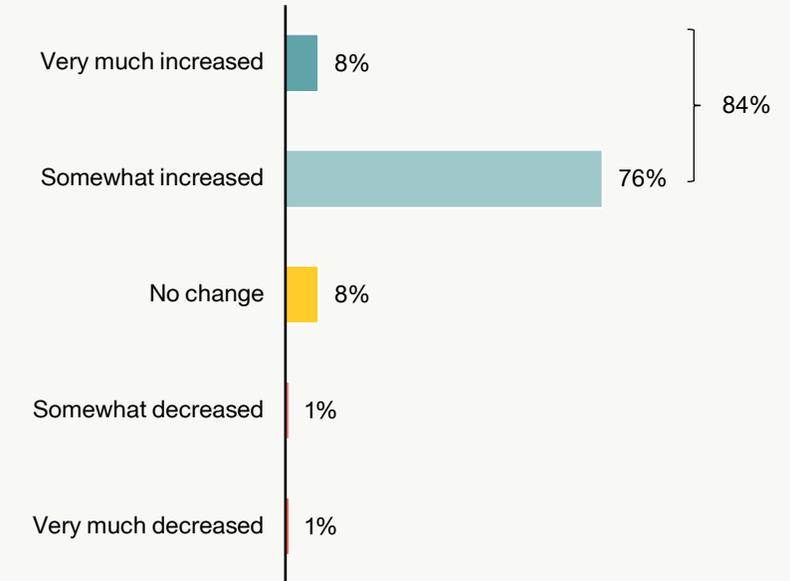
Impact on Ability to Plan Finances

Q: Has your ability to plan your finances changed because of Friendship Bridge? (n = 203)



Impact on Savings Balance

Q: Has your savings balance changed because of Friendship Bridge? (n = 203)



Impact Performance: Stress about Finances

Given the context of COVID-19, it is notable that 42% of clients report their levels of stress related to their finances have decreased because of Friendship Bridge.

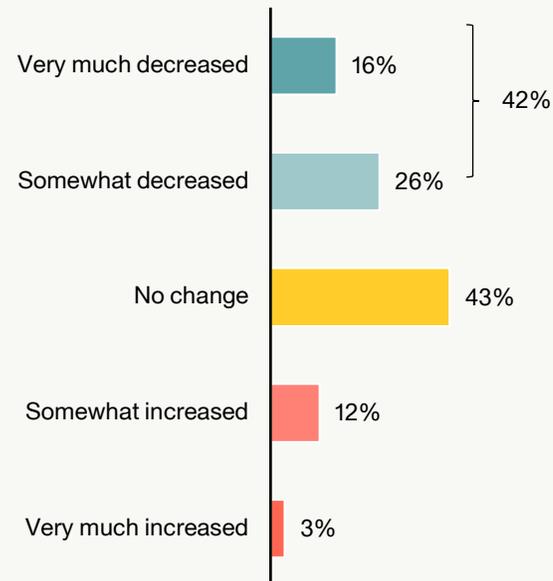
There is in fact no link between clients' change in stress levels and the [impact of COVID-19 on their household finances](#).

Again, we see no differences in change in stress levels by tenure.

42% of clients say their level of stress related to their finances has decreased because of Friendship Bridge.

Impact on Stress Levels Related to Finances

Q: Because of Friendship Bridge, how have your stress levels related to your finances changed? (n = 203)



“[My quality of life has improved] because I was able to get out of a debt that had been causing me stress and I can now move forward.”

“It is bringing us peace of mind about finances with less stress and we are able to improve our quality of life.”

“The first time I took I loan it caused me stress, but it was possible to adjust, [and] now I have more confidence in what they do.”

Impact Performance: Household Outcomes

Older and newer clients were equally likely to report changes in ability to spend in each of these areas.

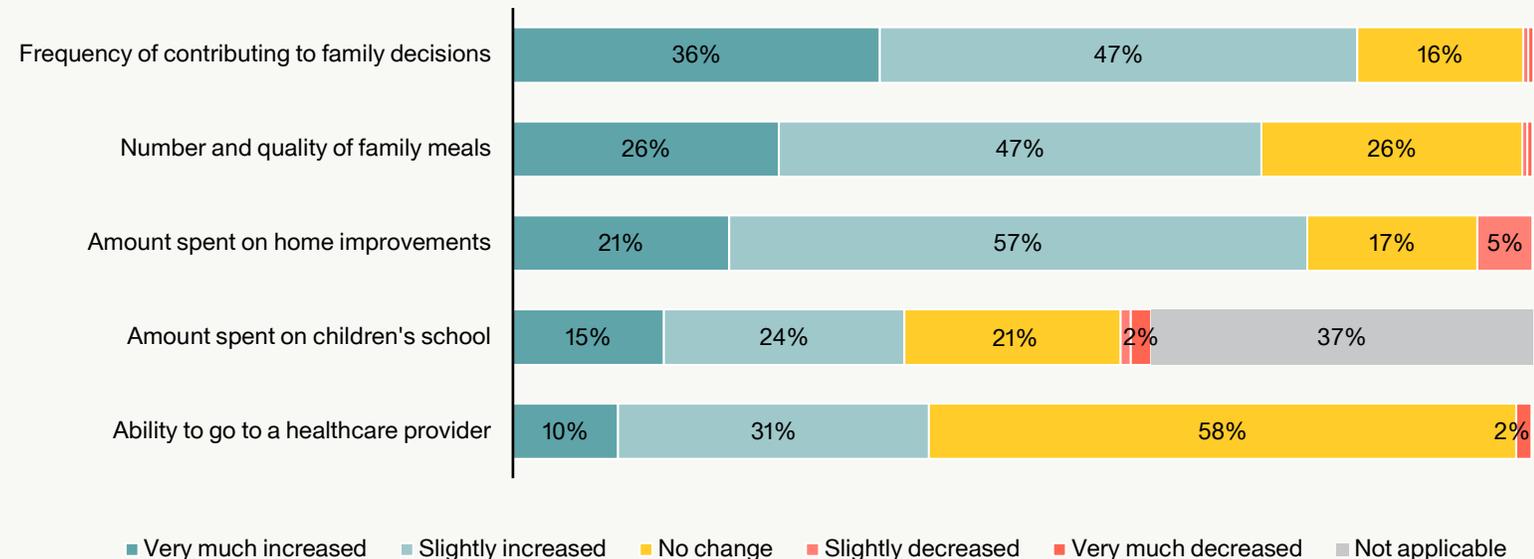
Compared to 2019, clients this year are less likely to say their ability to spend has increased, and especially less likely to say 'very much increased'. This may have been affected by COVID-19.

97% of clients report an improvement in at least one area of the household outcomes. The top improvement is in contribution to family decisions.

All metrics have declined slightly since 2019, when more clients said 'very much increased'.

Impact on Household Outcomes

Q: Because of Friendship Bridge, how has the following changed? (n = 203)



Impact Performance: Overindebtedness

We use these two metrics to gauge clients' potential risk of being overindebted with their Friendship Bridge loans.

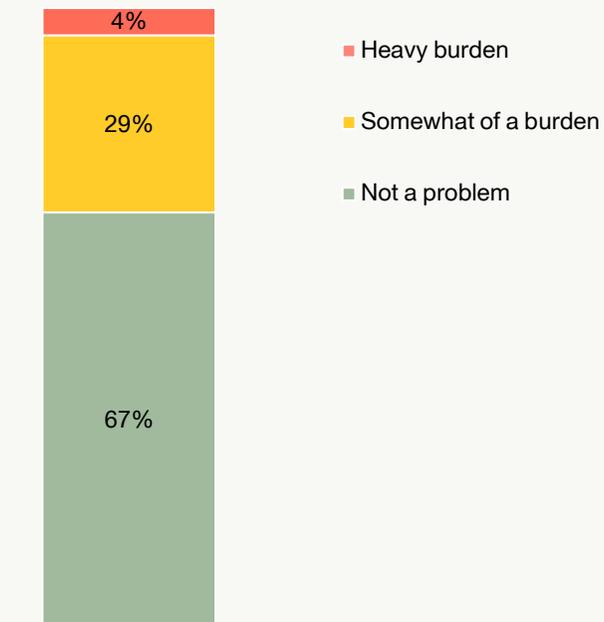
As expected, clients who say their loans are 'not a problem' are more likely to say they never reduce their consumption (88%), compared to those who say they are 'somewhat of a burden' (71%) and a 'heavy burden' (44%).

Clients give similar responses across tenure.

Two-thirds of clients say that their loan payments are not a burden, and 4 in 5 never need to reduce their consumption to make a Friendship Bridge payment.

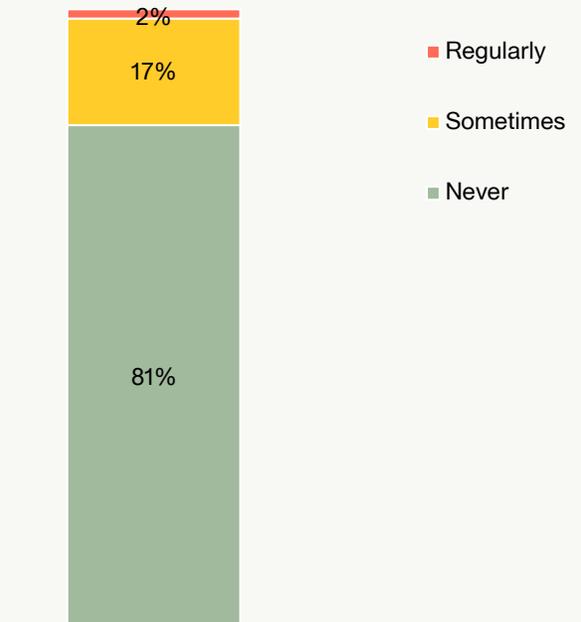
Loan Burden

Q: Thinking about your loan repayments, are they a heavy burden, somewhat of a burden, or not a problem? (n = 203)



Impact on Household Consumption

Q: Do you have to reduce your household's consumption of something to make repayments where you didn't have to before working with Friendship Bridge? (n = 203)



Impact Performance: Attaining Goals

All clients could speak to some financial goal that they have for the future.

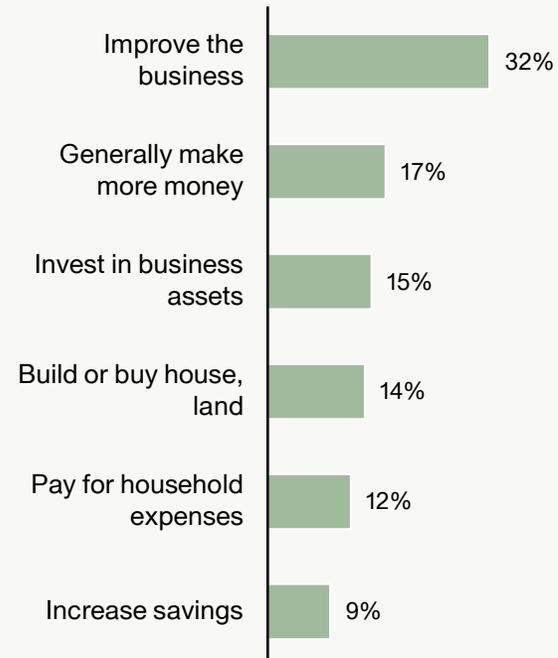
There are no significant differences in goals by tenure.

The fact that 91% of clients say their ability to meet this goal is improved because of Friendship Bridge is very positive.

One-third of clients say their top financial goal is to improve or expand their business. 91% say their ability to achieve their goal is improved by working with Friendship Bridge.

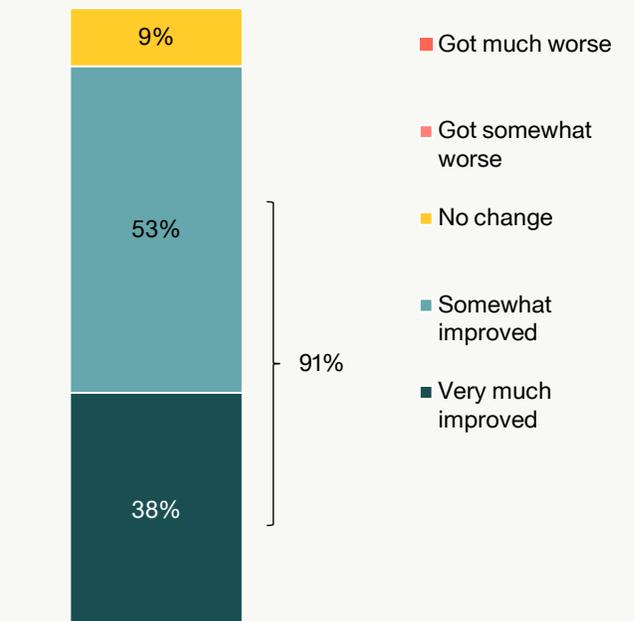
Most Important Financial Goal

Q: What is the most important financial goal you're trying to achieve right now? (n = 203). Open-ended, coded by 60 Decibels.



Impact on Ability to Achieve Goal

Q: Has your ability to achieve this goal changed as a result of working with Friendship Bridge? (n = 203)



Impact Performance: Financial Resilience

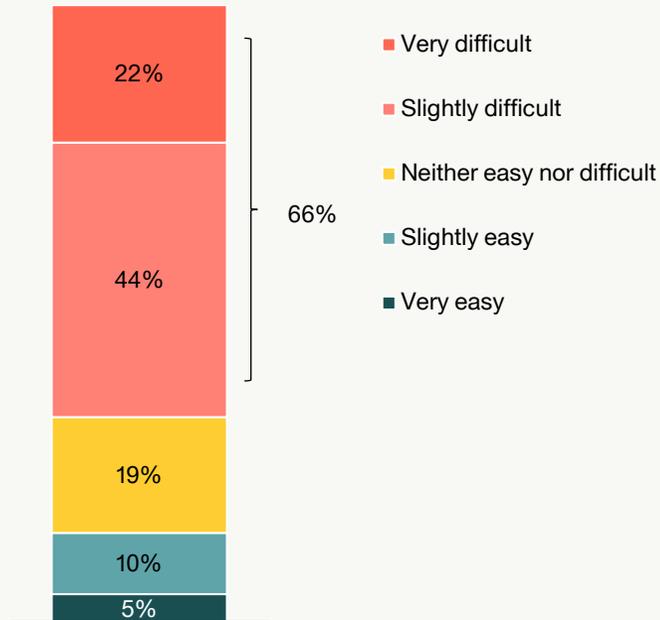
Across tenure, Friendship Bridge clients are in a vulnerable position generally, as two-thirds say it would be difficult to come up with emergency funds.

In the [2017 Findex report](#), 55% of Guatemalans age 15 and older said it would not be possible to cover such an emergency expense.

78% of clients say their ability to face an unexpected expense has increased because of Friendship Bridge.

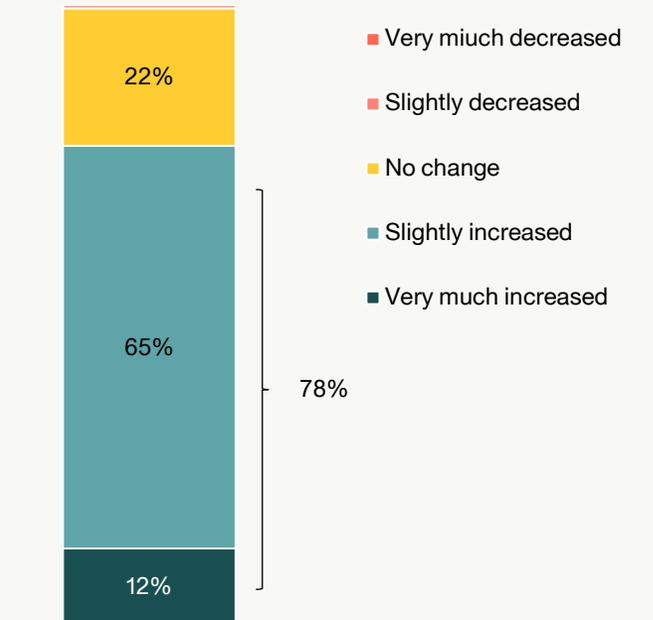
Emergency Expense

Q: Imagine that tomorrow you have an unexpected emergency and need to come up with 3,500 GTQ within the next month. How easy or difficult would it be to come up with this money? (n = 203)



Financial Resilience

Q: Has your ability to face this major expense changed because of Friendship Bridge? (n = 203)



“They give us the amount we ask for, they give us the option to pay per month, they give us women who do not have a permanent job the opportunity, they support us with a business.”

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Client Satisfaction: Net Promoter Score

Friendship Bridge has a Net Promoter Score® of 64, which is excellent, and higher than relevant 60dB benchmarks.

There is a slight decrease in NPS from 2019

The Net Promoter Score® is a gauge of satisfaction and loyalty. Anything above 50 is considered very good. A negative score is considered poor.

Asking respondents to explain their rating provides insight into what they value and what creates dissatisfaction. These details are on the next page.

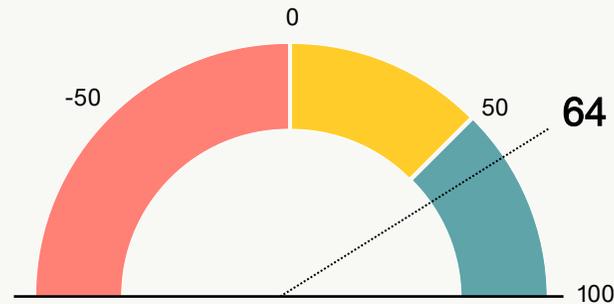
In 2019, Friendship Bridge had an NPS of 69. The 2% of detractors is the same, but there are more clients now falling into the 'passives' category (32% currently, compared to 27% in 2019).

Insight

You're in the top 40% of our benchmark for this indicator.

Net Promoter Score® (NPS)

Q: On a scale of 0 to 10, how likely are you to recommend Friendship Bridge to a qualified friend or family member, where 0 is least likely and 10 is most likely? (n = 203)



NPS = % Promoters — % Detractors

9-10 likely to recommend

0-6 likely to recommend

NPS Benchmarks

● ● ● ● ● - TOP 40%

60 Decibels Global average 42
340+ companies

Financial Inclusion average 49
83 companies

Latin America average 51
41 companies

NPS Drivers

Promoters appreciate the low interest rates. The small number of detractors complain about group members defaulting on payments.

66% are Promoters :)

They love:

1. Low interest rates
(38% of Promoters / 25% of all respondents)
2. Company staff, loan officers
(32% of Promoters / 21% of all respondents)
3. Improved business skills
(25% of Promoters / 17% of all respondents)

“Because it is an excellent communal bank in the interest percentages and the charge is low, it is very cheap and because of the educational talks, they help a lot.”

Tip:

Highlight the above value drivers in marketing.
Promoters are powerful brand ambassadors — can you reward them?

32% are Passives :\

They like:

1. Access to a loan
(32% of Passives / 10% of all respondents)
2. Company staff, loan officers
(25% of Passives / 7% of all respondents)

“It is a good option because it is easy to apply, they do not have many requirements, unlike a bank that asks for a mortgage, a guarantor and all that to acquire a loan.”

Tip:

Passives won't actively refer you in the same way that Promoters will.
What would it take to convert them?

2% are Detractors :(

They want to see:

1. Improved group accountability, repayment
(50% of Detractors / 1% of all respondents)

“People don't pay sometimes, that's why I don't recommend it.”

Tip:

Negative word of mouth is costly.
What's fixable here?

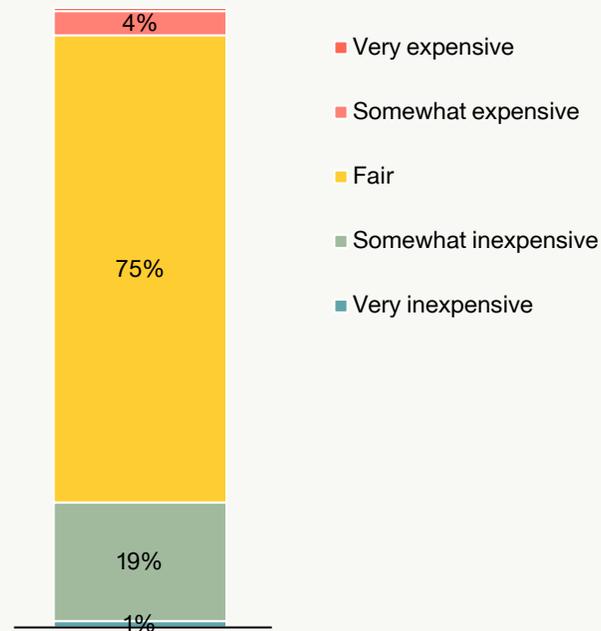
Client Understanding Of Loan Cost & Terms

In 2019, we asked a similar question of clients to understand how they thought the value of a Friendship Bridge loan is compared to the cost. 16% of clients said the value was 'very good' and 49% said it was 'good'.

Three-quarters of clients consider the cost of the loan to be 'fair'. More than three-quarters 'strongly agree' that they understand all the terms and conditions of the loan.

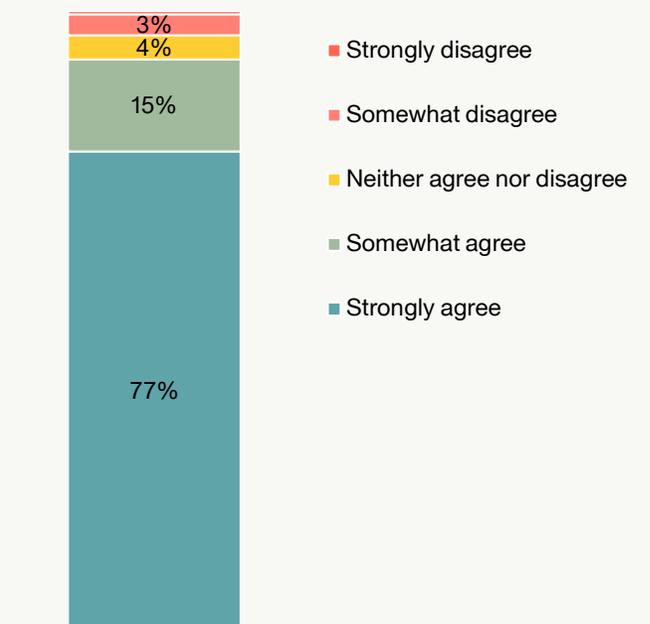
Clients' Ratings of the Cost of the Loan

Q: Consider the cost of the loan (the fees you pay and interest on the loan) and what you are able to do with the money from the loan. How would you rate the cost of the loan? (n = 203)



Clients' Understanding of the Loan Terms

Q: To what extent do you agree with the following statement: "I understand all the terms and conditions of the Friendship Bridge loan, including payments and penalties." (n = 203)



Client Challenges

Just 6% of clients report having a challenge with Friendship Bridge. The top challenge mentioned is an issue with company staff.

This challenge rate is identical to 2019

Older clients are more likely to report a challenge (10%) compared to newer clients (1%).

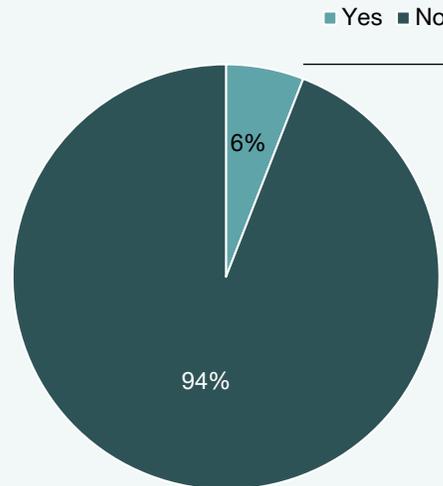
This may be because older clients have more experience with Friendship Bridge and therefore more opportunity to have a challenge.

Of the 6% who experienced challenges, 50% said that their challenge had not yet been resolved (3% of total clients).

Proportion of Clients Reporting Challenges

Q: Have you experienced any challenges with Friendship Bridge? (n = 203)

● ● ● ● ● - TOP 40%



50% of these Clients said that their challenge had not yet been resolved.

Most Common Issues for 6% of Clients

Q: Please briefly explain the challenge you have experienced. (n = 12). Open-ended, coded by 60 Decibels.

1. Issues with company staff

(42% of clients w. challenges / 3% of all respondents)

“Currently the advisor does not answer the calls and has not given us a resolution of our credit, as a group we plan to quit if the advisor still does not respond.”

2. Groupmates not repaying

(25% of clients w. challenges / 2% of all respondents)

“One of the group members did not deliver our payments, she says she lost the money and we have to make up for that payment.”

3. Company issues: accounting, disbursement delays

(17% of clients w. challenges / 1% of all respondents)

“Today the reimbursement takes a long time. My mother participates in Friendship Bridge and she made a payment and it did not register.”

“They care about you, they called to find out your state of health at the time of the pandemic, they gave information for the prevention of it at a personal and family level. They gave an extension given the delay in payment due to the pandemic.”

- 
- Who Are You Reaching?
 - Demographics & income profile
 - Use of loans
 - Share of clients accessing a loan for first time
 - Availability of alternatives in market
 - What Impact Are You Having?
 - Impact on quality of life
 - Individual outcomes
 - Household outcomes
 - How Can You Improve?
 - Net Promoter Score & drivers
 - Challenges
 - How has COVID-19 affected clients?
 - Impact of COVID-19

Financial Situation Due to COVID-19

3 in 5 clients report that their household financial situation had gotten worse because of COVID-19. The top reason is that their business model was interrupted.

We wanted to understand how your clients have been affected economically by the pandemic.

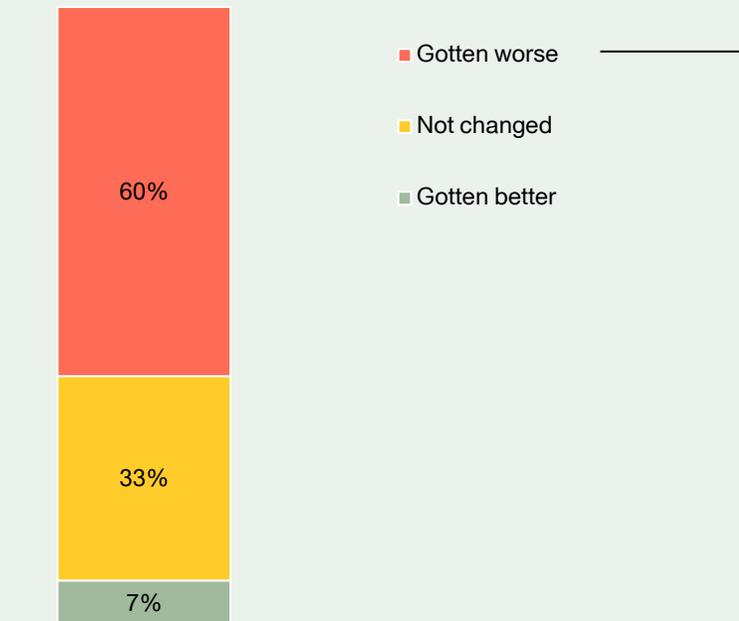
One-third of clients said their financial situations had stayed the same since COVID-19, but more 60% have been adversely-affected.

For Discussion

0% of clients report having unenrolled a school-aged child during COVID-19. How does this compare with what your staff sees?

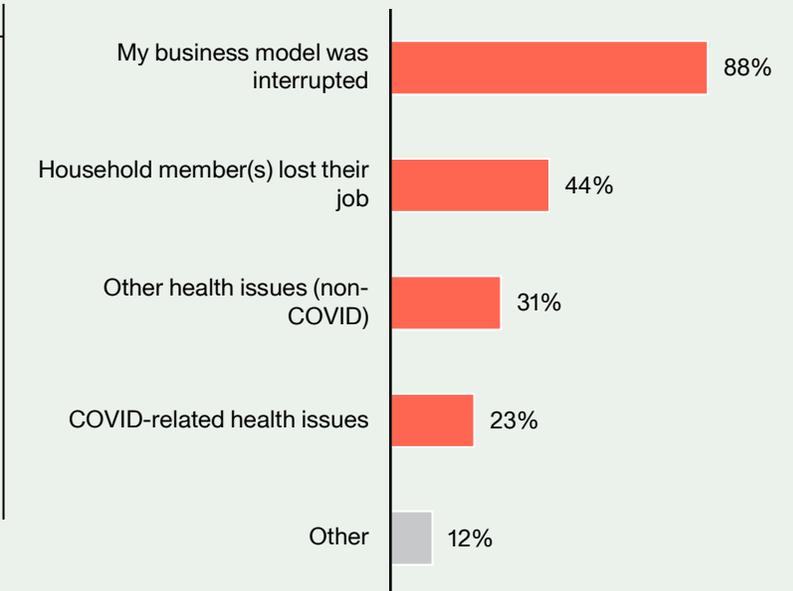
Changes in Household Financial Situation due to COVID-19

Q: Has your household financial situation changed because of the coronavirus? (n = 203)



Factors Worsening Financial Situation

Q: Have any of the following worsened your financial situation? (n = 120, multiple responses allowed)



Loan Repayment Sources Since COVID-19

We aimed to understand how COVID-19 has affected clients' ability to repay their loans.

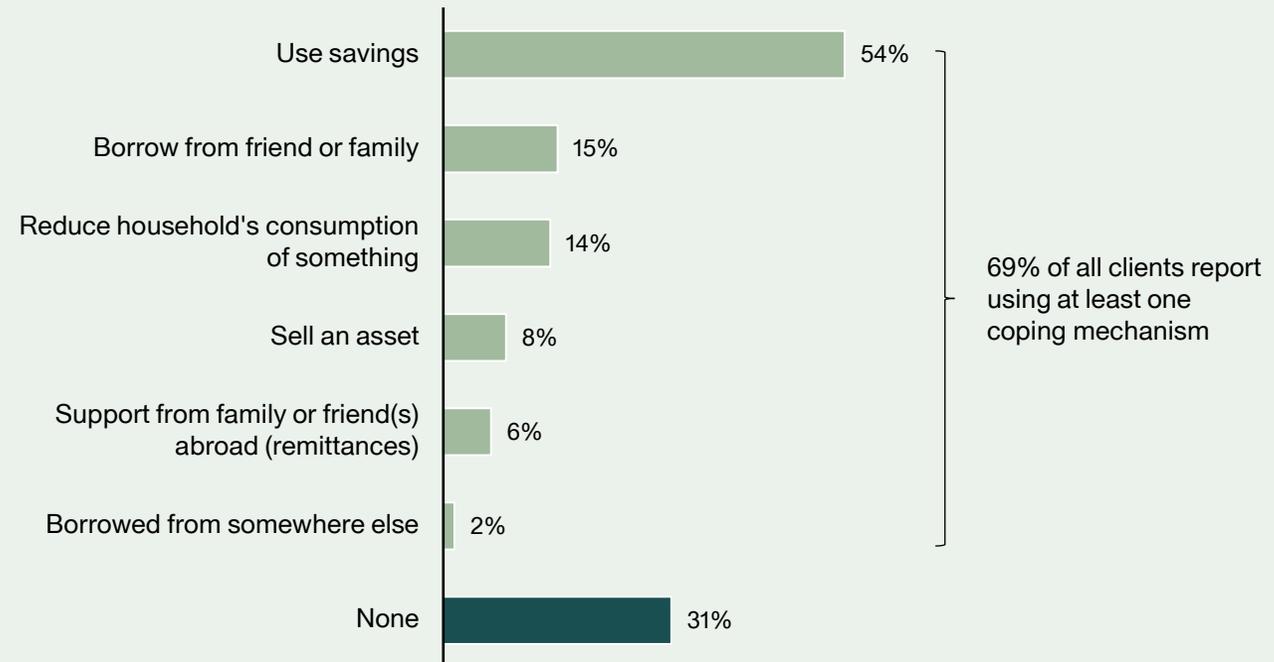
It is a positive sign that the top additional loan repayment source is savings, as this indicates that clients have the savings to draw from in the first place.

Few clients report taking on additional debt, reducing consumption, or selling an asset.

More than two-thirds of clients have had to make some adjustment to keep up with loan payments.

Loan Repayment

Q: Have you had to do any of the following to make a Friendship Bridge loan payment since the time of coronavirus? (n = 203, multiple responses allowed)



What Next?

...& Appendix

How to Make the Most of These Insights

Here are ideas for ways to engage your team and use these results to fuel discussion and inform decisions.

Example tweets or Facebook posts to share publicly

- 97% of our clients say the quality of their lives has improved since working with us. #ListenBetter with @60_decibels
- 83% of the women working with Friendship Bridge say they contribute more now to important family decisions.
- 60% of clients say their household financial situation has gotten worse since COVID-19 – how can we help? We #ListenBetter with @60_decibels

What You Could Do Next. An Idea Checklist From Us To You :-)

Engage Your Team	<ul style="list-style-type: none"> <input type="checkbox"/> Share staff quiz – it's a fun way to fuel engagement & discussion <input type="checkbox"/> Send deck to team & invite feedback, questions and ideas. Sometimes the best ideas come from unexpected places! <input type="checkbox"/> Set up team meeting & discuss what's most important, celebrate the positives & identify next steps
Spread The Word	<ul style="list-style-type: none"> <input type="checkbox"/> Reach a wider audience on social media & show you're invested in your Clients – we've added some example posts on the left
Close The Loop	<ul style="list-style-type: none"> <input type="checkbox"/> Let us know if you'd like us to send an SMS to interviewed Clients with a short message letting them know feedback is valued and as a result, you'll be working on XYZ <input type="checkbox"/> Review the challenges mentioned and see if there are any broad themes that can be addressed <input type="checkbox"/> After reading this deck, don't forget to let us know what you thought here!
Take Action!	<ul style="list-style-type: none"> <input type="checkbox"/> Collate ideas from team into action plan including responsibilities <input type="checkbox"/> Keep us updated, we'd love to know what changes you make based on these insights

Detailed Benchmarking Comparison

Friendship Bridge performs very well across the board compared to the 60dB benchmarks. One area for improvement is reaching more first-time borrowers.

Comparison to benchmarks can be useful to identify where you are under- or over-performing versus peers, and help you set targets. We have aligned your results to the [Impact Management Project](#) framework – see next slide.

Information on the benchmarks is found below:

Company Data

clients 203

60dB Global Average:

companies 387

customers 167,701

60dB Financial Inclusion Average

companies 83

customers 38,326

60dB Latin America Average

companies 41

customers 16,573

Comparison of Company Performance to Selected 60dB Benchmarks

Dimension	Indicator	Friendship Bridge	60dB Global Average	60dB F.I. Average	60dB Latin America Average
Who ○	% live in poverty (below \$5.50 line)	35	34	41	34
	Inclusivity Ratio	0.88	0.79	0.83	1.09
	avg. age	38			
How Much ≡	% reporting quality of life very much improved	48	44	35	32
	% reporting quality of life slightly improved	49	39	43	45
	% reporting savings balance increased	84	-	-	-
	% reporting ability to plan finances improved	94	-	-	-
	% reporting increased income	94	-	-	-
What Impact □	% reporting improved income	36	-	-	-
	% reporting ability to expand their businesses	31	-	-	-
	% reporting increased access to a loan	14	-	-	-
Contribution +	% first time accessing product/service	58	67	63	70
	% saying no good alternatives are available	85	73	70	54
Risk △	% experiencing challenges	6	31	22	21
Experience	Net Promoter Score	64	42	49	51

Impact Management Project

We take pride in making the data we collect easy to interpret, beautiful to look at, and simple to understand and act upon.

We also align our data with emerging standards of best practice in our space, such as the [Impact Management Project \(IMP\)](#).

The IMP introduces five dimensions of impact: Who, What, How Much, Contribution, and Risk.

These dimensions help you check that you haven't missed any ways of thinking about, and ultimately measuring, the positive and negative changes that are occurring as a result of an intervention.

**IMPACT
MANAGEMENT
PROJECT**

We aligned your results to the Impact Management Project. We're big fans of the IMP – it's a simple, intuitive and complete way of conceptualizing impact.

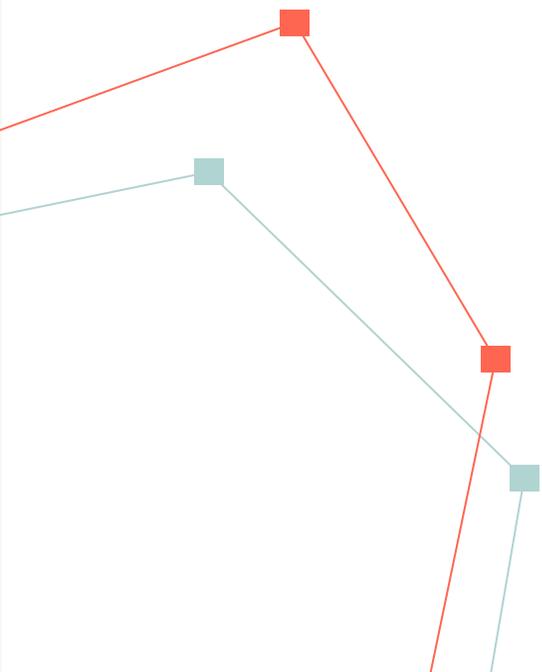
Dimension	Explanation
Who ○	The Who of impact looks at the stakeholders who experience social and environmental outcomes. All things equal, the impact created is greater if a particularly marginalised or underserved group of people is served, or an especially vulnerable part of the planet protected. For the who of impact, we tend to work with our clients to understand poverty levels, gender and disability inclusivity.
What Impact □	What investigates the outcomes the enterprise is contributing to and how material those outcomes are to stakeholders. We collect most of this what data using qualitative questions designed to let Clients tell us in their own words the outcomes they experience and which are most important to them.
How Much ≡	How Much looks at the degree of change of any particular outcome.
Contribution +	Contribution seeks to understand whether an enterprise's and/ or investor's efforts resulted in outcomes that were better than what would have occurred otherwise. In formal evaluation this is often studied using experimental research such as randomised control trials. Given the time and cost of gathering these data, this is not our typical practice. We instead typically ask Clients to self-identify the degree to which the changes they experience result from the company in question. We ask Clients whether this was the first time they accessed a product of technology like the one from the company, and we ask how easily they could find a good alternative. If a Client is, for the first time, accessing a product they could not easily find elsewhere, we consider that the product or service in question has made a greater contribution to the outcomes we observe.
Risk △	Impact Risk tells us the likelihood that impact will be different than expected. We are admittedly still in the early days of figuring out how best to measure impact risk – it's an especially complex area. That said, where Clients experience challenges using their product or service, we do think that this correlates with a higher risk that impact does not happen (i.e. if a product or service is not in use then there's no impact). Hence, we look at challenge rates (the percent of Clients who have experienced challenges using a product or service), and resolution rates (the percent of Clients who experienced challenges and did not have them resolved) as Client based proxies for impact risk.

Calculations & Definitions

For those who like to geek out, here's a summary of some of the calculations we used in this deck.

Metric	Calculation
Net Promoter Score®	The Net Promoter Score is a common gauge of Client loyalty. It is measured through asking Clients to rate their likelihood to recommend your service to a friend on a scale of 0 to 10, where 0 is least likely and 10 is most likely. The NPS is the % of Clients rating 9 or 10 out of 10 ('Promoters') minus the % of Clients rating 0 to 6 out of 10 ('Detractors'). Those rating 7 or 8 are considered 'Passives'.
Inclusivity Ratio	The Inclusivity Ratio is a metric developed by 60 Decibels to estimate the degree to which an enterprise is reaching less well-off Clients. 1 = parity with national population ; > 1 = over-serving; < 1 = under-serving. It is calculated by taking the average of Company % / National %, at the \$1.90, \$3.20 & \$5.50 lines for low-middle income countries, or at the \$3.20, \$5.50 and \$11 lines for middle income countries. The formula is: $\sum_{x=1}^3 \frac{([\textit{Company}] \textit{Poverty Line } \$x)}{(\textit{Country Poverty Line } \$x)} / 3$

Summary Of Data Collected



203 phone interviews completed in April - May 2021

Methodology

Survey mode	Phone
Country	Guatemala
Languages	Spanish, K'iche', Kaqchikel
Dates	17 April – 21 May 2021

Sampling
Stratified sample of 7,803 Friendship Bridge clients who are on their 1st-2nd or 5th-7th loan, with a representative branch split.

Response rate 38%

Average time p/interview 13 mins

Responses Collected

Clients 203

Sampling

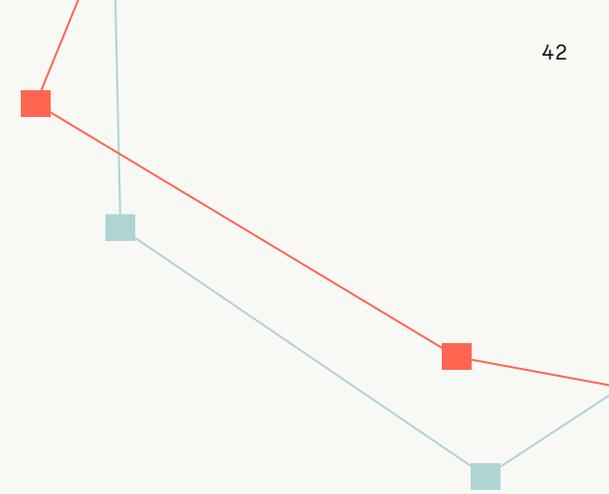
	% sample
% old clients	52%
% new clients	48%
% Spanish	73%
% K'iche'	21%
% Kaqchikel	5%

Accuracy

Confidence Level	c. 90%
Margin of error	c. 6%

Thank You For Working With Us!

Let's do it again sometime.



About 60 Decibels

60 Decibels makes it easy to listen to the people who matter most. 60 Decibels is an impact measurement company that helps organizations around the world better understand their Clients, suppliers, and beneficiaries. Its proprietary approach, Lean Data, brings Client-centricity, speed and responsiveness to impact measurement.

60 Decibels has a network of 750+ trained Lean Data researchers in 50+ countries who speak directly to Clients to understand their lived experience. By combining voice, SMS, and other technologies to collect data remotely with proprietary survey tools, 60 Decibels helps clients listen more effectively and benchmark their social performance against their peers.

60 Decibels has offices in London, Nairobi, New York, and Bengaluru. To learn more, visit 60decibels.com.

We are proud to be a Climate Positive company. 

Your Feedback

We'd love to hear your feedback on the 60dB process; take 5 minutes to fill out our feedback survey [here!](#)

Acknowledgements

Thank you to Caitlin Scott for her support throughout the project.

I have improved my mototaxi business.
The trainings have helped me in my life.
I see the fruit of my dedication.

Before my business was
not growing and

>now

>already

>it

>is

moving forward.

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