

Planning, Monitoring & Evaluation (PME) at SNV

Global PME Team

February 2023



# SNV's approach to Monitoring & Evaluation

SNV knows that M&E enables:

- High-quality implementation of projects
- Development and evidencing of approaches
- Data-driven decision-making

Resulting in:

- Improvement of our work
- Impactful projects
- Evidence of change



## **PME** principles

The main principles that underlie SNVs PME approach are:

- Compliant with donor and PME minimum standards
- Centred on Theories of change
- Strong focus on quality through the use of data, learning, and adaption
- Active participation of stakeholders in all stages of planning, monitoring and evaluation
- Use of simple, user friendly tools
- Combination of harmonisation and room for contextualisation
- Transparency
- Balancing costs and benefits

## SNV global M&E system

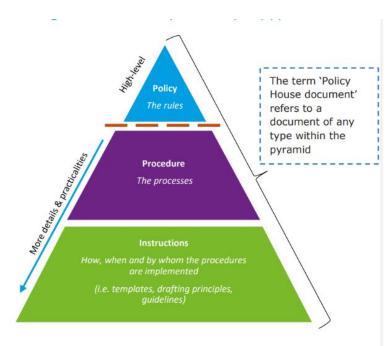
- SNV PME Minimum Standards
- SNV Global Harmonised Indicators
- SNV M&E data platform
- SNV PME Health Checks



SNV PME Minimum Standards



# PME positioning in SNV policy



#### Policies:

- Business Development policy
- Project Execution policy

#### Procedures:

- PME in project design procedure
- PME in project execution procedure

#### Instructions:

- Theory of change
- Logframe
- Indicator definition & target setting
- M&E Plan
- Learning Framework
- M&E Data quality
- Data Verification
- Project Evaluation

# SNV's PME Procedures

#### **PME Minimum Standards in Project Design and Execution**

Project Design

- 1 Project design is results-based, founded on a Theory of Change (ToC)
- 2 Project design is measurable
- 3 Projects have enough resources to ensure quality M&E

Project Execution

- 1 Projects ensure their design is fully relevant to the context and resources
- 2 Projects have a clear plan of how to measure indicators and how to ensure data quality
- 3 Projects have a clear plan of how to capture lessons learned that inform project management
- 4 Projects establish a context-based frame of reference for results measurement
- 5 Projects verify the quality of activities in a systematic manner
- 6 Projects monitor results
- 7 Projects learn, steer and report
- 8 Projects evaluate results
- 9 Projects share learning and knowledge



# **SNV Global Harmonised** Indicators (GHIs)

planned vs. A	ctuals 2019 Energy Total 2021 imp Agriculture			Plan		lchieved	Deviation planned -
	Energy			1,963,0	000 1.9	336,000	achieved
	WASH			1,412,0			94%
	Total number of			1,691,00	1,7	13,000	121%
	CO2- Num	people impacted 20	21 corporate		2,0	97,000	171%
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	Indicators 2019 Total country Agriculture	ized	Planned 2019 710,479	Actuals 2019 688,603	Achieved	% Sect of Tota countr impact	al Y t
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180,000 160,000 140,000 120,000 100,000 80,000 60,000 40,000



#### Purpose

The GHIs serve several purposes:

 Reporting and profiling - the results data allows SNV to showcase its long term achievements in a given year to its stakeholders. Data is used in SNV's annual report, project references, external communications, and any material or event that aims to showcase SNV's achievements.

 Learning and steering - the GHI data gives an indication of where SNV is making progress against its strategic objectives, the extent to which each sector is achieving its targets, and can highlight challenges in achieving long term change.



# **SNV Global Harmonised Indicators**

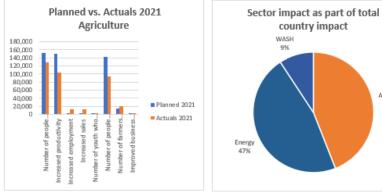
Updated set of GHIs strategy period 2023-2030

Ag	iri-food
1.	# of people meeting minimum dietary diversity
2.	# of people with increased access to nutritious food
3.	# of hectares of land brought under sustainable management
4.	# of MSMEs involved in the sustainable production, trade and consumption of food
5.	# of people with increased income
Wa	ater
1.	# of people with access to and use of water
2.	a - # of people with improved hygiene practices
	b - # of people with basic and safely managed waste
3.	# of people with an acceptable level of water-related risks
4.	# of people reliant on secure water resources
En	ergy
1.	Number of people with access to sustainable, affordable and reliable energy:
	<ul> <li>a. # of people gaining access to off-grid electrification</li> </ul>
	<ul> <li>b. # of people gaining access to clean cooking and heating</li> </ul>
	<ul> <li>c. # of people gaining access to biodigesters</li> </ul>
	<ul> <li>d. # of people gaining access to productive use of energy (PUE)</li> </ul>
1.	Number of tons of annual Greenhouse Gas emission reductions
Cre	oss-sectoral
1.	# of people gaining decent (self) employment

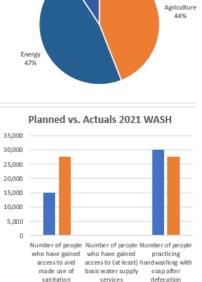
• GHIs for core themes (GESI, climate, governance) are under development in 2023

#### **Rwanda Corporate Harmonised Indicators 2021**

Country performance on Corporate Harmonized Indicators 2021	Planned 2021	Actuals 2021	% Achieved of planned	% Sector of Total country impact	Total Impact SNV 2021	Contribution to total SN¥ impact
Total country	295,055	300,393	102%		6,447,413	5%
Agriculture	159,900	132,333	83%	44%	1,836,743	7%
Number of people with increased income	152,400	129,314	85%		1,630,224	8%
Increased productivity	150,000	103,800	69%		1,396,705	7%
Increased employment	750	12,734	1698%		108,263	12%
Increased sales	1,650	12,780	775%		130,430	10%
Number of youth who gained new employment	500	924	185%		80,658	1%
Number of people with increased food and nutrition security	142,500	94,220	66%		222,040	42%
Number of farmers with increased resilience	14,700	20,724	141%		151,318	14%
Improved business performance	30	36	120%		2,288	2%
Energy	105,155	140,300	133%	47%	1,713,685	8%
Number of people with access to sustainable and affordable energy	105,000	140,151	133%		1,690,807	8%
Access to biodigesters	0	0	-		19,160	0%
Access to Improved Cook Stoves	105.000	140,151	1337		951,514	15%
Access to Solar products	0	0	-		720,134	0%
Tonnes of annual CO2-equivalent emission reductions	22,306	25,760	115%		490,735	5%
Number of people who gained new employment	155	149	96%		22,878	1%
Number of youth who gained new employment	115	71	62%		11,857	1%
VASH	30,000	27,760	93%	9%	2,896,985	17.
Number of people who have gained access to and made use of sanitation	15,000	27,760	185%		661,010	4%
Number of people who have gained access to (at least) basic water supply services	0	0	-		619,750	0%
Number of people practicing handwashing with soap after defecation	30,000	27,750	93%		1,948,600	1%



#### Planned vs. Actuals 2021 Energy 160,000 140,000 120,000 100,000 80,000 60,000 40,000 20,000 0 Tonnes of annual CO2-equivalent emission... ess to Improved Gook Stoves products who Number of youth who ained new employmen Number of people v gained new employn 릠 dige Number of peop access to susta ess to Solar J Access to bio 8 Planned 2021 Actuals 2021



Planned 2021 Actuals 2021

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#### SNV M&E data platform





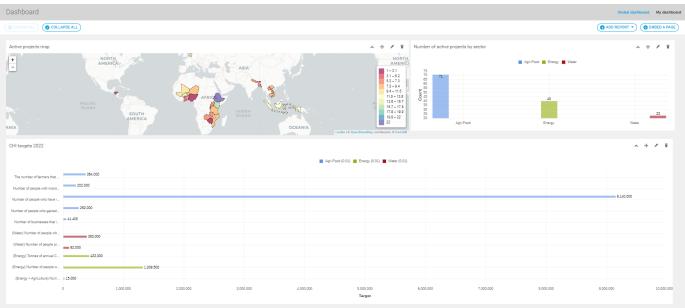
#### LogAlto's value at the Global level

- All data in one place (including historic project data)
- One-stop shop data collection, reporting and visualisations
- Generate insights at portfolio level:
  - Based on access rights, can filter projects by sector, country, donor, budget: easily see logframes and progress key project indicators
  - Can create overview analytics, e.g. at country level, per donor, per sector, per GHI
  - Have sector logframes: can see which projects are contributing to which indicators and how they are performing

# **Global dashboard**

- All SNV staff see the same Global Dashboard
- Updated by the Global PME Team
- Display of key information from the Global and Sector level (GHI targets and/or results,

#### map of active projects etc.)





# Project environment (including project logframe)

Facilitate projects to make better use of M&E data for project steering and learning

- Data collection forms, logframe and dashboard is all in 1 place
- Interactive and transparent, can assign activities, leave comments...
- Increased accessibility for staff to reflect when they need information

		Baseline				Past					Final	l target		
Dashboard	<ul> <li>Indicator</li> </ul>	Date Value		2018		2019			2020		Curnelative	Rate		Jata.
	INOR		Progress	Cumulative 1	Aotes Progres	s Cumulative	Notes	Progress	Cumulative	Notes				
Actuals vs Target Actuals vs T	型 1.1.1.1 — Women who indicate Most Significant Change in Satisfaction and influence on workload	2015 Not mer	Not m		t men.			: men			menti	0.95		ա օ՝
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1.00		2015 Not mer	Not m		t men.			: men			menti	0.96		at 🕓
	Ψ 1.2.1 — # of policies, processes or plans that are gender sensitised	2015 0		1	12				4		11	38.36 %		at 🕚
	1.2.2 — # of gender sensitive policies or plans that are implemented	2015 0	12	2 ·	13	5		13			5	160 %		lat 🕓
	₩ 2.1—% of project-targeted women who report increased income from businesses	2016 54 %	1 11 %		† <i>15</i> 9						67.96	0.96		at O.
IA Activities I'm assigned to	Ψ 2.1.1 — # of Women who have increased income from their business	2015 0	1 500	500 -	† 2,50	3,000		† 4,500	7,500		10,000	75.96		at O
Activity code Description Sub-activity Project Start date Actual start date End date Rate Status Assignee Actual end date	12 2.1.2 — # of businesses (cooperatives, SMEs, business groups) that have increased profit from their business	2015 0	1.45	45 -	† 23	68		† 70	138		250	55.2 %		ա 🕥
2 Collect ross Dewilop me <u>P1950</u>	<sup>™</sup> 2.1.1.1 — % of women-led enterprises and SMEs who have access to finance/credit	2015 0 %	1 15 %	15.95	1 25 9	40.16		1 22 %	62.15		75.94	12.47 %		lat (0
2         Collect miss.         Imminiery pa.         EBMD.         2002.06-12         2002.06.         Imminiery pa.         EBMD.         2002.06.12           1         Collect miss.         Availuits av.         EBMD.         2002.06-25         2002.06.         Imminiery pa.         EBMD.         2002.06.12		2010 010												
2         Collect mos.         Analysis an         EB20	** 2.1.1.2 — Number of women (VN) /women enterprises (KEN) accessing productive business assets, inputs, and t	2015 0	1 3,250	3,250	† 1,50	4,750		† 2,100	6,850		10,000	68.5 %		աւ 🕓
Towns of Location A. <u>Philos</u> 2012-02-03 2012-02-04 2012-02-0	▼ 2.1.3.1 — # of networking and learning events held (eg trade fairs, conferences held annually)	2015 0	† 2 100 %	6 :	† 2 100 %	8 200 %			9			112.5 %	ð	ы ©

## **Global/Sector logframe**

10,000

Actual year

- Ability to aggregate indicator information at sector level
- Can see which projects are contributing to which indicators and how they are performing.

Data visualization	Data visualization								
Indicator: Number of people with improved food access	Indicator: Number of people with improved food access								
Chart	Chart								
Current value (by Project) V	Evolution of value through time (by Project)								
		Logframe		A	I activities 🗸	Logframe des	ign Targe	t control Aggrega	ited results
PRM00001256 PRM00004347 PRM00004385 PRM00006734 PRM0000656	PRM00001256  PRM00006347  PRM00004305  PRM00006734  PRM00006567								
18,000	30,000	Global SNV							
16,000	25.000		Global	Projects		Nb. of			
14,000		Indicator †	Targets	targets	Gap Gap 9	projects		Cumulative	Rate
12,000	20,000	<sup>™</sup> 1.1 — Image: 0.1 minimized and affordable energy	89000	89,000	0 09	8	1	53,941	60.61 %
V00.00	15,000	1.2 — 🚷 🖉 Tonnes of annual CO2-equivalent emission reductions	554000	554,000	0 09	i 7	1	337,992	61.01 %
6,000	10,000	1.3 — 🚷 🛢 Number of businesses that improved performance	765	765	0 09	5	1	510	66.67 %
4,000	5000	1.4 — 🚷 🖉 Number of people who gained new employment	3500	3,500	0 09	5	1	567	16.2 %
0	5,000	1 2.1 — 🔞 🛢 Number of people who have gained access to safely managed water supply services	30000	30,000	0 09	6	1	10,524	35.08 %
2022 Actual year	2018 2019 2021 2022	12 2.2 — 🚷 🔎 Number of people who have gained access to and made use of sanitation	50000	50,000	0 09	6	1	8,879	17.76 %
Data visualization		12 2.3 — 🚷 📕 Number of people practicing handwashing with soap after defecation	35000	35,000	0 09	5	1	13,321	38.06 %
	ccess to sustainable and affordable energy	1 3.1 — 🔞 🛢 The number of farmers that have adopted 2 or more new climate resilient farming practices in the past	125000	125,000	0 09	6	1	61,412	<mark>49.1</mark> 3 %
Chart Current value (actual vs target)	~	12 3.2 — 🔞 🖉 Number of people with improved nutrition security	54000	54,000	0 09	9	1	45,948	85.09 %
		1 3.3 — 😣 🖉 Number of people with improved food access	54000	54,000	0 09	5	1	63,000	116.67 %
	Progress 📕 Target	12 3.4 — 😢 🔎 Number of people who have increased productivity and demonstrate adoption of climate resilient techn	125000	125,000	0 09	2	1	0	
90,000		15 - 😚 🖉 Number of people who gained new employment	4500	4,500	0 09	i 1	1	895	19.89 %
80,000			254	254	0 09	4	1	145	57.09 %
70,000		13.7 — 🧐 🖉 Number of people who have increased annual sales through service provision, trading and/or processing	36500	36,500	0 09	7	1	19,040	52.1 <mark>6</mark> %
50,000									
40,000									
30,000									

## **PME Health checks**





#### What is a PME Health Check?



A quality assurance mechanism to support projects to meet the required SNV PME minimum standards



A learning mechanism to understand what is working well and what could be improved in relation to SNV M&E practice



#### PME Health check benefits

At project/portfolio level:

- A learning focused, independent assessment of the project M&E system
- Highlighting of PME best practice & trends (across projects/sub-sectors)
- Supportive follow up based on findings (including capacity strengthening if required)
- Better quality data / better use of PME data remaining project period

#### At global level:

- Better quality data/ information and learning contributing to demonstration of impact
- More coordinated and tailored capacity strengthening to projects to support good quality M&E
- Creation of a feedback loop between project implementation and prospect design teams on applying learning from implementation back into new prospect design processes

## PME health check process – 7 steps

- 1. Project PME self assessment based on checklist
- 2. Desk review by global PME team
- 3. Preparation of health check process by global team
- 4. Data collection by global team
- 5. Validation of findings and identification of potential PME support
- 6. Reporting
  - Final health check report
  - PME action plan, including agreed capacity strenghtening needs
  - PME internal learning report on what went well and not so well
- 7. Follow up
  - PME action plan development, by project staff
  - Findings review for broader group of stakeholders, by global PME

#### **Deliverables of a PME Health Check**

- PME self-assessment based on a checklist by the project team
- Findings on to what extent the project M&E system meets the PME minimum standards

   assessed by global PME & project team
- Final health check report, including findings, learnings, recommendations by global PME
- PME action plan at project level regarding potential improvements to the M&E system
- Set of identified project PME capacity support needs
- Potential learnings and successes that can be useful for other SNV projects and wider SNV M&E practice



#### SNV Project M&E system - Example of IAP









#### IAP overview



Improve the livelihoods of people living in poverty by providing access to employment, income-generating opportunities and basic goods and services.

To overcome the systemic lack of capital in many developing markets and enhance innovation.



**O**---

Identify and support innovative inclusive businesses with the greatest contribution to economic, social, and environmental sustainability.

#### IAP targets people living in poverty

Definition: people living on less than US\$ 8 per day PPP\*, that are engaged in the company's value chain as:





consultants

15,536 PLIP with income generating opportunities

29.647 tons of GHG emissions avoided/reduced

1,823,625 PLIP with access to basic goods and services

648,413 PLIP with increased income and/or cost savings

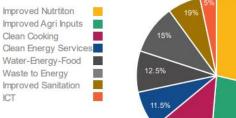
EUR 16,582,341 in sales revenue generated by the investees

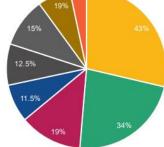
Impact as of August 2022

998 new jobs created

Partners

#### Thematic breakdown of portfolio innovations





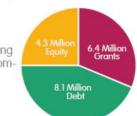
#### 40 investees

ICT

- 7 out of 40 projects have a digitalization component
- (a) 11 out of 40 have a financial inclusion component
- 16 out of 40 have a gender equality/women empowerment component

Total IAP Fund = EUR 6.7 million Total portfolio = 40 companies Total co-investment from companies = EUR 22 million

Total additional financina by June 2022 (all 40 companies)



#### Where IAP works

Ugandat EcoGroup Yellow Star Chap Chap Sanitation Africa Wana Energy Solutions African Power Initiative Technology for Tomorrow Uzima Chicken Uganda Eastern Agricultural Dev. Co.

Mukusu Motors & Properties **Raising Gabdho Foundation** 

#### **SNV**

Sweden Sverige

#### Ethiopia: Sano Beverages

Shavashone Winsol Dreamlight Waste Addis Tulip Water Filters GM Clean Energy Ahadootec Jemma Agro-Tech Alviol General Trading TruLuv Trading Mesafint Alebel Melkam Endale Milk Processing Anega Energies Nutridense Agroprocessing

Zambia: Live Clean Initiative Medeem Seba Foods **Stewards Globe** Siavonga Breams WidEnergy Africa



#### Cambodia: Cambodia Agric Coop Corp

AMK WE Venture Lyly Foods ACE Signatures of Asia Husk Ventures Solar Green Energy East West Seed

LEGEND:

Companies from Round 2 are shown in bold. The others are from Round 1



3

## Summary of IAP M&E activities

	Phase	Activities carried out under each phase
	Develop RC and MF (contract negotiation)	<ul> <li>Develop RC to illustrate how activities, outputs, outcomes and impact are connected (IBs, with support of in-country team)</li> <li>Define indicators using IRIS+ to measure progress and impact (IBs, with support of in-country team)</li> <li>Develop MF to design data collection and reporting process (in-country team with support of MLE team)</li> </ul>
	Data Collection (baseline and milestones)	<ul> <li>Baseline data is collected during contract negotiation or before intervention starts</li> <li>Survey development and distribution by milestones (MLE global team)</li> <li>Submission of surveys by milestone (IBs, with support of in-country teams)</li> </ul>
	Data Verification (milestones)	<ul> <li>Verification of IB's self-reported data as part of the milestone assessment (in-country team), including on-site verification</li> <li>Desk-based review of milestone assessment reports and submitted survey, including supporting documentation, as part of the disbursement process to IBs (MLE team)</li> </ul>
	Data Validation (Annual and Semi-annual reports)	Bi-annual validation of collected data in IAP 2 Dashboard (MLE team)
	Impact verification (Round 1: end of project. Round 2: baseline, mid- term and end of project)	<ul> <li>Assess where IAP 2 funding is being used most effectively, using a portfolio-based approach for impact verification (third party)</li> <li>Measure IAP 2 outreach to low-income people, using a prioritisation approach (third party)</li> <li>Understand the depth of impact created for beneficiaries (third party)</li> </ul>
	Internal Reporting (Annual and Semi-annual reports)	<ul> <li>Data analysis to measure progress towards targeted impact figures</li> <li>Included closure reports of terminated cases</li> </ul>
	Evaluation and Learning (ongoing)	<ul> <li>Interpret impact verification results to (i) improve/adjust IB's RC, indicators, and MF, (ii) improve/adjust IAP steering towards impact results, and (iii) prepare external learning outputs.</li> <li>Project mid-term/closure report (IAP 2 team) where IB is interviewed</li> </ul>
n rige	External Communication (ongoing)	<ul> <li>Prepare external communication/learning outputs (MLE team)</li> <li>Impact stories and videos as part of IAP 2 Communication Strategy (IAP 2 team)</li> </ul>



against poverty

# IAP's M&E System strengths



 Based on a ToC. Clear connection with investee results frameworks



Use of internationally validated indicators



Realistic and collaborative approach to target setting



Dedicated PMU team members on M&E







# IAP's M&E System

- Participatory design, implementation, and review of M&E with investees



 The use of data for company level progress monitoring is working well



SmartME brings value to the IAP M&E system



A rigorous verification process







## IAP's M&E System



GDPR compliance is included in guidance and contracts



 Evaluation & learning on how fund managment is working is happening and structured



 Collaborative and transparent relationships with investees; realistic in relation to investee realities







# Areas under further development



Use of the ToC & learning for adaptive management



Ensuing the monitoring framework is 'lean and mean'



 Finding the optimum level of data collection required for investees



Understanding how to evidence fund level change







## IAP and SmartME

https://smartme.adalia.fi/IAP/dashboard/11/show







#### IAP & impact verification

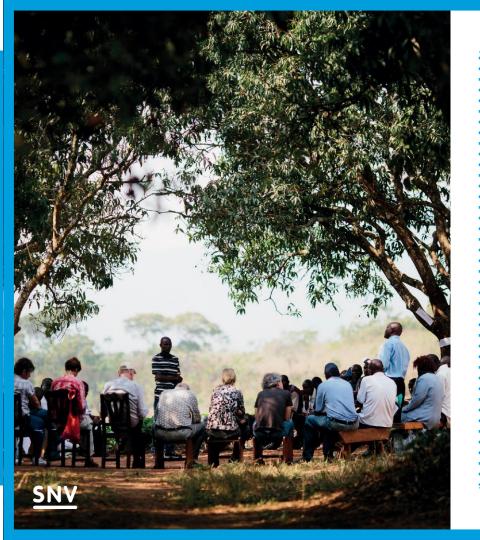
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#### IAP Portfolio Performance Snapshot

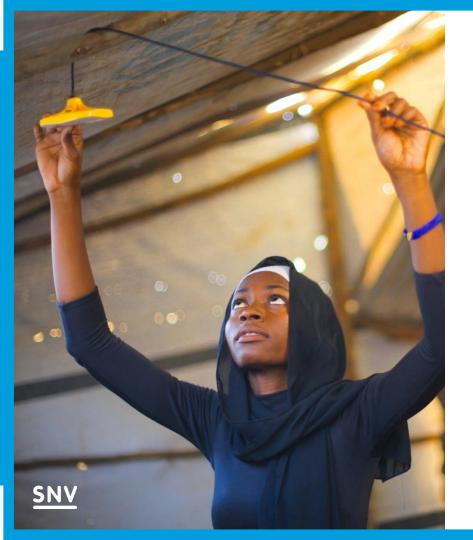
IAP portfolio companies are providing customers access to products and services not accessed before. There is an opportunity to be further reaching low-income customers and to increase issue resolution.

Lean Data Insights For IAP

Inclusivity Ratio	Gender	Impact	First Access	Customer Voice "Iam very happy that my income has improved a lot. I
0.59	31%	43%	83%	also sell products for pregnant women and I can testify that they give birth to big babies. Also, the children that looked malnourished and are using the products, have gained weight. I am very happy about this because it is
degree of reaching low- income customers	are female	quality of life 'very much improved'	first time accessing service provided	community growth." [Yellow Star Distributor, Male] Data Summary
• • • • •	•••	••••	• • • • •	IAP Performance: 1,748 customers interviewed across 7 companies in 4 countries.
				Quintile Assessment compares SNV IAP's performance with 60dB Global Benchmark of 350 companies, 50+ countries, and more than 150,000 customers.
Net Promoter Score®	Challenges	Customer Effort Score	Alternatives	Performance vs. 60dB Benchmark
42	21%	3.8	78%	- TOP 20%     - TOP 40%
on a -100 to 100 scale	report challenges; 44% unresolved	on a scale of 1 to 5	cannot easily find a good alternative	- MIDDLE     - BOTTOM 40%     - BOTTOM 20%     SN
• • 😑 • •	• • • • •	••••	•••••	• • • • - BOTTOM 20%
weden			You can click on the center of the benc	chmark bubbles to go to the detailed information on this indicator.
Sverige		innovatio against poverty		bop inc



# Q&A



# SNV

# IMPACT THAT MATTERS

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