



**USAID**  
FROM THE AMERICAN PEOPLE



CYNTHIA, FARMER, ZIMBABWE © 2005 — 2023 Kiva All rights reserved.

# Gender Equity Assessment Rating (GEAR) User Manual

*A step-by-step guide to holistically assess financial service providers' gender-forward efforts*

*DISCLAIMER: This publication was produced as part of the INVEST Project under Contract No. AID- OAA-C-17-00090 at the request of the United States Agency for International Development. This document is made possible by the support of the American people through the United States Agency for International Development. Its contents are the sole responsibility of Kiva and do not necessarily reflect the views of USAID or the U.S. Government.*

# CONTENTS

A MESSAGE FROM KIVA'S SENIOR DIRECTOR OF IMPACT

ACRONYMS & ABBREVIATIONS

USER MANUAL INTRODUCTION

BEYOND FINANCIAL INCLUSION

KIVA'S GENDER EQUITY ASSESSMENT RATING (GEAR)

WHAT MAKES GEAR DIFFERENT?

GEAR USERS & USE CASES

INDUSTRY-WIDE BENEFITS

GEAR BACKGROUND

BUILDING UPON THE VOICE OF THE INDUSTRY

THE FIVE GENDER COMPONENTS OF GEAR

GEAR RESOURCES

GEAR METHODOLOGY

ANALYZING THE GEAR METHODOLOGY

GEAR OVERVIEW & WEIGHTS

GEAR COMPONENTS

TARGETING WOMEN CLIENTS

PRODUCTS & SERVICES FOR WOMEN

WOMEN CLIENT UNDERSTANDING

POLICIES & PRACTICES SUPPORTING WOMEN

WOMEN IN THE WORKFORCE

INPUTTING GEAR DATA

REQUIRED DATA INPUTS

IMPORTING DATA FROM EXTERNAL SOURCES (FINDEX)

STEP-BY-STEP GEAR CALCULATION

CALCULATING YOUR TARGETING WOMEN CLIENTS SCORE

CALCULATING YOUR PRODUCTS & SERVICES FOR WOMEN SCORE

CALCULATING YOUR WOMEN CLIENT UNDERSTANDING SCORE

CALCULATING YOUR POLICIES & PRACTICES SUPPORTING WOMEN SCORE  
CALCULATING YOUR WOMEN IN THE WORKFORCE SCORE

## INTERPRETING YOUR GEAR SCORE

A STARTING POINT  
A SCALING THRESHOLD

## IN-DEPTH GEAR SUBCOMPONENT BREAKDOWN

A CLOSER ANALYSIS  
TARGETING WOMEN CLIENTS THRESHOLD & AUDIENCE ANALYSIS  
PRODUCTS & SERVICES FOR WOMEN THRESHOLD & AUDIENCE ANALYSIS  
WOMEN CLIENT UNDERSTANDING THRESHOLD & AUDIENCE ANALYSIS  
POLICIES & PRACTICES SUPPORTING WOMEN THRESHOLD & AUDIENCE ANALYSIS  
WOMEN IN THE WORKFORCE THRESHOLD & AUDIENCE ANALYSIS

## CLOSING REMARKS

A CATALYZING INDUSTRY TOOL

## APPENDIX

GENDER SURVEY QUESTIONS  
FINDEX DATA

## A MESSAGE FROM KIVA'S SENIOR DIRECTOR OF IMPACT



**Joel Hughey,**

Kiva's Senior Director of Impact

In 2005, Kiva's impact journey started with one loan to a woman in Uganda named Elizabeth, who used a \$500 loan to expand her fishmongering business. Over the next 18 years, Kiva continued to have the opportunity to work with millions of more women like Elizabeth, and learn from their experience within the financial system. As a foundational focus of Kiva's impact strategy, underbanked women comprise one of four target populations that we aim to reach through Kiva's mission to help underserved communities thrive.

As Kiva continues to seek ways to further unlock financial opportunities for millions more Elizabeths worldwide, we recognize that the economic and social challenges that women face are significant— and are only being further exacerbated by climate change, violence, geopolitical instability, and continuing inequity. For Kiva, the Gender Equity Assessment Rating (GEAR) tool is an important next step in strengthening the financial ecosystem to better serve underbanked women with tailored products and services, meaningful policies, and approaches based on best practices that ultimately advance gender equity. Like an interconnected system of small gears, with cogs that leverage and multiply efforts, it is Kiva's hope that this GEAR tool similarly enables a leveraging effect in support of a more gender equitable future. It all starts with understanding strengths and weaknesses, in order to drive meaningful change. **We're excited to share this tool with you, and are eager to continue to learn from its use to better serve the financial needs of women worldwide.**

## ACRONYMS & ABBREVIATIONS

**EM** - Emerging Market

**FSP** - Financial service provider

**GEAR** - Gender Equity Assessment Rating

**GLI** - Gender Lens Investing

**TA** - Technical Assistance

**USAID** - United States Agency for International Development

## USER MANUAL INTRODUCTION

### BEYOND FINANCIAL INCLUSION

Financial inclusion is an important pathway to advancing women's economic empowerment and gender equity. As such, providing women with capital has been a top impact objective of Kiva's since our inception. As of August 2023, Kiva has facilitated over \$1.5 billion in loans to more than 3.8 million women borrowers around the world. Of all the loans that Kiva has extended on its platform, 81% have been directed to women borrowers.

However, while financial inclusion has been key to facilitating financial access to underserved populations like women, simply including women in the financial system is not sufficient to close the gender gap— especially when the gender inequities that impede women's financial success are left unaddressed. At Kiva, we are aware that not only inclusion, but also transformation of our financial system will be necessary to advance women's economic empowerment and ultimately drive systemic gender equity. In addition to facilitating financial access to women, Kiva is also committed to deepening our understanding of the financial barriers that women face and engendering institutional change, all while continuing to scale the number of women served.

### KIVA'S GENDER EQUITY ASSESSMENT RATING (GEAR)

Following the evidence to deepen impact— especially for women borrowers – Kiva sought continued support from the United States Agency for International Development (USAID) to develop a gender lens rating tool that measures how financial service providers (FSPs) are incorporating gender equity in their products, practices, and policies. As such, Kiva developed the Gender Equity Assessment Rating (GEAR) in 2023 as a direct response to insights gleaned from the [GLI Landscape Study \(2021\)](#) supported by USAID.

GEAR represents Kiva's commitment to deepening our understanding of the barriers to financial inclusion women face and engendering institutional change, all while continuing to scale the number of women served. In an effort to operationalize a comprehensive GLI framework, GEAR aims to provide the financial inclusion industry with a quantitative way to holistically assess the gendered impact of FSPs— the results of which can be used to initiate dialogues that drive gender-forward transformation, shift power and resources into the hands of women around the world, and ultimately advance gender equity.

## WHAT MAKES GEAR DIFFERENT?

As the GLI space and investor interest has grown, so have the number of approaches used to apply a gender lens. Yet, despite the diversity in GLI approaches, Kiva found that the majority of gender assessment approaches focus solely on women in leadership; less than a quarter take a more comprehensive approach, such as examining whether the company has gender-forward internal policies and practices.<sup>1</sup> Further, few, if any, GLI resources were tailored for FSP-specific purposes. Specifically, Kiva sought a comprehensive tool that could assess the strengths and weaknesses of FSPs in regards to their gender forward practices, policies and products. Without access to a tool that met these specific needs, Kiva developed GEAR to have the following characteristics:

- **Specific to Financial Inclusion:** Although it can be utilized in many ways, GEAR was specifically designed for FSPs or institutions in the financial inclusion space. GEAR aims to holistically assess the way an FSP incorporates gender considerations throughout its products, policies and practices across all stakeholder groups- from the institutions' end borrowers, to its loan officers, all the way to its board of directors.
- **Gender Norm Aware:** Socio-cultural challenges related gender norms are particularly amplified when it comes to economic opportunities and power imbalances between genders. GEAR assesses to what extent FSPs not only connect women to capital, but also how they address restrictive gender norms that often prevent their proximity and access to capital in the first place.
- **Diagnostic Function:** Across the five identified sub-components of GEAR, the tool aims to not only identify areas where FSPs' gender practices excel, but also to uncover areas where FSPs' gender-focused efforts could be improved. Communicating the identified opportunities for gender-forward growth to FSPs can provide partners with deeper insight into their own practices, and can provide Kiva with a better understanding of how gender-focused technical assistance (TA) projects could align with FSPs' needs.

## GEAR USERS AND USE CASES

Designed as a self-assessment tool to be used by FSPs, GEAR holistically evaluates the extent to which an FSP integrates and operationalizes gender across its products, practices and policies. The end result- a GEAR score- ultimately aims to identify an FSP's areas of strength as well as an FSP's areas of potential improvement where gender-focused efforts could be strengthened. The GEAR score is intended to provide FSPs with a level of objective self-reflection to consider their gender practices, create an action plan to address areas for improvement, and integrate gender-forward best practices.

Although Kiva originally developed GEAR as a tool for FSPs, it can also be leveraged as a publicly available, standalone gender lens framework. As such, Kiva encourages other industry stakeholders- such as investors, asset managers, or technical assistance providers who are interested in applying a gender lens- to use GEAR as they vet new potential partners or determine opportunities for further technical assistance. For example, Kiva will use GEAR to consistently apply a structured gender lens framework when evaluating FSPs integration and operationalization of gender across their organizational areas. Other ways to leverage GEAR include:

---

<sup>1</sup> "Gender Lens Investing: Assets Grow To More Than \$3.4 Billion." Veris Wealth Partners, March 2020. <https://www.veriswp.com/gender-lens-investing-assets-grow-to-morethan-3-4-billion/>

- **Initiating Nuanced Dialogues:** GEAR serves to broaden the financial inclusion industry’s understanding of gender dynamics within FSPs and its impact on women clients. Designed to initiate conversations about gender practices, the interpretation of a GEAR score serves as only a starting point for dialogue with FSPs. Nevertheless, interpreting GEAR scores opens up the opportunity to discuss the intricacies of gender in financial services, as well as enables FSPs, investors, and other industry stakeholders to collectively consider gender-responsive approaches together.
- **Identifying Gender-Integrated Strengths and Areas of Improvement:** With its comprehensive assessment methodology, GEAR enables FSPs to identify areas of strengths as well as areas of growth across the five different gender approaches. By systematically evaluating various dimensions of gender integration, such as product design, outreach strategies, staff capacity, and client engagement, GEAR uncovers areas of success and opportunities for improvement. This analysis is instrumental in guiding FSPs and investors to recognize and discuss effective gender strategies to address areas of shortcoming and enhance their gender-related practices. Additionally, the results of GEAR contribute to the broader sector’s knowledge base by generating insights into what works and what needs further attention to achieve meaningful gender outcomes.
- **Advocating for Technical Assistance and Accountability:** An important function of GEAR is the role it has in informing Technical Assistance advocacy. The quantitative assessment enables effective advocacy for changes in a FSP’s policies, programs, and investments by highlighting areas where gender integration should be prioritized. Moreover, GEAR fosters accountability by holding FSPs responsible for their commitments to gender equality and social impact with our support. Additionally, GEAR encourages transparency, promotes learning from peers, and motivates FSPs to align their practices with gender-responsive approaches.
- **Tracking Gender Progress over Time:** By capturing the initial state of gender integration, GEAR serves as a valuable resource for establishing a baseline assessment of gender-related practices within FSPs that can be supported by ongoing tracking and monitoring of advancements over time. While gender equity advancement takes time, by conducting periodic assessments FSPs can gauge the effectiveness of their gender-related initiatives to identify areas for improvement and adapt their strategies accordingly. This iterative progress tracking process ensures a dynamic approach to gender integration, enabling FSPs to evolve and enhance their social impact continuously.

## INDUSTRY-WIDE BENEFITS

In the GFI space, few investors have considered or prioritized how to take an intersectional, gender norm-informed investment approach. As a result, Kiva developed GEAR in a way that is not only adaptable to Kiva’s proprietary Impact Scorecard, but also effective as a standalone assessment adoptable by third parties. Designed with flexibility to address gender-related issues, challenges, and opportunities in various contexts, GEAR is encouraged to be used by third party stakeholders such as investors, asset managers, TA providers who are interested in applying a gender lens to their respective areas of focus. As a standalone tool available for public use and adoption, GEAR provides actors in the financial inclusion landscape the following benefits:

- **A Common Language for FSP-specific Gender Lens Approaches:** A key aspect of GEAR is its capacity to delineate the different pillars and components of gender approaches adopted by FSPs. This categorization brings clarity to the approaches employed and helps identify the distinct characteristics, objectives, and methodologies associated with each

category. By defining these categories, GEAR facilitates a common language and understanding among stakeholders, enabling a more effective analysis, comparison, and sharing of best practices across the financial inclusion landscape.

- **An Approach to Portfolio-wide Gender Benchmarking:** For portfolio approaches in particular, GEAR offers benchmarking capabilities that enable a comparative evaluation of gender-related performance across multiple FSPs. By establishing standardized metrics and indicators, GEAR facilitates benchmarking exercises that inform investors' decision-making processes. This comparative analysis provides valuable insights into FSPs' gender-related strengths, challenges, and potential for improvement. By leveraging this information, investors can make informed choices and allocate resources to FSPs that demonstrate robust gender-responsive practices, thus driving positive change and fostering greater gender equality in the financial inclusion landscape.
- **A Gender-focused Investment Screening Tool:** By integrating GEAR into an investment screening process, investors can critically evaluate FSPs' gender-related practices, aligning their portfolios with gender equality goals and sustainable development objectives. GEAR can serve as a means for identifying investment opportunities that demonstrate a strong commitment to gender integration, thus catalyzing a virtuous cycle of financial inclusion and empowerment.

By sharing GEAR publicly, Kiva hopes to expand upon the types of gender equity resources available in the GLI space and push the industry forward. Kiva encourages GEAR to be used by not only FSPs, but also asset managers, investors, and/or technical assistance providers committed to advancing gender equity in the financial inclusion space. It is Kiva's hope that GEAR can be both a diagnostic tool for the financial inclusion space, as well as a catalyst for transformative action by revealing where gender equitable interventions are needed most.

## GEAR BACKGROUND

### BUILDING UPON THE VOICE OF THE INDUSTRY

As previously mentioned, the idea to develop GEAR was initially sparked by Kiva's 2020 partnership with USAID to better understand the gender lens investing (GLI) landscape. With support from USAID, Kiva completed a [GLI Landscape Study \(2021\)](#), to identify the gaps and barriers preventing women from accessing financial services. Drawing from existing datasets within the GLI and microfinance sectors, the analysis of the study focused on data related to GLI approaches in financial inclusion and emerging markets (EMs). Kiva complemented this quantitative data with qualitative insights derived from interviews with GLI stakeholders, including asset managers and owners, financial service providers (FSPs), borrowers, and gender experts around the world.

Among many key learnings, insights from the report revealed that women's lack of access to capital—and their financial exclusion more broadly— stems from inequalities and injustices embedded throughout the current financial system. Given the interconnected and reinforcing nature of these socio-culturally embedded barriers, feedback from various stakeholders in the GLI space coalesced around the lack of a comprehensive set of GLI approaches that target various components of gender inequities to create lasting, gender-forward impact and dismantle entrenched barriers preventing women's financial access. As noted in the GLI Study, an impact framework that considers a holistic gender lens approach for FSPs is crucial to creating lasting systemic impact.



## THE FIVE GENDER COMPONENTS OF GEAR

Born out of recognition that gender equity is integral to the overall social impact of the FSPs that Kiva partners with, GEAR evaluates FSPs' gender efforts across five dimensions, including: 1) the representation of women as clients, 2) the provision of tailored financial products and services, 3) FSP efforts taken to understand gender-based needs, 4) the integration of gender considerations in workplace policies and practices, and 5) the representation of women in the workforce. Results across these five components are scored to identify potential opportunities to engage partners in transforming their work environments, practices, policies, and products to further gender equity. Through GEAR, Kiva aspires to define a gender lens impact framework built upon research and the input of financial inclusion stakeholders.

## GEAR RESOURCES

Though referred to in its entirety as GEAR, Kiva's gender equity assessment tool is made up of four interrelated resources— 1) a survey, 2) country level data, 3) a weighted scoring system, and 4) this user manual— that are designed to be used in conjunction to interpret an FSP's answers to the survey. Kiva designed each component of GEAR using free and publicly available software (such as Google-suite Forms) to ensure that the tool is accessible by everyone. GEAR is comprised of the following resources:

1. A Gender Survey of 20+ questions formulated from background research, evidence evaluations, and insights from key stakeholder interviews outlined in Kiva's 2021 GLI Landscape Report. This survey is designed to be completed as a self-assessment conducted by the FSP. The survey aims to assess FSPs approach to gender on both the institutional and client level. A list of the Gender Survey Questions can be found in the **Appendix** of this User Manual.
2. A country-level data input from the most recent Findex report to provide context for the environment in which the FSP is operating. A copy of the necessary Findex data input can be found in the Appendix of this User Manual (page 41), or on the [Findex Data](#) tab of the GEAR Calculator. The Findex Data will be regularly updated in line with the publications of the annual Findex Data surveys.
3. A pre-weighted [GEAR Calculator](#) and scoring system that ultimately generates an overall GEAR score on a scale of 1-10, where a score of 1 indicates a substantial organizational need to become more gender-forward and a score of 10 indicates a strong, gender-forward organization. This publicly available, weighted GEAR Calculator can be downloaded [here](#) and copied for your own use.
4. This User Manual, designed to guide an FSP through the inputs and scoring system in order to generate a rating.

With these four components in mind, it should be noted that Kiva developed GEAR to be an evolving tool— one that will be adapted and refined over time based on institutional learnings, partner feedback, and industry best practices. After 18+ years of working with local partners to best serve their clients, Kiva understands that contextual knowledge is essential and that barriers to women's financial inclusion are rooted in local, sociocultural contexts. Therefore, Kiva is dedicated to working alongside its partner FSP to continue to develop, test, iterate, and calibrate GEAR results based on partner learnings, responses, and feedback.

## GEAR METHODOLOGY

### ANALYZING THE GEAR METHODOLOGY

Before providing instructions on how to utilize GEAR, the following Methodology section outlines how the GEAR weighted scoring system was designed, the evidence behind each weighted survey component, and how each survey question relates to its respective GEAR component. The Methodology section aims to explain how each of the five GEAR components targets embedded gender inequalities within the current financial system. Analyzing the methodology behind GEAR is important to understanding how Kiva applies a gender-forward, intersectional lens to its gender investment strategy.

In 2021, Kiva's GLI landscape study identified six gender lens approaches— and in many ways, a diverse stakeholders engagement— that are most relevant to the financial inclusion sector, including: 1) women as investors, 2) women in leadership, 3) women on boards, 4) products or services for women, 5) women as clients, and 6) workplace equity. To support a more structured analysis, Kiva further consolidated the six gender lens approaches to three broad pillars with corresponding subcomponents that meaningfully apply to financial service providers in EMs, including:

Gender Lens Pillar	Components
<b>1. Gender-Responsive Products and Services</b>	Ia. Targeting Women Clients
	Ib. Products and Services for Women
	Ic. Women Client Understanding
<b>2. Gender-Forward Policies and Practices</b>	2a. Policies and Practices
<b>3. Gender Parity in Leadership, Decision-Making, &amp; Workforce</b>	3a. Women in the Workforce

These three pillars broken out into the five gender components are foundational to how GEAR evaluates FSPs' practices. The purpose of breaking down the pillars into the five GEAR components is to provide a more granular evaluation of FSPs' approaches. This is particularly true for Gender-Responsive Products and Services as it is important to not only understand the products and services offered, but if and how they were developed to meet the needs of women.

### GEAR OVERVIEW & WEIGHTS

The Gender Survey consists of 20+ questions that aim to evaluate and analyze FSP's gender approach and practices across the five GEAR components. Based on the specificity of the Gender Survey questions, each GEAR component is further broken into subcomponents for granularity. Like the GEAR components, each related subcomponent has also been weighted according to industry research and evidence supporting women's financial inclusion.

The following table provides a high-level overview of how each GEAR component relates to the various subcomponents and Gender Survey questions. Additionally, detailed explanations of each of the five GEAR components and their related evidence-backed subcomponents and weightings are outlined in the following section titled GEAR Components Overview.

GEAR Component	Component Weight	GEAR Subcomponent	Subcomponent Weight	Proxy	Gender Survey Question
Targeting Women Clients	20%	Women Clients	70%	Women Clients	Q1
			30%	Vulnerable Groups	Q2
Products and Services for Women	20%	Accessibility	50%	Women Feedback	Q3
				Loan Accessibility	Q4 + Q5
				Loan Products	Q6
		Product Features	50%	Product Features	Q7
Women Client Understanding	25%	Gender-Disaggregation	70%	Gender Disaggregated Data	Q9
				Use of Disaggregated Data	Q10b
		Evaluation & Monitoring	30%	Data Collected	Q10 + Q10a
				Impact Reports	Q11 + Q11a
				Data Organization	Q12
Policies and Practices	20%	Training	30%	Anti-Bias Training	Q13
		Policies	60%	Gender Policies	Q14
		Accountability	10%	CEO Accountability	Q15
Women in the Workforce	15%	Women in the Workforce Composite	100%	Female Staff Turnover Ratio Percentage	Q16
				Women Employees	Q17
				Women Loan Officers	Q18
				Women on Board	Q19
				Women CEO	Q20

# GEAR COMPONENTS

## GEAR COMPONENT I

### TARGETING WOMEN CLIENTS

The “Targeting Women Clients” GEAR component indicates the extent to which an FSP reaches women clients, especially in comparison to the country’s access to credit norms. This component requires the use of country-level data to assess an FSP’s intersectional client reach and is weighted as 20% of the overall Gender Equity Assessment Rating.

Women and girls comprise half of the world’s population, and therefore comprise half of the world’s potential. However, the economic potential of women has remained largely dismissed. Due to both formal and informal barriers to financial services, women- particularly rural women- comprise the majority of financially excluded populations. Barriers such as minimal education, low financial literacy, limited cultural mobility, and restrictive gender norms perpetuate the gender gap and prevent women from more formal forms of financialization and economic empowerment. Unfortunately, informal gender norms that restrict women’s mobility and economic activity play a pivotal role in determining their access to loans and bank accounts.<sup>2</sup>

However, research has shown that financially supporting women can further boost household education, health, and nutrition.<sup>3</sup> What’s more, evidence suggests that flexible financing, such as a reduction in credit eligibility conditions, can enhance financial inclusion for disadvantaged groups such as women or those traditionally lacking collateral.<sup>4</sup> By targeting women clients- particularly women clients from disadvantaged groups who often face additional barriers in accessing financial services- FSPs can play an essential role in advancing gender equity.<sup>5</sup>

### TARGETING WOMEN CLIENTS PROXY INDICATORS & SURVEY QUESTIONS

To address this key component of an FSP’s gender equity efforts, the survey uses questions 1, 2, and Findex data as a way to evaluate access to credit at a country level. The weighting of survey questions 1 and 2 intends to capture the reality that 70% of the world’s poor are women, and that by targeting women- particularly disadvantaged women such as refugees or those living in conflict zones- FSPs can provide women with control over their finances, address restrictive gender norms, and provide greater opportunities for women’s financial inclusion.

GEAR Subcomponent	GEAR Subcomponent Weighting	Gender Survey Question	Gender Survey Answer(s)
Portion of women clients	70%	1. Approximately what percentage of your organization’s customers are women?	None/not sure
			1-20%
			21-40%
			41-60%

<sup>2</sup> Govindapuram, S., Bhupatiraju, S., & Sirohi, R. A. (2023). Determinants of women’s financial inclusion: Evidence from India. *Annals of Public and Cooperative Economics*, 94, 131–158. <https://doi.org/10.1111/apce.12376>

<sup>3</sup> ILO. International Labour Organization, Small Change, Big Changes: Women and Microfinance, [https://www.ilo.org/wcmsp5/groups/public/---dgreports/---gender/documents/meetingdocument/wcms\\_091581.pdf](https://www.ilo.org/wcmsp5/groups/public/---dgreports/---gender/documents/meetingdocument/wcms_091581.pdf). Accessed 2023.

<sup>4</sup> Senou, M. M., & Manda, J. (2022). Access to finance and rural youth entrepreneurship in Benin: Is there a gender gap? *African Development Review*, 34, 29–41. <https://doi.org/10.1111/1467-8268.12623>

<sup>5</sup> Senou, M. M., & Manda, J. (2022). Access to finance and rural youth entrepreneurship in Benin: Is there a gender gap? *African Development Review*, 34, 29–41. <https://doi.org/10.1111/1467-8268.12623>

30%	2. Approximately what percentage of these groups of customers are women?	61-80%
		81-100%
		Youth
		Refugees & Displaced Persons
		Persons Living in Urban Slums
		Conflict Zones
		Areas Recently Affected by a Natural Disaster
		Other Characteristics

## GEAR COMPONENT 2

### PRODUCTS & PRACTICES SUPPORTING WOMEN

The “Products and Services for Women” GEAR component indicates the extent to which the FSP is considering and has implemented products and services tailored to women’s needs. This component assesses the accessibility of FSPs’ product offerings, as well as the products’ gender-forward features. Overall, the “Products and Services for Women” component is weighted as 20% of the overall Gender Equity Assessment Rating.

For many years, the status quo among FSPs was to take a universal design approach to financial products and services without differentiating across borrower identities. However, as the financial inclusion space has grown, developed, and become more competitive, it has become increasingly clear that centering the client’s needs- especially those of women clients- within the design and delivery of product and services is crucial to advancing gender equality.<sup>6</sup>

All clients- particularly women- do not have homogenized financial needs; as such, the financial products and services offered to women should be tailored to the heterogeneity of women’s financial circumstances, and motivations. For example, in certain regions, gender norms restrict women’s mobility and ability to travel freely beyond their communities. In fact, a recent World Bank report found that 30 percent of countries surveyed restrict women’s freedom of movement, as many women are home-bound due to childcare responsibilities and/or household duties.<sup>7</sup> By asking how clients can access loans, the “Products and Services for Women” component aims to assess how FSPs consider the intersection of restrictive gender norms and accessibility of products and services.

Tailored financial products and services designed to foster women’s financial inclusion can positively impact women’s economic empowerment. Research also highlights that gender-sensitive insurance options, business development training,<sup>8</sup> networking opportunities,<sup>9</sup> income-generating opportunities, adjusted collateral requirements, and health insurance as products and services can advance gender equity in the financial system.

<sup>6</sup> ILO. International Labour Organization, Small Change, Big Changes: Women and Microfinance, [https://www.ilo.org/wcmsp5/groups/public/---dgreports/---gender/documents/meetingdocument/wcms\\_091581.pdf](https://www.ilo.org/wcmsp5/groups/public/---dgreports/---gender/documents/meetingdocument/wcms_091581.pdf). Accessed 2023.

<sup>7</sup> Indicator data. World Bank. (n.d.). [https://wbi.worldbank.org/en/data/exploretopics/wbi\\_gp](https://wbi.worldbank.org/en/data/exploretopics/wbi_gp)

<sup>8</sup> Asian Development Bank. Gender tool kit: Micro, small, and medium-sized enterprise finance and development Mandaluyong City, Philippines: Asian Development Bank, 2014.

<sup>9</sup> Asian Development Bank. Gender tool kit: Micro, small, and medium-sized enterprise finance and development Mandaluyong City, Philippines: Asian Development Bank, 2014.

## PRODUCTS & PRACTICES PROXY INDICATORS & SURVEY QUESTIONS

The “Products and Services for Women” component assesses the features and accessibility of products and services provided by an FSP. Whereas survey questions 7 and 8 provide the FSP with an opportunity to identify the various products and services (and related features) provided to clients, survey questions 3, 4, 5, and 6 aim to assess the accessibility of an FSP’s products and services, particularly in contexts with restrictive gender norms. The “Products and Services for Women” component makes up 20% of the overall GEAR score and aims to award FSPs for the prioritization of gender-specific financial products and services that demonstrate a commitment to gender equality.

GEAR Subcomponent	Subcomponent Weight	Gender Survey Question	Gender Survey Answer(s)
<b>Accessibility (50%)</b>	50%	3. Does your organization develop or adjust products and services based on women clients’ voices and feedback?	Yes
			No
	15%	4. Are clients able to apply for a loan through a loan officer who visits their home or business?	Yes
			No
15%	5. Are clients able to apply for a loan online or via a mobile phone?	Yes	
		No	
<b>Product Features (50%)</b>	100%	7. Do your financial products include any of the following features? Check all that apply	Funding home-based businesses
			Funding agriculture businesses
			Loans for education
			None of the above
<b>Product Features (50%)</b>	100%	7. Do your financial products include any of the following features? Check all that apply	Mobile money or other digital channels
			Separate business accounts
			Direct deposits
			Flexible collateral and guarantor requirements
			Flexible repayment options
			Accompanying a loan product with a savings product
			Crop insurance
			Health insurance
None of the above			

## GEAR COMPONENT 3

### WOMEN CLIENT UNDERSTANDING

The “Women Client Understanding” GEAR component aims to measure the extent to which an FSP captures, evaluates, monitors and considers the needs and/or outcomes of its women clients over time, with a particular focus on gender-disaggregated data. This component also assesses how FSPs utilize and operationalize insights gleaned from gender-disaggregated data to improve institutional offerings. The “Women Client Understanding” component is weighted as 25% of the overall Gender Equity Assessment Rating.

While many FSPs aim to target low-income women, understanding women’s unique, gendered financial need is crucial to the FSP’s success. For example, women often face unique employment challenges and financial situations that differ from men, such as part-time or seasonal employment in lower-wage sectors. Understanding how to cater to the distinct financial needs of women clients will be critical to the success of any new product, service, or delivery channel offered by an FSP. Strong participatory product design that elevates end stakeholder voices results in financial products and services that not only better address gendered barriers faced by women, but also increases organizational performance.

As such, it is important for FSPs to collect both quantitative and qualitative data on an ongoing basis to better understand the changing needs and preferences of their female clients. In particular, the collection of intersectional, sex-disaggregated client data makes visible to FSPs the compounding barriers faced by those who are most disadvantaged. Collecting sex-disaggregated data allows institutions to understand how women’s situations differ from men’s in areas like job creation, income, and well-being.<sup>10</sup> However, not just collecting gender-disaggregated client data, but analyzing it thoroughly is essential to understanding an FSP clients’ needs and behaviors contributing to gendered differences across financial access, usage and quality of service.

This data-driven approach enhances accountability around FSP’s operations and impact and promotes a more inclusive and equitable financial ecosystem. In fact, studies recommend setting indicators that monitor gender outputs and outcomes, ensuring a gender dimension in project monitoring, to effectively track progress in achieving gender-equity goals<sup>11</sup> By considering women-specific indicators and understanding their distinct needs and circumstances, FSPs can tailor their products and services more effectively, fostering greater financial inclusion and empowerment among women clients.

### WOMEN CLIENT UNDERSTANDING PROXY INDICATORS & SURVEY QUESTIONS

Survey questions 10, 10a, 11, 11a, 12, and 12a aim to evaluate how an FSP evaluates and monitors changes in their clients’ impact outcomes over time to better understand their clients needs. Survey questions 9 and 10b seek to understand to what extent FSPs are able to disaggregate their client evaluations (studies, surveys, research, etc.) by gender, and if the data is used to understand outcome difference and/or client needs by gender over time.

This component of GEAR’s scoring emphasizes an FSP’s ability to listen to and comprehend women clients’ needs, actively incorporating their feedback to continuously improve and tailor offerings to better serve them. As a result, the “Women Client Understanding” component accounts for 25% of the overall GEAR score given its significance in measuring an institution’s capacity to go beyond mere

---

<sup>10</sup> Illustrated Guidelines for Gender-responsive Employment Intensive Investment Programmes Geneva, International Labour Office, ILO, 2015

<sup>11</sup> Johnson, S. (n.d.). Gender and microfinance: Guidelines for good practice. <https://www.gdrc.org/icm/wind/gendersjonson.html>

product and service provision by making intentional changes based on client feedback and understanding.

<b>GEAR Subcomponent</b>	<b>Subcomponent Weight</b>	<b>Gender Survey Question</b>	<b>Gender Survey Answer(s)</b>
<b>Gender-Disaggregation (70%)</b>	50%	9. Please select the types of customer data that your organization collects, along with your organization's ability to separate responses by gender. This is also known as collecting gender disaggregated data.	Household Income or Consumption Household Assets Business Income/Revenue Education Attainment of Customers or Family Members Customer Satisfaction or Feedback Poverty Assessment (e.g. PPI or % customers below poverty line) Other Metrics related to SPM or social mission
	50%	10b. If yes, does your organization use the data to compare how customer outcomes are different for women compared to men?	Yes No
<b>Evaluation and Monitoring (30%)</b>	33%	10. Does your organization follow up with customers to survey or interview them to understand how their livelihoods have changed after they have received your services or products?	Yes No
		10a. If yes, what are the primary impacts that your organization has collected to measure the changes in your customers' lives? (Select all that apply)	Change in business profit or revenue Change in household income Change in household assets (house quality, electricity, water, furniture, etc) Change in household spending (spending on food, education, children expenses, etc) Change in time savings Change in agricultural productivity or crop yields Change in cost savings Change in health outcomes Change in education outcomes



			Change in poverty levels
			Change in jobs created or employees
			Change in knowledge or skills
			Change in mental well-being (confidence, stress, happiness, empowerment, etc.)
			Other:
	33%	<p>I I. Does your organization or a partnering institution conduct any studies, surveys, or research that help your organization better understand your customers or the impact that your organization has had on your customers or community?</p>	Yes
			No
		<p>I Ia. If yes, please select the types of customer studies or impact reports that your organization has conducted.</p>	Poverty Measurement (PPI; % customers under the poverty line; changes in poverty over time)
			Customer Case Study (Qualitative interviews with customers to understand social impacts)
			Customer Satisfaction Study
Customer Needs Assessment			
Gender-focused Assessment			
Representative Survey Sample - Survey with a sample of customers; e.g. interviewing 200 clients			
60decibels lean data study, etc			
Before and After Outcome Tracking (also known as a baseline and endline study)			
Experiment Research Study (Randomized Control Trial (RCT); or other similar experiment-based research study)			
33%	<p>I 2. Which of the following pieces of information could you look up for any borrower using your MIS? Select all that apply.</p>	None	
		Other:	
			Contact Information
			Gender
			Current Repayment Status
			Full Loan History at Your Organization

			Reasons for Repayment Delinquency or Default
			Level of Business Assets or Business Income
			Level of Household Assets or Household Income
			Social Performance Management / Social Impact Measurements
			None of the Above
			Other:

## GEAR COMPONENT 4

### POLICIES & PRACTICES SUPPORTING WOMEN

The “Policies and Practices Supporting Women” GEAR component aims to evaluate the institutional policies and practices an FSP has implemented to create a gender equitable workplace. This component is weighted as 20% of the overall Gender Equity Assessment Rating.

Embedding gender awareness within an FSP’s policies and institutional practices can foster gender-sensitive implementation and empowerment for female employees. By anchoring gender sensitivity as a fundamental element in the recruitment, hiring, training, promotion and professional development of female employees, FSPs are better equipped to create a working environment that fosters inclusivity and advances gender equity. Hiring practices, such as elimination of gender-identifying information from resumés or interview panels with both men and women can increase gender diversity within the hiring process. Regarding employee retention, gender analysis training for staff members,<sup>12</sup> establishing gender policies<sup>13</sup> and incorporating gender equality issues into contractual obligations<sup>14</sup> serves not only to set an example for employees, but also enhances program effectiveness in reaching and empowering women.<sup>15</sup>

### POLICIES & PRACTICING SUPPORTING WOMEN PROXY INDICATORS & SURVEY QUESTIONS

Survey questions 13, 14, and 14a aim to assess how an FSP considers gender equity throughout its employee training and policy offerings and analyzes the formalization of an institution's gender equity efforts. Survey question 15 seeks to understand the accountability structure an FSP has in place to make progress toward social goals; accountability for creating a gender-sensitive workplace culture starts with the CEO who is committed to fostering gender diversity, tracking progress with the organization, and ultimately making progress towards the FSPs goals. As a result, the “Policies and Practices Supporting Women” component makes up 20% of the overall GEAR score to ensure the institution is integrating and promoting gender-forward strategies throughout the institution.

<sup>12</sup> ILO. International Labour Organization, Small Change, Big Changes: Women and Microfinance, [https://www.ilo.org/wcmsp5/groups/public/---dgreports/---gender/documents/meetingdocument/wcms\\_091581.pdf](https://www.ilo.org/wcmsp5/groups/public/---dgreports/---gender/documents/meetingdocument/wcms_091581.pdf). Accessed 2023.

<sup>13</sup> Johnson, S. (n.d.). Gender and microfinance: Guidelines for good practice. <https://www.gdrc.org/icm/wind/gendersjonson.html>

<sup>14</sup> Illustrated Guidelines for Gender-responsive Employment Intensive Investment Programmes Geneva, International Labour Office, ILO, 2015

<sup>15</sup> Mayoux, L., & Hartl, M. (2009). Guide for Practitioners Gender and rural microfinance reaching and ... Gender and rural microfinance: Reaching and empowering women: Guide for Practitioners

<b>GEAR Subcomponent</b>	<b>Subcomponent Weight</b>	<b>Gender Survey Question</b>	<b>Gender Survey Answer(s)</b>
<b>Training (30%)</b>	100%	13. Does your organization provide anti-bias training to loan officers (if applicable) or other staff members to eliminate potential biases against the following populations (select all that apply):	Women
			Refugees
			Ethnic or Racial Minorities
			Other anti-bias training focus
			No anti-bias training has been conducted
<b>Policies (60%)</b>	100%	14. Do you have any of the following policies to support your employees?	Sexual harassment prevention
			Maternity leave
			Paternity leave
			Pay equity analysis and commitment
			Equal retention policies
			Equitable promotion practices
			Gender-forward recruitment policies and hiring practices
			Capacity building opportunities for women employees
			Flexible work arrangements
			Childcare solutions
			Employee satisfaction surveys
None			
Other:			
<b>Accountability (10%)</b>	100%	15. The board holds the CEO/managing director accountable for making progress toward the provider’s social goals.	Yes
			No

## GEAR COMPONENT 5

### WOMEN IN THE WORKFORCE

The “Women in the Workforce” GEAR component aims to analyze an FSP’s gender representation across its workforce, including staff and leadership. This component is weighted as 15% of the overall Gender Equity Assessment Rating.

Promoting female participation and providing equal opportunities within an FSP’s workplace positively influences gender outcomes and leads to improved financial inclusion, greater job opportunities, and enhanced stability in the financial sector. Research shows that utilizing female loan officers and offering both equal employment and management opportunities for women employees

leads to increased financial inclusion for women clients and fosters gender equity within the organization.<sup>16</sup> Furthermore, patterns of women's employment in financial institutions more broadly provide significant job and income generation opportunities for women, contributing to their economic empowerment.<sup>17</sup> Additionally, the presence of women and higher gender diversity on organizational boards has been shown to be associated with greater financial resilience and stability.<sup>18</sup> Given these findings, addressing gender gaps in leadership positions within the financial inclusion space is essential for promoting a more inclusive and stable FSP. Prioritizing gender diversity and equality in the workforce results in improved gender outcomes, benefiting both the FSP and its clients.

This component of the GEAR score asks FSPs to report the numeric percentage of gender diversity across multiple dimensions to ensure the FSPs ability to track and monitor gender diversity in the workforce overtime, and use the data to inform gender considerations across hiring, retention, advancement and leadership practices. For example, by tracking female staff turnover rate, FSPs can monitor and track the effectiveness of their institutional management and professional development strategies organization's people management strategies. Measuring staff turnover provides an FSP with a data point to reflect on the different motivations behind *why* women might leave their organization and catalyze transformative change within the organization.

#### WOMEN IN THE WORKFORCE PROXY INDICATORS & SURVEY QUESTIONS

Survey questions 16, 17, 18, 19, and 20 aim to capture the extent of women’s employment across the FSP, particularly where women hold leadership and decision-making positions. Although the “Women in the Workforce” component measures an FSP’s percentage of women across various employment level, this component lacks a direct way to capture an FSP’s direct commitment to using this data to promote and improve gender diversity in the workforce; as a result, the the “Women in the Workforce” component makes up 15% of the overall GEAR score.

GEAR Subcomponent	Subcomponent Weight	Gender Survey Question	Gender Survey Answer(s)
Women in the Workforce	25%	16. What is your female staff turnover ratio (%)?	Number between 0-100
	10%	17. What percent of your organization’s employees are women?	
	20%	18. (If applicable) What percent of your loan officers are women?	
	20%	19. What percent of your organization’s board members are women?	
	25%	20. Does your organization have a woman CEO?	Yes/No

<sup>16</sup> ILO. International Labour Organization, Small Change, Big Changes: Women and Microfinance, [https://www.ilo.org/wcmsp5/groups/public/---dgreports/---gender/documents/meetingdocument/wcms\\_091581.pdf](https://www.ilo.org/wcmsp5/groups/public/---dgreports/---gender/documents/meetingdocument/wcms_091581.pdf). Accessed 2023.

<sup>17</sup> Asian Development Bank. Gender tool kit: Micro, small, and medium-sized enterprise finance and development Mandaluyong City, Philippines: Asian Development Bank, 2018

<sup>18</sup> Cihak, Martin, and Sahay Ratna. “Summary.” Women in Finance: A Case for Closing Gaps, International Monetary Fund, 2018. Staff Discussion.

## INPUTTING GEAR DATA

### REQUIRED DATA INPUT

In the case of GEAR, the “data inputs” needed to calculate an overall GEAR score are an FSP’s answers to the 20 questions outlined in the Gender Survey, referenced in prior sections and outlined in entirety in the Appendix. Inputting truthful and accurate information into GEAR is key for obtaining the most reliable scoring result. As a result, it is important to involve all key stakeholders in answering the relevant questions. For example, it is strongly recommended to consult with the human resources department to obtain accurate employee statistics, as well as details on the types of workplace benefits offered to employees. When possible, ensure documentation is used to verify inputs. It should be noted that questions 9b, 12a, and 14a specifically request backup documentation and enhance GEAR score if provided.

### IMPORTING DATA FROM EXTERNAL SOURCE (FINDEX)

In addition to an FSP’s survey answers, GEAR’s scoring calculations include a country-level data input from the most recent Findex report. The datapoint GEAR requires is the “country-level percentage of women who have borrowed money from a financial institution or mobile banking over the last year” as a way to provide geographical context to the socio-political environment in which the FSP is operating. This data point is used as a comparative metric against the FSP’s percentage of women clients served to assess the FSP’s performance in promoting women’s access to credit in their local context. The 2021 Findex data can be found in the Appendix of this User Manual, or on the Findex Data Tab of the [GEAR Calculator](#). However, please note that the Global Findex Database is updated approximately every four years and the most recent version of the data should be used if available.

## STEP-BY-STEP GEAR CALCULATION SUPPORT

This section aims to provide step-by-step instructions for calculating an FSP’s GEAR score. These instructions are most effective when completed alongside this [GEAR Calculator](#), a publicly available spreadsheet designed to be copied and used for your personal use. To follow along with the GEAR calculation instructions, it is highly recommended that FSPs make a copy of the pre-programmed GEAR Calculator, where survey answers can be directly inputted and scored.

It’s important to note that the Final GEAR Score is calculated using the scores earned across the five GEAR components– 1) Targeting Women Clients, 2) Products and Services for Women, 3) Women Client Understanding, 4) Policies and Practices Supporting Women, and 5) Women in the Workforce. Step-by-step instructions to calculate each of the five component scores are outlined below. Make note of each of your five component scores, as they will be needed to calculate your Final GEAR Score on page 31 of this User Manual.

## CALCULATING GEAR COMPONENT I

### CALCULATING YOUR TARGETING WOMEN CLIENTS SCORE

The Targeting Women Clients score corresponds to Gender Survey questions 1 and 2, and is ultimately calculated by multiplying your Women Client Score by your Vulnerable Groups score. Step-by-step Instructions to find your total Targeting Women Clients score are outlined below.

#### Calculating your Women Client Score

**Step 1:** Question 1 asks “Approximately what percentage of your organization’s customers are women?” Based on your answer to Question 1, use the scale below to choose the corresponding average percentage for women clients.

*For example, if roughly 21-40% of your organization’s customers are women, use the corresponding average percentage of 30%. If you are aware of the exact percentage of women customers– e.g. 37% of your organization’s customers are women– then use that as your final percentage instead.*

Gender Survey Question	Answer(s)	Average Percentage
1. Approximately what percentage of your organization’s customers are women?	None/not sure	0
	1-20%	10%
	21-40%	30%
	41-60%	50%
	61-80%	70%
	81-100%	90%

**Your percentage:** \_\_\_\_\_

**Step 2:** Find your country name on the Findex list (found in Appendix) and fill in the corresponding percentage of those with access to credit in your country. If you cannot find your country, then use the regional average.

*For example, if your FSP is located in Uganda, the corresponding percentage of those with access to credit in Uganda is 29%.*

**Findex Percentage:** \_\_\_\_\_

**Step 3:** Calculate your organization’s deviation from the country norm using the following formula:

$$\text{(Your Percentage)} - \text{(Findex Percentage)} = \text{(Country Deviation)}$$

**Country Deviation:** \_\_\_\_\_

**Step 4:** Using the Country Deviation percentage calculated in Step 3 and the corresponding scale below, find your final “Women Clients” Score.

*For example, if your country deviation is 34%, your corresponding women clients score is 7.*

Country Deviation	Women Clients Score
<0 % points	0
0-10	3
11-30	5
31-50	7
51-80	9
81-100	10

**Women Clients Score:** \_\_\_\_\_

### Calculating your Vulnerable Groups Score

**Step 1:** Survey Question 2 asks “Approximately what percentage of these groups of customers are women?” Based on your answers to Survey Question 2, count the number of vulnerable groups served with reach percentages above 50% (maximum of 5). Next, multiply that number by 2 to calculate your final ‘Vulnerable Groups’ Score.

Gender Survey Question		Above 50%
2. Approximately what percentage of these groups of customers are women?	Youth	Yes/No
	Refugees & Displaced Persons	Yes/No
	Persons Living in Urban Slums	Yes/No
	Conflict Zones	Yes/No
	Areas Recently Affected by a Natural Disaster	Yes/No
	Other Characteristics	

**(Percentages above 50% ) \* 2 = Vulnerable Groups Score**

*For example, if 10% of your women clients are youth, 53% of your women clients are refugees, 62% of your women clients live in urban slums, 30% of your women clients are live in conflict zones, and 8% of your women clients live in areas recently affected by a natural disaster, your FSP reaches 2 vulnerable groups with percentages above 50% (refugees and urban dwellers).*

Therefore, your Vulnerable Groups Score is calculated by multiplying the 2 vulnerable groups you serve by 2, for a total Vulnerable Groups Score of 4 (2\*2=4).

**Vulnerable Groups Score:** \_\_\_\_\_

### Calculating your Final Targeting Women Clients Score

**Step 1:** Using your Women Clients Score and Vulnerable Groups score calculated above, use the respective corresponding weights, 70% and 30%, to calculate the final Targeting Women Clients Score using the following formula:

$$(\text{Women Clients Score} * 0.7) + (\text{Vulnerable Groups Score} * 0.3) = \text{Targeting Score}$$

**TARGETING WOMEN CLIENT SCORE:** \_\_\_\_\_

The Targeting Women Client Score is one of five GEAR component scores that will be used to calculate your Final GEAR Score in the “CALCULATING YOUR FINAL GEAR SCORE” Section on page 31 of this User Manual.

## CALCULATING GEAR COMPONENT 2

### PRODUCTS & SERVICES FOR WOMEN

The Products and Services for Women Score corresponds to Gender Survey Questions 3, 4, 5, 6, and 7 and is ultimately calculated by multiplying your Accessibility Score by your Product Features Score. Step-by-step Instructions to find your total Products and Services for Women Score are outlined below.

#### Calculating your Accessibility Score

**Step 1:** Depending on your response to Gender Survey Question 3, 4, 5, and 6, each of your answers are associated with a respective point value, outlined below. Using your answer options, note your points per questions earned using the table below:

Gender Survey Question	Survey Answer Options	Point Options	Your Points
3. Does your organization develop or adjust products and services based on women clients' voices and feedback?	Yes	4	_____
	No	0	
4. Are clients able to apply for a loan through a loan officer who visits their home or business?	Yes	2	_____
	No	0	
5. Are clients able to apply for a loan online or via a mobile phone?	Yes	2	_____
	No	0	



6. Does your organization offer any loan products designed specifically for these purposes? Check all that apply	Funding home-based...	0.5	_____
	Funding agriculture...	0.5	
	Loans for education	1	
	None of the above	0	

For example, if you answered “Yes” to Survey Question 3 (“Does your organization develop or adjust products and services based on women clients’ voices and feedback?”), you would earn 4 points, as noted in the “Point Options” column. If you answered “No” to Survey Question 3, you would earn 0 points, as noted in the “Point Options” column. This scoring format is applicable to Survey Questions 4, 5, and 6 as well, however with different corresponding Point Options.

**Step 2:** Sum the total number of points based on your answers to Questions 3, 4, 5, and 6 to calculate your ‘Accessibility Score’.

$$\text{Your Question 3 Points} + \text{Your Question 4 Points} + \text{Your Question 5 Points} + \text{Your Question 6 Points} = \text{Accessibility Score}$$

**Accessibility Score:** \_\_\_\_\_

### Calculating your Product Features Score

**Step 1:** Depending on your answers to Survey Question 7, each answer has an associated point value, outlined below. Using your answers, calculate your Product Features Score by summing the associated point values to your answers in Survey Question 7.

Gender Survey Question	Answer Options	Point Value	Q7 Points
7. Do your financial products include any of the following features? Check all that apply	Mobile money or other digital channels	1	_____
	Separate business accounts	1	
	Direct deposits	1	
	Flexible collateral and guarantor requirements	2	
	Flexible repayment options	1	
	Accompanying a loan product with a savings product	1	
	Crop insurance	1	
	Health insurance	2	
	None of the above	0	

For example, if your financial products include “Mobile money or other digital channels,” “flexible repayment options,” and “health insurance,” your respective points values earned for Survey Question 7 would be 1 + 1 + 2, which when summed, results in a Product Features Score of 4.

**Product Features Score:** \_\_\_\_\_

### Calculating your Final Product and Services for Women Score

**Step 1:** Referencing your Accessibility Score and Product Features Score calculated above, multiply both Scores by the respective corresponding weights, 50% and 50%, to calculate your Product and Services Supporting Women Score using the following formula:

$$(Accessibility\ Score * 0.5) + (Product\ Features\ Score * 0.5) = Product\ and\ Services\ Score$$

**PRODUCT & SERVICES FOR WOMEN SCORE** \_\_\_\_\_

The “Product & Services for Women” score is one of five GEAR component scores that will be used to calculate your Final GEAR Score in the “CALCULATING YOUR FINAL GEAR SCORE” Section on page 31 of this User Manual.

## CALCULATING GEAR COMPONENT 3

### WOMEN CLIENT UNDERSTANDING

The Women Client Understanding Score corresponds to Gender Survey 9, 10, 10a, 10b, 11, 11a, 12, and 12a and is ultimately calculated by multiplying your Gender-Disaggregation Score and by your Evaluation and Monitoring Score. Step-by-step Instructions to find your total Women Client Understanding Score are outlined below.

### Calculating your Gender-Disaggregation Score

**Step 1:** Survey Question 9 asks about the types of customer data that your organization collects, along with your organization’s ability to separate collected responses by gender. Each answer to Survey Question 9 has an associated point value, outlined below. Using your answers to Survey Question 9, calculate your earned points by summing the point values associated with your responses. Record your total points earned for Survey Question 9 below.

Gender Survey Question	Answer Options & Point Values				Total Points
		Not Collected	Collected Only	Able to disaggregate by gender	
9. Please select the types of customer data that your organization collects, along with your organization's ability to separate responses by gender. This is also known as collecting gender disaggregated data.	Household Income/Consumption	0	0.5	1	
	Household Assets	0	0.5	1	
	Business Income/Revenues	0	0.5	2	
	Education Attainment	0	0.5	2	
	Customer Satisfaction/Feedback	0	0.5	2	
	Poverty Assessment	0	0.5	1	
	Other Metrics related to SPM	0	0.5	1	

**Q9 Total Points:** \_\_\_\_\_

**Step 2:** Survey Question 10b asks about your organization's ability to use collected data to compare gendered outcomes. If you answered yes to Survey Question 10b, you receive 10 points. If you answer no to Survey Question 10b, you receive 0 points. Record your total points earned for Survey Question 10b below.

Question	Answers	Point Value
10b. If yes, does your organization use the data to compare how customer outcomes are different for women compared to men?	Yes	10
	No	0

**Q10b Total Points:** \_\_\_\_\_

**Step 3:** Referencing the Total Points earned for Q9 and Q10b calculated above, multiply your points earned by the respective corresponding weights, 50% and 50%, to calculate your Gender-Disaggregation Score using the following formula:

$$(Q9 \text{ Total Points} * 0.5) + (Q10b \text{ Total Points} * 0.5) = \text{Gender-Disaggregation Score}$$

**Gender-Disaggregation Score:** \_\_\_\_\_

## Calculating your General Evaluation and Monitoring Score

**Step 1:** If you answered ‘No’ to Survey Question 10, complete Step 1 with 0 points. If you answer ‘Yes’ to Question 10, use the following point system corresponding to your response(s) to Survey Question 10a. Note that although there are 14 total Changes Measured Points available, the score max is 10. When calculating your Changes Measured Points, do not surpass 10.

Gender Survey Question	Answer Options	Point Value	Total Points
10a. If yes, what are the primary impacts that your organization has collected to measure the changes in your customers' lives? (Select all that apply)	Change in business profit or revenue	1	
	Change in household income	1	
	Change in household assets (house quality, electricity, water, furniture, etc)	1	
	Change in household spending (spending on food, education, children expenses, etc)	1	
	Change in time savings	1	
	Change in agricultural productivity or crop yields	1	
	Change in cost savings	1	
	Change in health outcomes	1	
	Change in education outcomes	1	
	Change in poverty levels	1	
	Change in jobs created or employees	1	
	Change in knowledge or skills	1	
	Change in mental well-being (confidence, stress, happiness, empowerment, etc.)	1	
	Other:	1	

**Changes Measured Points:** \_\_\_\_\_

**Step 2:** If you answered ‘No’ to Survey Question 11, complete Step 2 with 0 points. If you answered ‘Yes’ to Survey Question 11, use the following point system corresponding to your response(s) to Question 11a. Note that although there are 11 total Impact Report Points available, the score max is 10. When calculating your Impact Report Points, do not surpass 10.

Gender Survey Question	Answer Options	Point Value	Total Points
I 1a. If yes, please select the types of customer studies or impact reports that your organization has conducted.	Poverty Measurement	1	
	Customer Case Study	1	
	Customer Satisfaction Study	1	
	Customer Needs Assessment	1	
	Gender-focused Assessment	3	
	Representative Survey Sample	1	
	60decibels lean data study, etc	1	
	Before and After Outcome Tracking	1	
	Experiment Research Study	1	
	None	0	
	Other:	1	

**Impact Reports Points:** \_\_\_\_\_

**Step 3:** Survey Question 12 asks about the types of information your organization can look up for any borrower using your Management and Information System (MIS). Each answer to Survey Question 12 has an associated point value, outlined below. Using your answers to Survey Question 12, calculate your earned points by summing the point values associated with your responses. Record your total MIS Points earned for Survey Question 12 below.

Gender Survey Question	Answer Options	Point Value	Total Points
12. Which of the following pieces of information could you look up for any borrower using your MIS? Select all that apply.	Contact Information	1	
	Gender	2	
	Current Repayment Status	1	
	Full Loan History at Your Organization	1	
	Reasons for Repayment Delinquency or Default	1	
	Level of Business Assets or Business Income	1	
	Level of Household Assets or Household Income	1	
	Social Performance Management / Social Impact Measurements	1	

	None of the Above	0	
	Other:	1	

**MIS Points:** \_\_\_\_\_

**Step 4:** Referencing the Changes Measured Points, Impact Report Points and MIS Points calculated in Steps 1-3 above, calculate your Evaluation and Monitoring Score using the following formula:

$$(Changes\ Measured\ Points / 3) + (Impact\ Reports\ Points / 3) + (MIS\ Points / 3) = General\ Evaluation\ and\ Monitoring\ Score$$

**Evaluation and Monitoring Score:** \_\_\_\_\_

**Calculating your Women Client Understanding Score**

**Step 1:** Referencing your Gender-Disaggregation Score and Evaluation and Monitoring Score calculated above, multiply both Scores by the respective corresponding weights, 70% and 30%, to calculate your final Women Client Score using the following formula:

$$(Gender-Disaggregation\ Score * 0.70) + (Evaluation\ and\ Monitoring\ Score * 0.30) = Women\ Client\ Understanding\ Score$$

**Women Client Understanding Score:** \_\_\_\_\_

The Women Client Understanding Score is one of five GEAR component scores that will be used to calculate your Final GEAR Score in the “CALCULATING YOUR FINAL GEAR SCORE” Section on page 31 of this User Manual.

**CALCULATING GEAR COMPONENT 4**

**PRODUCTS & SERVICES SUPPORTING WOMEN**

The Policies and Practices Supporting Women Score corresponds to Gender Survey questions 13, 14, and 14a and is ultimately calculated by multiplying together your Training Score, Policies Score and Accountability Score. Step-by-step Instructions to find your total Policies and Practices Supporting Women Score are outlined below.

**Calculating your Training Score**

**Step 1:** Survey Question 13 asks if anti-bias training is provided to loan officers (if applicable) or other staff members to eliminate potential biases against various vulnerable population groups. Each answer to Survey Question 13 has an associated point value, outlined below. Using your answers to Survey Question 13, calculate your Training Score by summing the point values associated with your responses. Record your total Training Score earned for Survey Question 13 below.

Gender Survey Question	Answer Options	Point Value
13. Does your organization provide anti-bias training to loan officers (if applicable) or other staff members to eliminate potential biases against the following populations (select all that apply):	Women	4
	Refugees	2
	Ethnic or Racial Minorities	2
	Other anti-bias training focus	2
	No anti-bias training has been conducted	0

**Training Score:** \_\_\_\_\_

### Calculating your Policies Score

**Step 1:** Survey Question 14 asks about the various policies your FSP has to support your employees. Each answer to Survey Question 14 has an associated point value, outlined below. Using your answers to Survey Question 14, calculate your Policies Score by summing the point values associated with your responses. Record your total Policies Score earned for Survey Question 14 below.

Gender Survey Question	Answer Options	Point Value
14. Do you have any of the following policies to support your employees?	Sexual harassment prevention	1
	Maternity leave	1
	Paternity leave	1
	Pay equity analysis and commitment	1
	Equal retention policies	1
	Equitable promotion practices	1
	Gender-forward recruitment policies and practices	1
	Capacity building opportunities for women employees	1
	Flexible work arrangements	1
	Childcare solutions	1
	Employee satisfaction surveys	0.5
	None	0
Other:	1	

**Policies Score:** \_\_\_\_\_

## Calculating our Accountability Score

**Step 1:** Survey Question 15 asks about the board’s ability to hold the CEO of your FSP accountable for making progress towards your social goals. Earn an Accountability Score of 10 points if you answered ‘Yes’ to Question 15 and 0 points if you answered ‘No.’

Gender Survey Question	Answer Options	Point Value
15. The board holds the CEO/managing director accountable for making progress toward the provider’s social goals.	Yes	10
	No	0

**Accountability Score:** \_\_\_\_\_

## Calculating your Final Policies and Practices Supporting Women Score

**Step 1:** Referencing your Training Score, Policies Score, and Accountability Score calculated above, multiply all three Scores by their respective corresponding weights (30%, 60%, and 10%) to calculate your final Policies and Practices Supporting Women Score using the following formula:

$$(Training\ Score * 0.30) + (Policies * 0.60) + (Accountability * 0.10) = \\ Policies\ and\ Practices\ Supporting\ Women\ Score$$

**Policies and Practices Supporting Women Score:** \_\_\_\_\_

The Policies and Practices Supporting Women Score is one of five GEAR component scores that will be used to calculate your Final GEAR Score in the “CALCULATING YOUR FINAL GEAR SCORE” Section on page 31 of this User Manual.

## CALCULATING GEAR COMPONENT 5

### WOMEN IN THE WORKFORCE

The Women in the Workforce Score corresponds to Gender Survey questions 16, 17, 18, and 19 and is ultimately calculated by multiplying together the percentage responses to each question by their respective weights. Step-by-step Instructions to find your total Women in the Workforce Score are outlined below.

### Calculating your Scoring References

**Step 1:** The scoring for Survey Questions 16, 17, 18, and 19 refer to the different scoring scales below— Scale A and Scale B. Whereas Survey Question 16 refers to Scale A scoring, Survey Questions 17, 18, and 19 refer to Scale B scoring. Based on your response, score each question according to the respective Scale.



Gender Survey Question	Answer Option	Scoring A	
		Answer	Score
16. What is your female staff turnover ratio (%)?	Number between 0-100	0-10	10
		11-19	5
		20-109	0

**Question 16 Score:** \_\_\_\_\_

Gender Survey Question	Answer Option	Scoring B	
		Answer	Score
17. What percent of your organization's employees are women?	Number between 0-100	0-29	0
18. (If applicable) What percent of your loan officers are women?		30-49	3
19. What percent of your organization's board members are women?		50-69	5
		70-100	10

**Question 17 Score:** \_\_\_\_\_

**Question 18 Score:** \_\_\_\_\_

**Question 19 Score:** \_\_\_\_\_

**Step 2:** Survey Question 20 asks if your FSP has a woman as a CEO. Earn 10 points for Question 20 Score if you answered 'Yes' to Question 20 and 0 points if you answered 'No.'

**Question 20 Score:** \_\_\_\_\_

### Calculating your Final Women in the Workforce Score

**Steps I:** Using the corresponding weights to Q16 (25%), Q17(10%), Q18(20%), Q19(20%), and Q20(25%) calculate the final 'Women in the Workforce' Score with the following formula:

$$(Q16 * 0.25) + (Q17 * 0.10) + (Q18 * 0.20) + (Q19 * 0.20) + (Q20 * 0.25) = \text{Women in the Workforce Score}$$

**WOMEN IN THE WORKFORCE SCORE** \_\_\_\_\_

The Women in the Workforce Score is one of five GEAR component scores that will be used to calculate your Final GEAR Score in the “CALCULATING YOUR FINAL GEAR SCORE” Section below.

## CALCULATING YOUR FINAL GEAR SCORE

### PUTTING IT ALL TOGETHER

The Final GEAR Score is calculated by multiplying each of the five component Scores– the Targeting Women Client Score, the Products and Services for Women Score, the Women Client Understanding Score, the Policies and Practices Supporting Women Score, and the Women in the Workforce Score– by their respective weights, and summing the total weighted component values. The sum of these weighted component values should equal a number between 0-10 and represent the final GEAR score. Step-by-step Instructions to find your final GEAR Score are outlined below.

### Calculating your Weighted Component Values

**Step 1:** Using each of the five component scores found in the sections above, use the following chart to calculate the overall GEAR score using the appropriate component weights.

GEAR Component	Your GEAR Component Score	Weight	Weighted Component Value
Targeting Women Clients Score	_____	* 0.20	= _____
Products and Services for Women Score	_____	* 0.20	= _____
Women Client Understanding Score	_____	* 0.25	= _____
Policies and Practices Supporting Women Score	_____	* 0.20	= _____
Women in the Workforce Score	_____	* 0.15	= _____

### Calculating your Final GEAR Score

To calculate your Final GEAR Score, add the 5 Weighted Component Values together to receive a score between 0-10 as your final Gender Rating Score.

**YOUR FINAL GEAR SCORE:** \_\_\_\_\_

## INTERPRETING YOUR FINAL GEAR SCORE

### A STARTING POINT

GEAR presents a comprehensive evaluation of gender equity efforts within the financial sector. The overall rating is based on the subset of survey questions and factors, aiming to provide insights into the organization's performance. GEAR was designed to be a gender lens resource for the entire financial inclusion industry and intentionally crafted for applicability to various contexts, cultures and settings. Therefore, it's important to note that these interpretations offer a broad perspective, and individual judgment is encouraged, considering that certain unmeasured aspects could influence the overall assessment of gender efforts, leading to varying conclusions. Given the diagnostic nature of GEAR, it is recommended for GEAR to be used as an initial, high-level gender equity assessment to identify general areas where gender performance can be improved. FSPs are encouraged to use their GEAR score as only a signaling starting point and seek out specific solutions or practices directly tailored to their institutional needs.

### A SCALING THRESHOLD

Use the below scale to determine where your GEAR stands and the 'Subcomponent Breakdown' to better analyze the areas of improvement based on the threshold.

- **7 - 10 points:** Demonstrates notable achievements in gender equity efforts within the financial sector, while presenting a chance to channel these successes into further improvements and refinements
- **5 - 6.9 points:** Highlights areas of promise and advancement in gender equity initiatives in the financial sector, but emphasizes a considerable need to address gaps for more substantial progress.
- **0 - 4.9 points:** Points towards potential growth opportunities in gender equity endeavors within the financial sector, prompting a focused approach to fortify existing strengths and effectuate significant advancements

## IN-DEPTH GEAR SUBCOMPONENT BREAKDOWN

### A CLOSER ANALYSIS

In addition to the general assessment, a closer analysis of subcomponents, including Women Client Understanding, Client Outreach, and Anti-Bias Training, further illuminates specific aspects of FSPs' gender equity efforts. Each subcomponent is evaluated against a threshold score, where a score below the threshold indicates a gender equity area for improvement. This targeted breakdown offers a nuanced perspective on the organization's gender equity endeavors and outlines actionable areas for enhancement.

## TARGETING WOMEN CLIENTS THRESHOLD

GEAR Subcomponent	Threshold	Explanation
<b>Country Deviation</b>	8	A score below 8 indicates that the FSP's outreach toward women is not high enough to consider it commendable effort toward gender equity in comparison to its country's gender finance norms. Emphasizing inclusion of women clients beyond their country's average credit accessibility is a key focus to strategically align with gender equity efforts relative to the prevailing national context.
<b>Vulnerable Groups</b>	2	A score of 2 means that the FSP works with over 50% women in at least one vulnerable group. Engaging with vulnerable women like youth and refugees demonstrates an FSP's commitment to gender equity by fostering inclusivity, addressing unique challenges, reducing disparities, and promoting economic growth. This approach showcases a customer-centric, socially responsible stance that empowers marginalized groups and aligns with broader goals of gender equality and sustainable impact.

## TARGETING WOMEN CLIENTS – AUDIENCE ANALYSIS

**Investors:** Note that a high percentage of women reached and their representation in vulnerable populations can contribute to a more inclusive outreach strategy, indicating better risk management and market diversification.

**Asset Managers:** Pay attention to the Targeting Score as it can assess potential market growth and the sustainability of the FSP; a broad outreach could be indicative of a stable client base.

**TA Providers:** Emphasize the importance of targeting underserved women populations and offer guidance on tailoring outreach strategies to reach them effectively.

## PRODUCTS AND SERVICES FOR WOMEN THRESHOLD

GEAR Subcomponent	Threshold	Explanation
<b>Accessibility</b>	6	A score below 6 underscores the need for the FSP to enhance accessibility by introducing products and features that cater to the realities and constraints faced by women clients. This could be the need to adapt its offerings based on women's feedback, if clients can access loans through visiting officers or online/mobile channels, and if specialized loan products exist.

<b>Products Feature</b>	5	A score below 5 indicates the need to strengthen the integration of gender-responsive features into products to better support women's financial empowerment and equality. The highest scoring products are flexible collateral and health insurance.
-------------------------	---	---

### PRODUCTS AND SERVICES FOR WOMEN – AUDIENCE ANALYSIS

**Investors:** The Accessibility Score can serve as a good measure of the provider's competitiveness and potential for growth. Evaluate the range of women-focused financial products and services, as they can contribute to revenue streams and market differentiation.

**Asset Managers:** Monitor the diversity of financial products and services offered to women clients, as these can be indicators of a provider's adaptability, market responsiveness, and gender-responsive offerings.

**TA Providers:** Focus on product accessibility and suggest improvements based on the evaluation results to enhance financial inclusion. Collaborate with providers to develop women-centric financial products and ensure they are accessible, relevant, and fulfill an identified need for their target audiences.

### WOMEN CLIENT UNDERSTANDING THRESHOLD

<b>GEAR Subcomponent</b>	<b>Threshold</b>	<b>Explanation</b>
<b>Evaluation and Monitoring (by Gender)</b>	4	A score below 4 likely indicates the inability to disaggregate data by gender and not using the data to compare outcomes between men and women. The collection of intersectional, sex-disaggregated client data makes visible to FSPs the compounding barriers faced by those who are most disadvantaged. The highest scoring collectible, disaggregated data is Income/revenue, education attainment, and satisfaction/feedback.
<b>Evaluation and Monitoring (in General)</b>	6	A score below 6 underscores the overall evaluation and monitoring techniques of the FSP. Specifically, this indicates weakness in at least one area: data collection, data organization, and/or impact reports. It is recommended to decipher between the scores as the principal drawback and consider one of the subcomponents as the greatest area of improvement.

### WOMEN CLIENT UNDERSTANDING – AUDIENCE ANALYSIS

**Investors:** Assess the effectiveness of monitoring tools in driving decision-making and product development, which can enhance operational efficiency and mitigate risks.

**Asset Managers:** Evaluate how well the FSP uses data to adapt its offerings. Effective data utilization can lead to improved product performance and customer satisfaction.

**TA Providers:** Advocate for the implementation of robust data collection and analysis methods, emphasizing the importance of gender-disaggregated data for better-informed strategies. Monitor how effectively the provider uses data to improve product/service offerings, loan accessibility, and business decisions that further gender equity.

## POLICIES & PRACTICES SUPPORTING WOMEN THRESHOLD

GEAR Subcomponent	Threshold	Explanation
<b>Training</b>	4	A minimum score of 4 translates to at least one anti-bias gender training provided by FSP. Conducting at least one training to staff shows that the FSP views gender sensitivity as a fundamental element to not only set an example for program participants, but also enhances program effectiveness in reaching and empowering vulnerable populations.
<b>Policies</b>	8	A score below 8 indicates a lack of comprehensive policies which suggests that the FSP may not prioritize gender equity in employment policies, potentially leading to unequal opportunities, reduced diversity, and a less inclusive work environment. Some policies are typical to FSPs so are considered standard while a high score of 8 provides for effort toward gender equity.
<b>Accountability</b>	10	This binary score is either 0 or 10 because the board should always hold the CEO or managing director accountable for making progress toward the provider's social goals.

## POLICIES & PRACTICES SUPPORTING WOMEN – AUDIENCE INTERPRETATION

**Investors:** Look for evidence of anti-bias training and supportive workplace policies as indicators of a provider's commitment to gender equity, which can reduce operational risks.

**Asset Managers:** Consider the impact of strong workplace policies on employee morale and productivity. A gender-inclusive workplace can contribute to a stable and skilled workforce.

**TA Providers:** Advocate for the implementation of anti-bias training and workplace policies to enhance the capacity of financial service providers in promoting gender equity. Monitor employee feedback and participation in training initiatives.

## WOMEN IN THE WORKFORCE THRESHOLD

Subcomponent	Threshold	Explanation
<b>Women in the Workforce</b>	7	Please note that the provided score might be influenced by the FSP's limited staffing, potentially resulting in turnover rates and percentages that may not accurately reflect turnover or the proportion of women workers. However, a score below 7 should be considered an area of improvement in either decreasing the women turnover rate or increasing the number of women workers to create a more inclusive workforce.

## WOMEN IN THE WORKFORCE – AUDIENCE ANALYSIS

**Investors:** Examine the diversity of leadership positions, as a diverse leadership team can provide a competitive advantage and reduce decision-making biases. Track trends in female turnover rates and assess their impact on organizational stability.

**Asset Managers:** Monitor the percentage of women in key roles, such as loan officers, as this can affect customer relations and market penetration.

**TA Providers:** Highlight the importance of gender diversity in the workforce and suggest strategies for improving female representation in decision making roles, as well as attracting, retaining, and promoting female workforce talent.

## CLOSING REMARKS

### A CATALYZING INDUSTRY TOOL

Gender equity cannot advance through disparate and siloed efforts. Kiva created and shares this resource out of a desire to foster an ecosystem where financial resources are channeled towards transformative impact toward women's economic empowerment. By fostering greater understanding of the nuanced challenges faced by different genders, GEAR has the potential to promote dialogue, collaboration, and knowledge-sharing among industry leaders. Ultimately, Kiva hopes that GEAR can serve as a catalyst for mainstreaming gender equity in investment portfolios and transforming gender-responsive policies, products, and services undertaken by FSPs. Kiva is deeply grateful for USAID's partnership in this effort to close gender gaps in women's economic empowerment and financial resilience.

# Appendix

## GENDER SURVEY QUESTIONS & ANSWER OPTIONS

**1. Approximately what percentage of your organization's customers are women? Mark only one.**

- None/not sure
- 1-20%
- 21-40%
- 41-60%
- 61-80%
- 81-100%

**2. Approximately which of these customer groups served by your organization are at least 50% women? Mark only one per row.**

- Youth
- Refugees & displaced persons
- Persons living in urban slums
- Persons living in conflict zones
- Persons living in areas recently affected by a natural disaster
- Other characteristics (e.g. rural)

**2a. If you selected Other, please specify the other customer characteristics here:**

---

**3. Does your organization develop or adjust products and services based on women clients' voices and feedback? Mark only one.**

- Yes
- No

**3a. If yes, how does your organization do this?:**

---

**4. Are clients able to apply for a loan through a loan officer who visits their home or business? Mark only one.**

- Yes
- No

**5. Are clients able to apply for a loan online or via a mobile phone? Mark only one.**

- Yes
- No

**6. Does your organization offer any loan products designed specifically for these purposes? Check all that apply.**

- Funding home-based businesses
- Funding agriculture businesses
- Loans for education
- None of the above



**7. Do your financial products include any of the following features? Check all that apply.**

- Mobile money or other digital channels
- Separate business accounts
- Direct deposits
- Flexible collateral and guarantor requirements
- Flexible repayment options
- Accompanying a loan product with a savings product
- Crop insurance
- Health insurance
- None of the above

**8. Does your organization offer any of the following services for clients? Check all that apply.**

- Financial literacy training
- Leadership skills training
- Negotiation tactics training
- Business record keeping and analysis training
- Network creation
- Childcare
- None of the above

**9. Please select the types of customer data that your organization collects, along with your organization's ability to separate responses by gender.** This is also known as collecting gender disaggregated data.

	Not Collected	Collected	Able to Disaggregate by Gender
Household Income or Consumption	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Household Assets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business Income/Revenue	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Educational Attainment of Customers or Family Members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer Satisfaction or Feedback	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poverty Assessment (e.g. PPI or % customers below poverty line)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other Metrics related to SPM or social mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--	--------------------------	--------------------------	--------------------------

**9a. If you selected 'Other Metrics,' please specify the metric(s) that your organization collects here:**

---

**10. Does your organization follow up with customers to survey or interview them to understand how their livelihoods have changed after they have received your services or products? Mark only one.**

- Yes
- No

**10a. If yes, what are the primary impacts that your organization has collected to measure the changes in your customers' lives? Check all that apply.**

- Change in business profit or revenue
- Change in household income
- Change in household assets (house quality, electricity, water, furniture, etc)
- Change in household spending (spending on food, education, children expenses, etc)
- Change in time savings
- Change in agricultural productivity or crop yields
- Change in cost savings
- Change in health outcomes
- Change in education outcomes
- Change in poverty levels
- Change in jobs created or employees
- Change in knowledge or skills
- Change in mental well-being (confidence, stress, happiness, empowerment, etc.)
- Other: \_\_\_\_\_

**10b. If yes, does your organization use the data to compare how customer outcomes are different for women compared to men? Mark only one.**

- Yes
- No

**11. Does your organization or a partnering institution conduct any studies, surveys, or research that help your organization better understand your customers or the impact that your organization has had on your customers or community? Mark only one. This could include metrics that determine how your products or services have changed your customers' livelihoods such as a change in income, customer satisfaction, health, education, productivity, time savings, cost savings, etc. This also could include any qualitative case studies, poverty measurement surveys, client satisfaction reports, customer needs assessment, change in outcomes before and after study, randomized control trial experiments, etc.**

- Yes
- No

**11a. If yes, please select the types of customer studies or impact reports that your organization has conducted. Check all that apply.**

- Poverty Measurement (PPI; % customers under the poverty line; changes in poverty over time)
- Customer Case Study (Qualitative interviews with customers to understand social impacts)
- Customer Satisfaction Study
- Customer Needs Assessment
- Gender-focused Assessment
- Representative Survey Sample - Survey with a sample of customers; e.g. interviewing 200 clients
- 60decibels lean data study, etc
- Before and After Outcome Tracking (also known as a baseline and endline study)
- Experiment Research Study (Randomized Control Trial (RCT); or other similar experiment-based research study)
- None
- Other: \_\_\_\_\_

**12. Which of the following pieces of information could you look up for any borrower using your MIS? Check all that apply.**

- Contact Information
- Gender
- Current Repayment Status
- Full Loan History at Your Organization
- Reasons for Repayment Delinquency or Default
- Level of Business Assets or Business Income
- Level of Household Assets or Household Income
- Social Performance Management / Social Impact Measurements
- None of the Above
- Other: \_\_\_\_\_

**13. Does your organization provide anti-bias training to loan officers (if applicable) or other staff members to eliminate potential biases against the following populations.**

*Check all that apply.*

- Women
- Refugees
- Ethnic or Racial Minorities
- Other anti-bias training focus
- No anti-bias training has been conducted

**14. Do you have any of the following policies to support your employees? Check all that apply.**

- Sexual harassment prevention Maternity leave
- Paternity leave
- Pay equity analysis and commitment Equal retention policies
- Equitable promotion practices
- Gender-forward recruitment policies and practices Capacity building opportunities for women employees Flexible work arrangements
- Childcare solutions
- Employee satisfaction surveys
- None
- Other: \_\_\_\_\_

**15. The board holds the CEO/managing director accountable for making progress toward the provider's social goals. *Mark only one.***

- Yes
- No

**16. What is your female staff turnover ratio (%)? \_\_\_\_\_**

**17. What percent of your organization's employees are women? \_\_\_\_\_**

**18. (If applicable) What percent of your loan officers are women? \_\_\_\_\_**

**19. What percent of your organization's board members are women? \_\_\_\_\_**

**20. Does your organization have a woman CEO? *Mark only one.* \_\_\_\_\_**

- Yes
- No

**21. Is there any additional information your institution would like to share regarding your institution's gender-focused efforts that have not already been shared or are not reflected in the answers to this survey?**

---

## FINDEX 'ACCESS TO CREDIT'

Country	Women's Access to Credit	Country	Women's Access to Credit
Afghanistan	5%	Madagascar	12%
Albania	46%	Malawi	17%
Algeria	31%	Malaysia	88%
Argentina	67%	Mali	28%
Armenia	49%	Malta	95%
Australia	100%	Mauritania	13%
Austria	100%	Mauritius	89%
Azerbaijan	39%	Mexico	39%
Bangladesh	31%	Moldova	63%
Belgium	99%	Mongolia	99%
Benin	17%	Morocco	31%
Bolivia	63%	Mozambique	31%
Bosnia and Herzegovina	70%	Myanmar	35%
Botswana	45%	Namibia	62%
Brazil	81%	Nepal	50%
Bulgaria	84%	Netherlands	99%
Burkina Faso	17%	New Zealand	99%
Cambodia	31%	Nicaragua	18%
Cameroon	20%	Niger	9%
Canada	100%	Nigeria	35%
Chad	17%	North Macedonia	80%
Chile	87%	Norway	100%
China	87%	Pakistan	11%
Colombia	52%	Panama	43%
Congo (Democratic Republic of the)	8%	Paraguay	29%
Congo	17%	Peru	51%
Costa Rica	61%	Philippines	41%
Cote d'Ivoire	14%	Poland	96%
Croatia	90%	Portugal	90%
Cyprus	93%	Romania	66%
Czechia	93%	Russian Federation	89%
Denmark	100%	Saudi Arabia	63%

Ecuador	58%	Senegal	24%
Egypt	23%	Serbia	90%
El Salvador	23%	Sierra Leone	10%
Estonia	100%	Singapore	97%
Eswatini	35%	Slovakia	94%
Ethiopia	38%	Slovenia	98%
Finland	99%	South Africa	85%
France	100%	South Sudan	4%
Gabon	21%	Spain	97%
Gambia	26%	Sri Lanka	89%
Georgia	71%	Sweden	100%
Germany	100%	Switzerland	99%
Ghana	32%	Tajikistan	39%
Greece	93%	Tanzania	16%
Guatemala	32%	Thailand	92%
Guinea	11%	Togo	21%
Honduras	26%	Tunisia	29%
Hungary	87%	Turkey	62%
Iceland	100%	Uganda	35%
India	77%	Ukraine	81%
Indonesia	52%	United Arab Emirates	86%
Iran	84%	United Kingdom	100%
Iraq	14%	United States	97%
Ireland	100%	Uruguay	76%
Israel	92%	Uzbekistan	39%
Italy	97%	Venezuela	80%
Jamaica	72%	Vietnam	52%
Japan	99%	Yemen	5%
Jordan	32%	Zambia	21%
Kazakhstan	84%	Zimbabwe	24%
Kenya	45%	<b>Regions</b>	
Korea	99%		
Lao	38%	East Asia & Pacific	81%
Latvia	98%	Europe & Central Asia	88%
Lebanon	17%	Latin America & Caribbean	68%
Lesotho	42%	Middle East & North	45%

		Africa	
Liberia	19%	North America	97%
Lithuania	90%	Sub-Saharan Africa	34%