

# CARE International

Vietnam, Pakistan, Peru  
Aggregate Lean Data Report



# Welcome To Your 60dB Results

Throughout the report, only meaningful differences by key segments have been called out.

We enjoyed hearing from 928 of your loan and wrap-around clients in Vietnam, Pakistan, and Peru – they had a lot to say!

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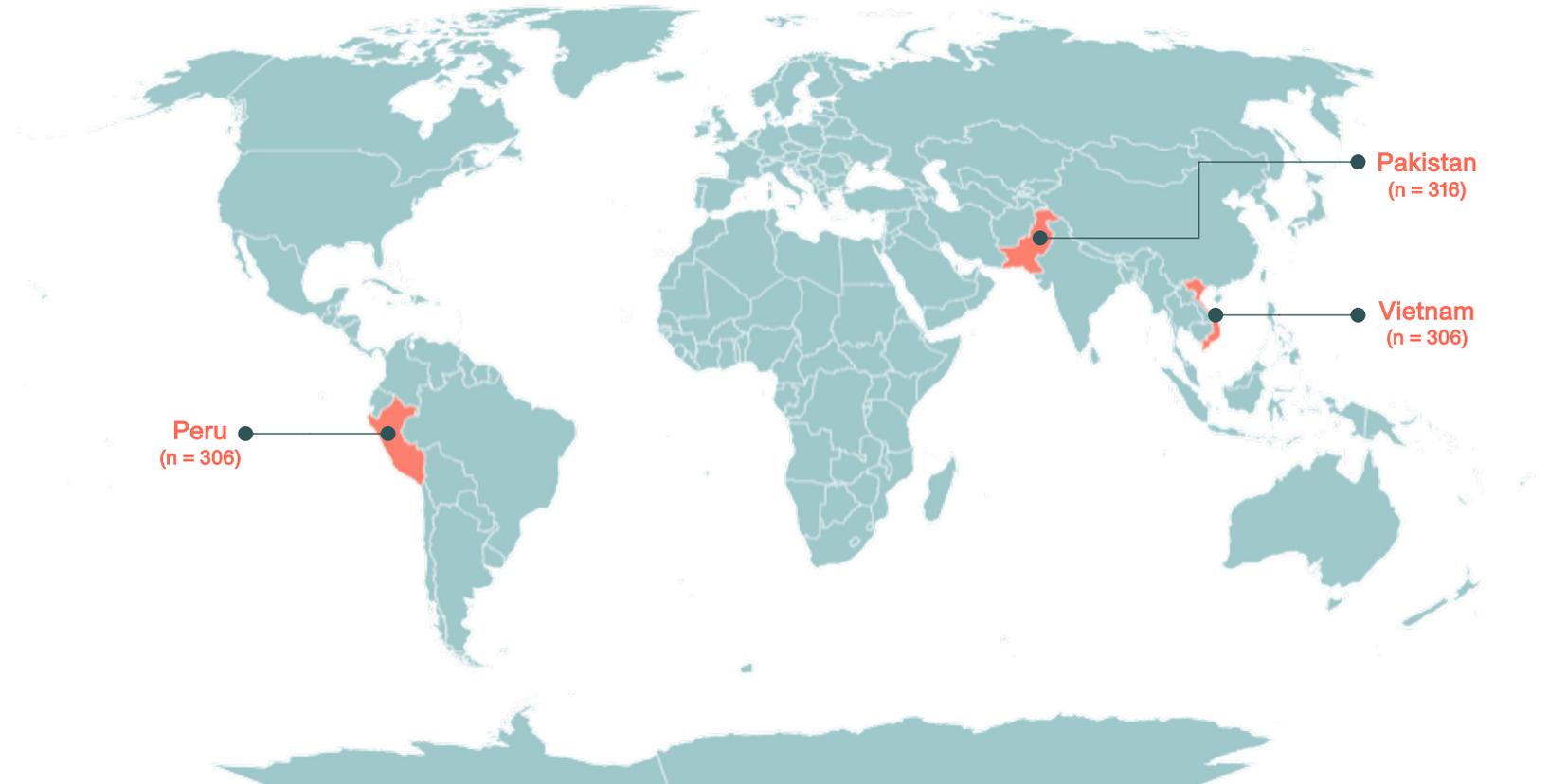
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# Project Overview

CARE's Women's Entrepreneurship programming aims to reduce barriers that women entrepreneurs face by offering a combination of services – both financial and non-financial – that are essential to creating sustainable growth and empowerment for women entrepreneurs.

CARE partnered with 60 Decibels and Mission Measurement - who represented Mastercard Center for Inclusive Growth – to perform a specialized lean impact study across Vietnam, Pakistan, and Peru to measure core business themes and capture the impact of the CARE Women's Entrepreneurship program.

We spoke to an even number of clients across Vietnam, Pakistan, and Peru.



# CARE International Country Comparison

Assessing performance across implementing countries brings out differences that can inspire conversations and spur learning between countries to drive deeper impact and satisfaction.

Metric	Vietnam (n = 306)	Pakistan (n = 316)	Peru (n = 306)	CARE Average (n = 928)
<b>Female Inclusivity</b> % female customers	95%	24%	86%	68%
<b>First Access*</b> % accessing loans for the first time	33%	60%	53%	51%
<b>Access to Alternatives*</b> % with no easy access to good loan alternatives	29%	55%	58%	49%
<b>Quality of Life</b> % improved quality of life	90%	90%	89%	90%
<b>Financial Management</b> % increased ability to manage finances	80%	90%	89%	86%
<b>Financial Resilience</b> % find it easy to raise emergency funds	56%	68%	46%	58%
<b>Achieving Business Goals</b> % say CARE contributed to achieving goals	83%	78%	73%	79%
<b>Sales</b> % increased sales	80%	90%	72%	81%
<b>Net Promoter Score</b> on a scale from -100 to 100	57	56	64	58
<b>Customer Effort Score</b> on a scale from 1 to 5	4.26	4.33	4.43	4.34

\* Only asked to clients accessing loans

☐ Indicates highest performance at country level for each metric

# Summary Of Data Collected

This report presents aggregate results based on surveys conducted with clients in Vietnam, Pakistan, and Peru.

These aggregate results are intended to provide insight into broad impact trends based on country, product type, and gender, and we have noted significant differences throughout the report.

However, when interpreting these results, it is important to note that each country of operation has a unique entrepreneurial market, macro economic climate, and cultural norms, which impact how CARE's Women's Entrepreneurship program is implemented and the clients served.

This had led to differences in gender reach and product offering split between country operations.

928 phone interviews completed in July – October 2022.

## Methodology

Survey mode	Phone
Countries	Vietnam, Pakistan, Peru
Language	Vietnam: Vietnamese Pakistan: Urdu, Punjabi, Sindhi, English Peru: Spanish
Dates	July – October 2022
Sampling method	Random sample from a database of 18,814 clients (Vietnam 930; Pakistan 13,550; Peru 4,334)
Response rate	53% (Vietnam 70%; Pakistan 58%; Peru 30%)
Average time p/interview	28 mins (Vietnam 20 min; Pakistan 27 min; Peru 38 min)

## Responses Collected

Clients	928 (Vietnam 306; Pakistan 316; Peru 306)
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Sampling	% female	% male
Overall	68	32
Vietnam	95	5
Pakistan	24	76
Peru	86	14

## Accuracy

Confidence Level	~90%
Margin of error	~5%

# Top Actionable Insights

## 1 **Going Great:**

**Clients report deep and broad impact and are highly satisfied with CARE International.**

Most clients report improved quality of life, stress levels, increased confidence in running their business, ability to manage finances, sales, and help to achieve their business goals because of CARE International.

Among clients with wrap-around services, the majority agree that the training they received was important and almost all have applied what was learned.

CARE International has an excellent Net Promoter Score of 58 and a high Customer Effort Score of 4.34/5. 69% of loan clients find no problem with their repayment.

**Pages:** [27](#), [29](#), [31](#), [34](#), [35](#), [41](#), [42](#), [46](#), [49](#), [50](#)

**An idea:** This is marketing gold – share it with potential clients, partners, and funders.

## 2 **A Finding that Jumped Out:**

**Client impact and satisfaction are correlated with the service offered.**

Loan services are more likely to drive a deeper impact on monetary metrics, with loan clients more likely to report improvements in financial resilience and sales. Wrap-around services are more likely to drive a deeper impact on operational metrics, with wrap-around clients more likely to report improvement in financial management and digital use metrics.

Challenge resolution is easiest for loan clients, with loan clients more likely to have a higher Customer Effort Score than wrap-around clients.

**Pages:** [31](#), [32](#), [35](#), [36](#), [39](#), [40](#), [46](#), [50](#)

**For discussion:** Are the trends a surprise? What systems do loan providers have in place to enable ease of challenge resolution?

## 3 **Area for Improvement:**

**Clients want broader training content, particularly on virtual marketplaces and digital marketing.**

Around 2 in 5 clients desire more hard skills and market access for their business growth.

Almost all clients had specific training needs primarily on how to obtain more customers through virtual marketplaces and digital marketing.

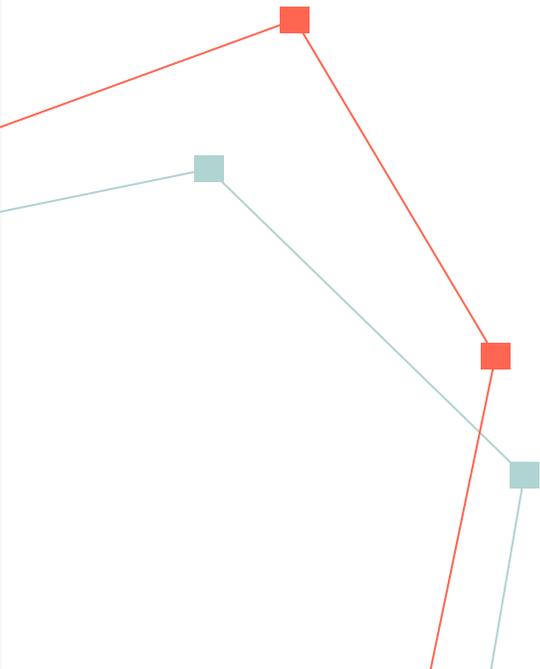
Lower interest rate was the top suggestion for improvement among loan clients, and the top request among wrap-around clients who are considering loans.

**Pages:** [47](#), [48](#), [52-55](#)

**A recommendation:** Where possible, address suggestions raised to make clients feel valued and become heard.

# Client Voices

We love hearing clients' voices.  
Here are some that stood out.



## Impact Stories

90% shared how CARE International had improved their quality of life

“I used the credit to open a food business, and I bought everything I needed for the kitchen.”  
- Female, 27 (Peru)

“The course introduced me to many business-related concepts I felt I needed to learn. Thanks to that, I know more about business and feel more confident.”  
- Female, 36 (Vietnam)

“I'm more confident in making decisions for my business.” - Female, 30 (Pakistan)

“I am a single parent and have to deal with everything by myself. This loan helped me to start my own work at home and earn for my family.” - Female, 36 (Pakistan)

“I learned of new tools and techniques, how to deal with customers, and have specific hours of service.”  
- Female, 29 (Peru)

“We could buy a car to carry goods and serve our business purposes, so doing business and traveling is more convenient for us.” - Female, 38 (Vietnam)

## Opinions On CARE International Value Proposition

64% were Promoters and were highly likely to recommend

“I found the loan program very convenient; I liked the monthly installment feature.” - Female, 39 (Vietnam)

“The loan procedure was quick, and the staff members were cooperative.” - Female, 29 (Pakistan)

“The instructors answer our personal questions. The training is very didactic and has good practical management.” - Female, 42 (Peru)

## Opportunities For Improvement

59% had a specific suggestion for improvement

“I would prefer if they would get us in touch with countries abroad so we can maximize our sales through online platforms.” - Female, 50 (Pakistan)

“Provide us more training on how to handle digital tools.” - Female, 65 (Peru)

“The interest rate is a bit high. I hope it can be lowered by about 10%.” - Female, 60 (Vietnam)

## ● Who Are You Reaching?

- Client profile: Demographics and services offered
- Business profile: Sector, tenure, means of sales, and revenue
- Decision-making: Financial, female decision-making needs, and business control
- Loan profile: Access, drivers, and usage

## ● What Impact Are You Having?

- Quality of life and wellbeing
- Financial status
- Business performance
- Digital usage and training

## ● How Can You Improve?

- Net Promoter Score & drivers
- Loan performance: Repayment burden
- Challenges
- Client needs and suggestions for improvement

“I now have more products. With the loan, I was able to stock my business and continue selling.”

- Female, 31 (Peru)



# Client Profile: Service Obtained

Strivers are micro and small entrepreneurs with 2-20 employees but lack the correct financings. Non-strivers are those with larger businesses.

Male clients are more likely to have received loan services (80%) than female clients (56%).

Clients with lower levels of education are more likely to have received loan services; 93% of clients with primary education compared to those with lower secondary (74%), upper secondary (68%), and tertiary education (47%).

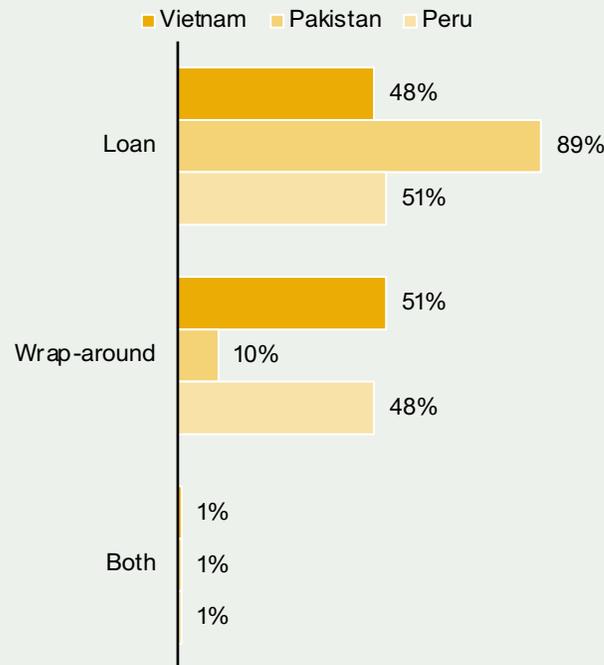
Clients in the village (74%) and town (73%) are more likely to have received loan services than those in the city (56%).

Nearly two-thirds of CARE International’s clients we spoke with accessed loan services; more so in Pakistan than in Peru and Vietnam. Over two-thirds of clients are Strivers.

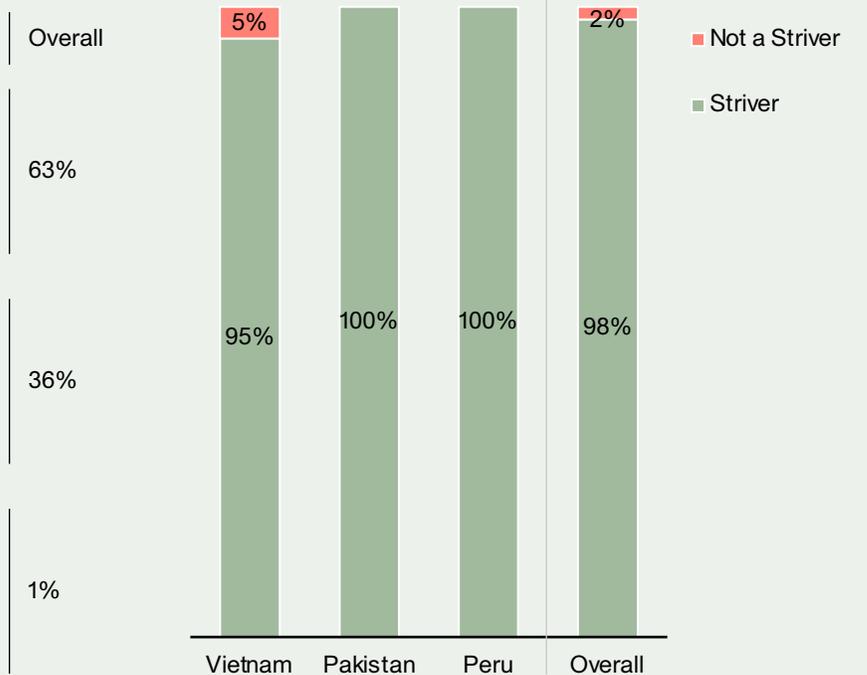
## About the CARE International Client Services

Data relating to client services (n = 928 | Vietnam = 306, Pakistan = 316, Peru = 306)

### Service Offered



### Striver Status



# Business Profile: Sector

Close to half of clients' businesses are in the retail sector; driven largely by clients' retail focus in Peru.

Female clients are more likely to be in the retail sector (52%) than male clients (39%).

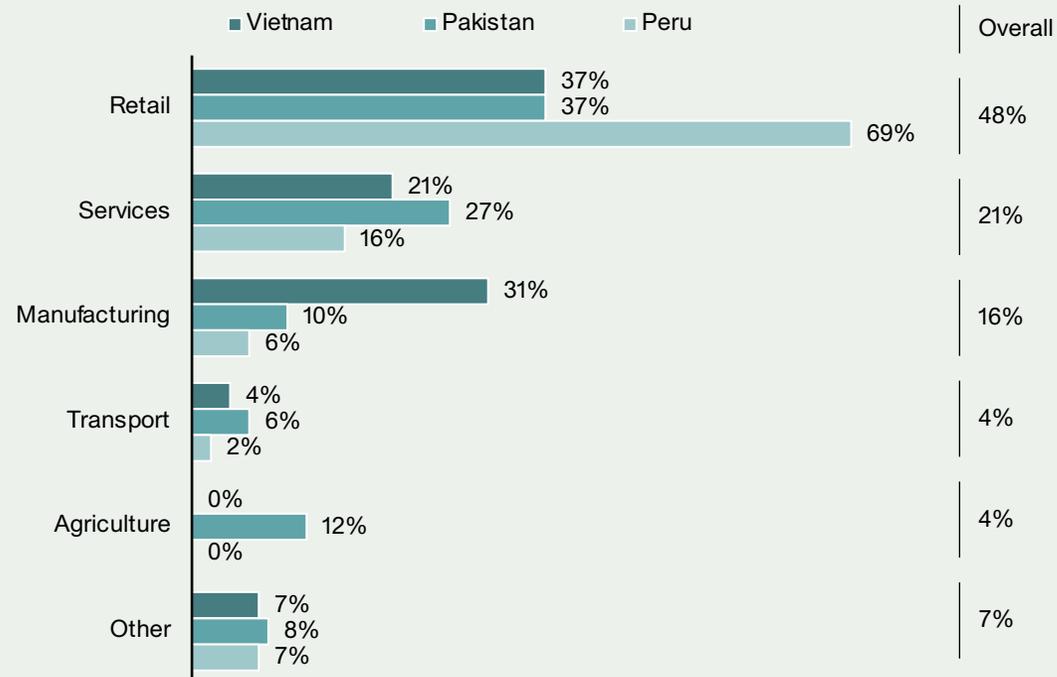
Clients in town are more likely to be in the retail sector (54%) than those in the city (49%) and village (32%).

Loan clients are more likely to be in the retail sector (51%) than wrap-around clients (42%).

Clients with lower levels of education are more likely to be in the retail sector; 54% of clients with primary education and 57% of those with lower secondary compared to those with upper secondary (49%) and tertiary education (39%).

## Sector

Q: Which sector best describes your business? (n = 927 | Vietnam = 306, Pakistan = 316, Peru = 305)



# Business Profile: Tenure

More than 2 in 5 clients' businesses have been in operation for 5 or more years; tenure is longer in Pakistan and Vietnam than in Peru.

Male clients are more likely to have 5 or more years of business operation (53%) than female clients (41%).

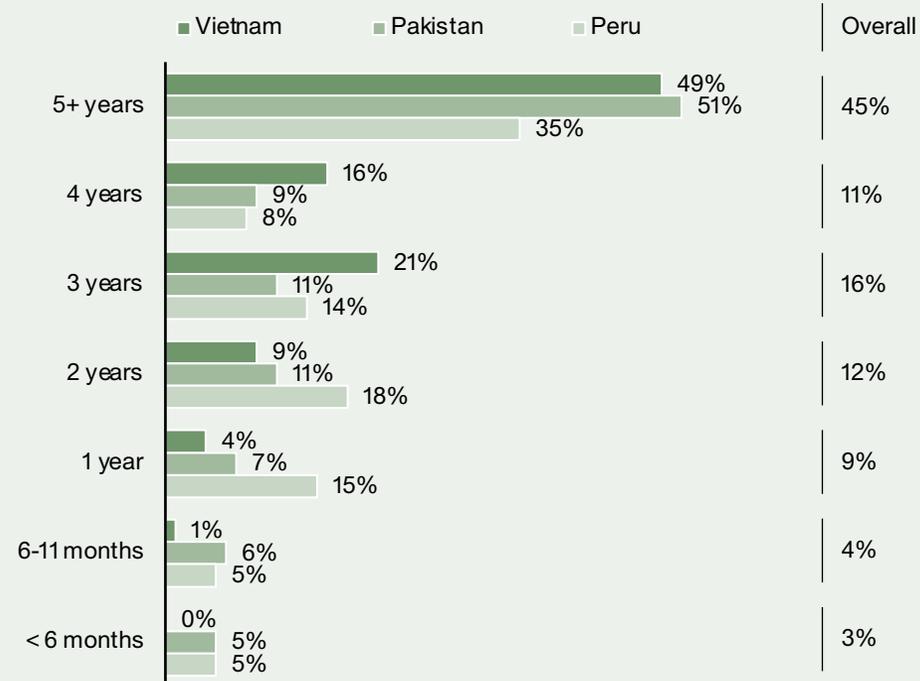
Older clients are more likely to have 5 or more years of business operation (54%) than younger clients (36%).

Clients in the agriculture sector are more likely to have 5 or more years of business operation (67%) than those in manufacturing (47%), retail (47%), transport (46%), other (44%), and service (36%).

Loan clients are more likely to have 5 or more years of business operation (48%) than wrap-around clients (40%).

## Business Tenure

Q: How long has your business been in operation? (n = 916 | Vietnam = 306, Pakistan = 314, Peru = 296)



# Business Profile: Means of Sales

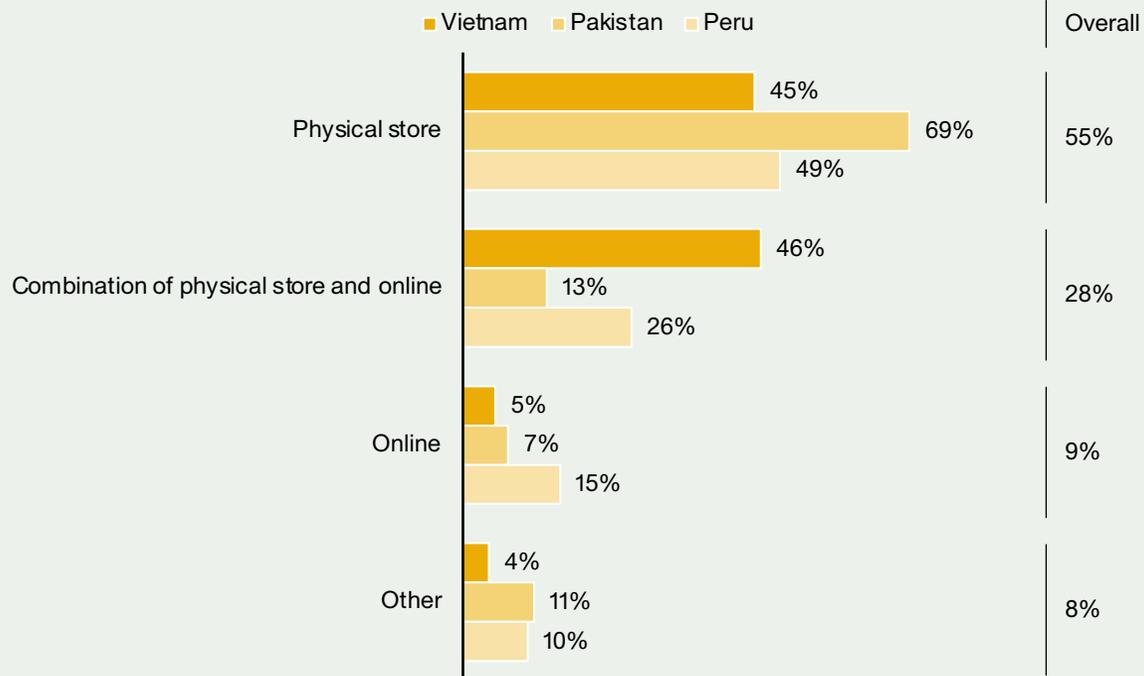
More than half of clients' businesses operate through a physical store only; clients in Vietnam are more likely to utilize online and physical points of sale than peers in other countries.

Clients are more likely to report customers accessing their products via a physical store only if they:

- Are male (65%) than female (50%)
- Utilize loan services (67%) than wrap-around services (34%)
- Have lower levels of education; 70% of clients with primary education compared to those with lower secondary (63%), upper secondary (62%), and tertiary education (42%)
- Have 5 or more years of business operation (62%) than those with fewer than 5 years (49%)
- Are in the agriculture sector (67%) than those in retail (60%), other (54%), manufacturing (51%), services (47%), and transport (43%)
- Are older (58%) than younger (51%)

## Means of Sales

Q: How can your customers access your products and/or services? (n = 916 | Vietnam = 306, Pakistan = 314, Peru = 296)



# Business Profile: Monthly Revenue

On average, CARE International’s clients run businesses that generate a monthly revenue of 3,035 USD; with higher revenues reported in Vietnam than in Peru and Pakistan.

The distribution of clients' revenue is driven by each country’s macroeconomic climate and thus varies greatly between countries in the report. Given the skewed nature of this data, we found no meaningful differences throughout the report.

We suggest looking at each specific country report to understand how business revenue impacts results in each geography.

## Monthly Revenue

Q: How much does your business generate in monthly sales? (n = 901 | Vietnam = 294, Pakistan = 315, Peru = 292)

**3,035 USD** Average monthly revenue; 563 USD median monthly revenue

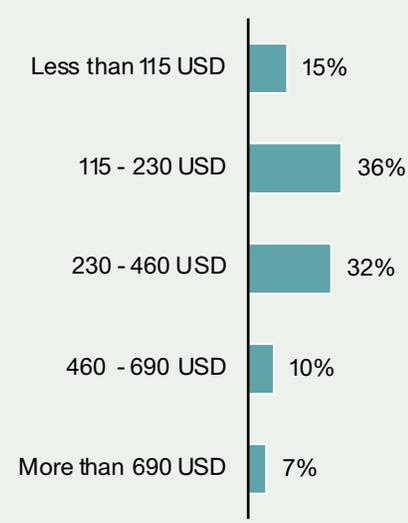
### Vietnam

**8,300 USD** Average



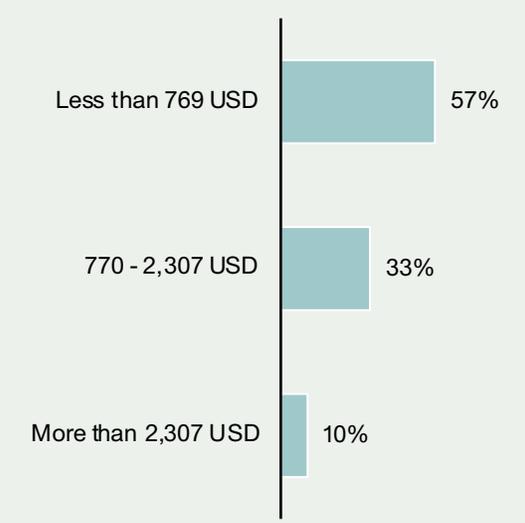
### Pakistan

**294 USD** Average



### Peru

**952 USD** Average



# Client Profile: Financial Decision-Makers

Over half of clients report being the main financial decision-maker in their household and nearly three-quarters report being the main financial decision-maker in their business; this is more likely in Pakistan and Vietnam than in Peru.

Clients are more likely to be the main financial decision-maker in their household if they:

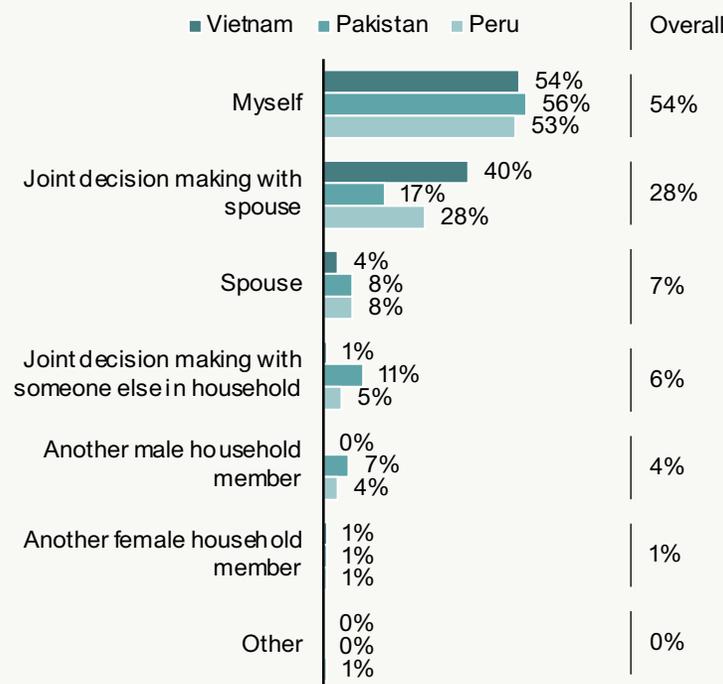
- Are male (65%) compared to female clients (49%)
- Utilize loan services (58%) compared to those utilizing wrap-around services (48%)

Clients are more likely to be the main financial decision-maker in their business if they:

- Are male (82%) compared to female clients (70%)
- Utilize loan services (76%) than wrap-around services (70%)
- Are older (78%) compared to younger clients (71%)

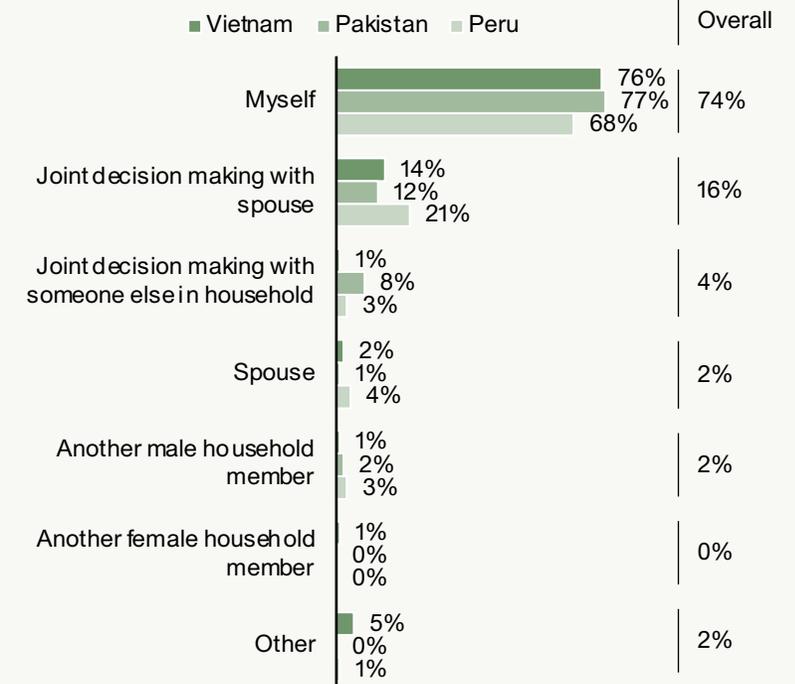
## Household Financials

Q: Who is the main financial decision maker in your household? (n = 922 | Vietnam = 301, Pakistan = 316, Peru = 305)



## Business Financials

Q: Who is the main decision maker about your business finances? (n = 912 | Vietnam = 302, Pakistan = 315, Peru = 295)



# Female Client Profile: Decision Making Needs

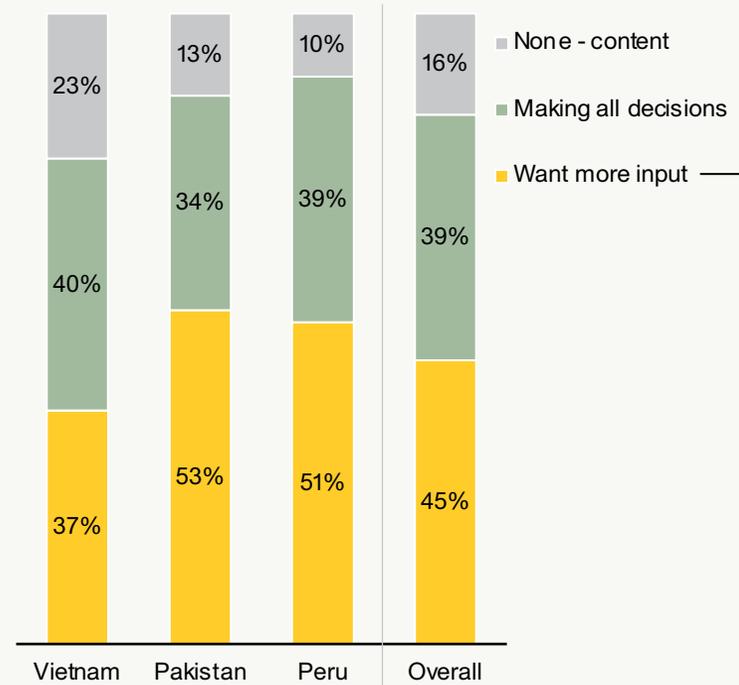
Almost half of the clients want to have more input in business decisions, primarily innovation, operation, and financial decisions.

Clients in Vietnam and Peru are more likely to be making all their business decisions (40%, 39% respectively) than those in Pakistan (34%).

Older clients are more likely to be making all their business decisions (43%) than younger clients (35%).

## Women’s Business Decision-Making Preferences\*

Q: As a woman, what decisions about your business do you feel you would want to make more of on your own? (n = 627 | Vietnam = 290, Pakistan = 75, Peru = 262) Open-ended coded by 60 Decibels.



## Top Inputs Preference in Business Decisions

<b>Overall</b>	<ul style="list-style-type: none"> <li>• Innovation / upgradation (12%)</li> <li>• Operation / management (11%)</li> <li>• Financial / funding (11%)</li> </ul>
<b>Vietnam</b>	<ul style="list-style-type: none"> <li>• Financial / funding (13%)</li> <li>• All business decisions (11%)</li> <li>• Human resourcing (5%)</li> </ul>
<b>Pakistan</b>	<ul style="list-style-type: none"> <li>• Marketing strategies (13%)</li> <li>• Making collective decisions (12%)</li> <li>• Human resourcing (12%)</li> </ul>
<b>Peru</b>	<ul style="list-style-type: none"> <li>• Operation / management (23%)</li> <li>• Innovation / upgradation (22%)</li> <li>• Making collective decisions (11%)</li> </ul>

\* Only asked to female clients

# Client Profile: Business Finances

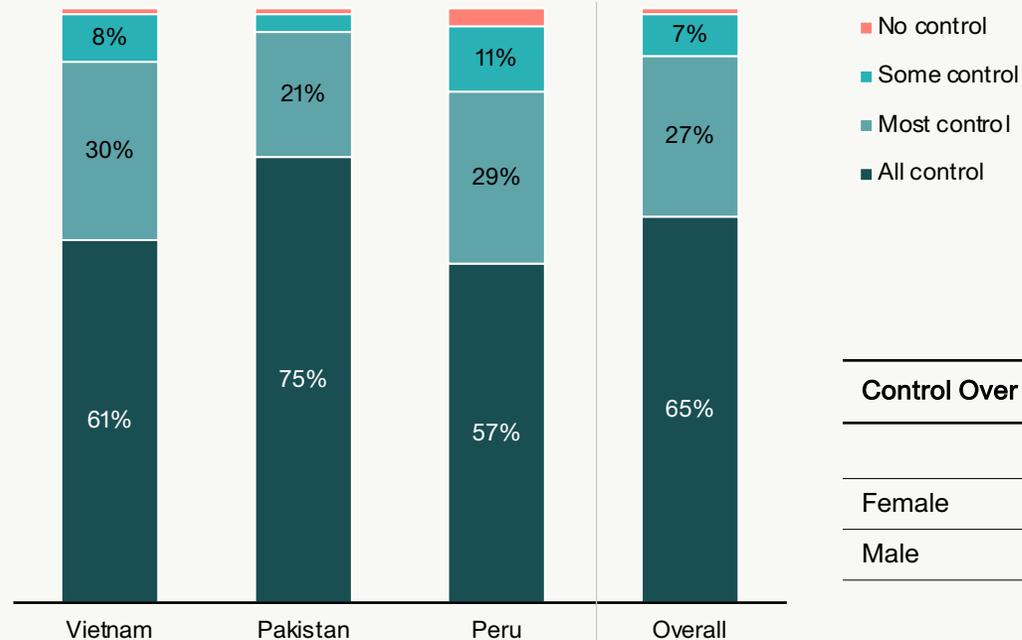
Nearly two-thirds of clients report having 'all control' over their business finances; clients in Pakistan report more control than peers in Vietnam and Peru.

Clients are more likely to have 'all' control over business finances if they:

- Are male (78%) than female clients (58%). Driven in part by the large sample size of men in Pakistan.
- Utilize loan services (69%) than wrap-around services (57%)
- Are in the village (73%) than in the city (66%) and town (54%)
- Have lower secondary education (70%) than primary education (67%), upper secondary (66%), and tertiary education (60%)
- Have 5+ years of business operation (70%) than fewer than 5 years (61%)
- Have customers access them via online means only (73%) than physical means only (67%), other means (64%), and a combination of physical and online means (57%)

## Control Over Business Finances

Q: To what extent do you have complete control over your business financials? (n = 914 | Vietnam = 305, Pakistan = 314, Peru = 295)



### Control Over Business Finances by Gender

	All	Most	Some	None
Female	58%	31%	9%	2%
Male	78%	18%	3%	1%

# Client Profile: Business Decisions

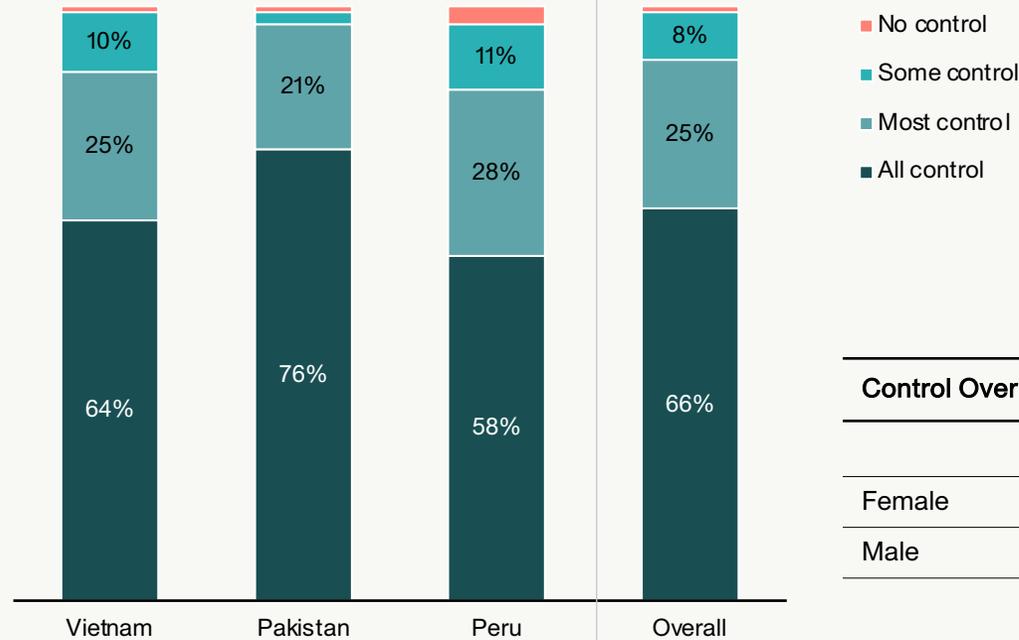
Two-thirds of clients report having ‘all control’ over critical business decisions; clients in Pakistan report more control than peers in Vietnam and Peru.

Clients are more likely to have ‘all’ control over critical decisions if they:

- Are male (82%) than female clients (59%). Driven in part by the large sample size of men in Pakistan.
- Have lower secondary education (70%) than upper secondary (66%), primary (66%), and tertiary education (64%)
- Utilize loan services (70%) than wrap-around services (60%)
- Have 5+ years of business operation (71%) than fewer than 5 years (62%)
- Are in the village (74%) than in the city (66%) and town (60%)
- Have customers access them via online means only (75%) than physical means only (69%), a combination of physical and online (61%), and other means (60%)

## Control Over Critical Business Decisions

Q: To what extent do you have complete control over other critical decisions related to your business?  
(n = 915 | Vietnam = 305, Pakistan = 314, Peru = 296)



### Control Over Critical Business Decisions by Gender

	All	Most	Some	None
Female	59%	29%	10%	2%
Male	82%	16%	2%	0%

# Loan Profile: First-Time Access

Loan clients are more likely to report first-time access to loans if they:

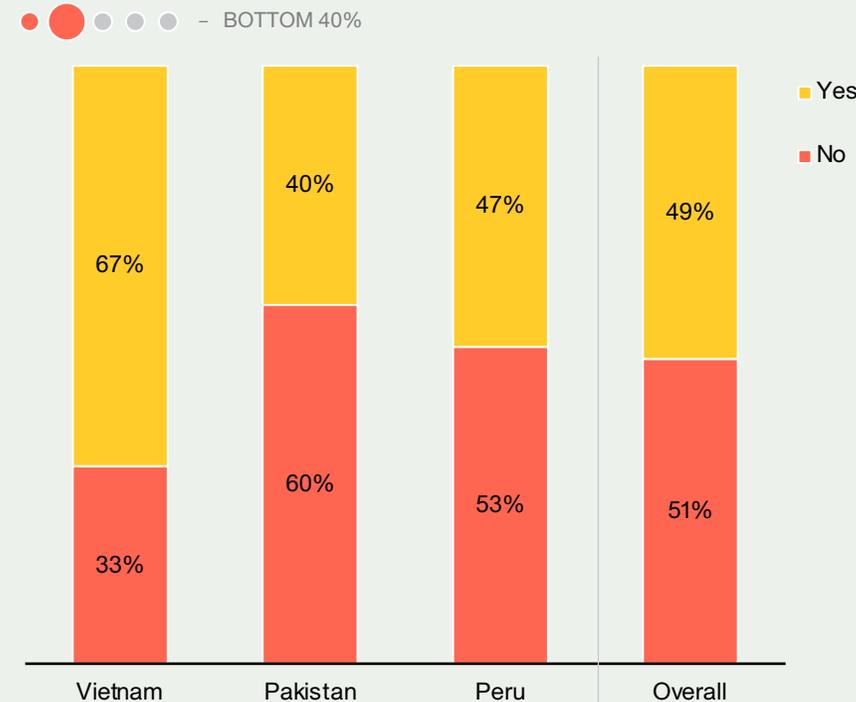
- Have lower secondary education (60%) than primary education (57%), upper secondary (56%), and tertiary education (35%)
- Are in the agriculture (68%) and transport (67%) sectors than services (57%), retail (49%), other (46%), and manufacturing (36%)
- Have fewer than 5 years of business operation (55%) than those with 5 or more years (47%)

There was no meaningful difference in first-time access by gender, with 55% of female clients reporting first-time access compared to 48% of male clients.

Just over half of clients accessing loan services are accessing a loan for the first time; first access is highest in Pakistan as compared to Peru and Vietnam.

## First-Time Access\*

Q: Before Ignite, did you have access to loans like [FSP] provides? (n = 586 | Vietnam = 149, Pakistan = 279, Peru = 158)



\* Only asked clients accessing loans

# Loan Profile: Access to Alternatives

Loan clients are more likely not to easily find a good alternative if they:

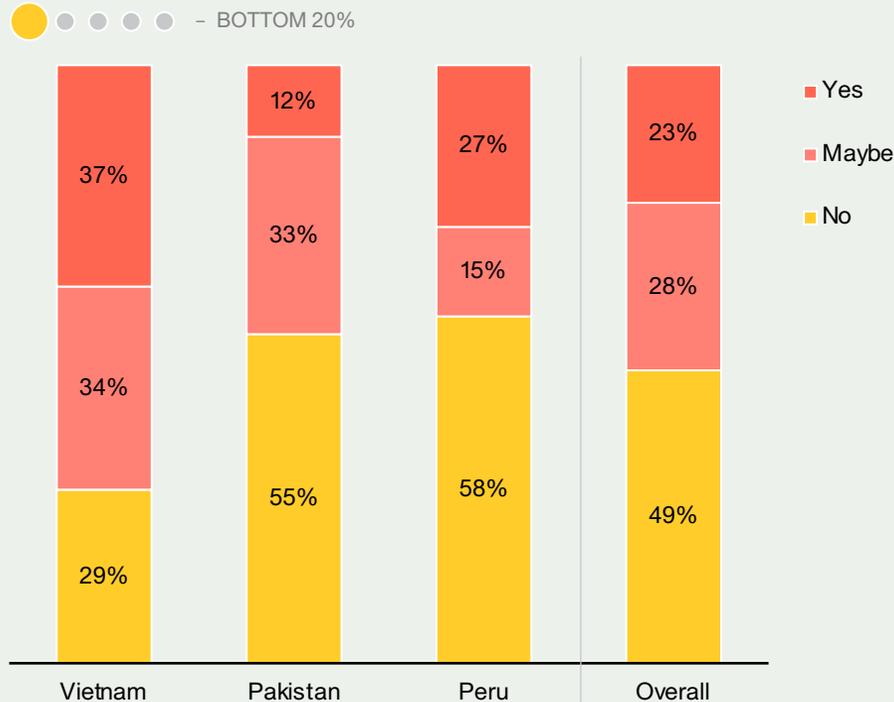
- Have lower levels of education; 62% of loan clients with primary education compared to those with lower secondary (53%), upper secondary (52%), and tertiary education (35%)
- Are in the agriculture (62%) than in services (54%), retail (51%), manufacturing (41%), other (39%), and transport (36%) sectors
- Are in the village (58%) than in town (48%) and the city (46%)

There was no meaningful difference in access to alternatives by gender, with 48% of female clients reporting no easy access to good alternatives compared to 51% of male clients.

Nearly half cannot easily find a good alternative to the loan providers; clients in Peru and Pakistan have less access to alternatives than peers in Vietnam.

## Access to Alternatives\*

Q: Could you easily find a good alternative to [FSP]'s loan? (n = 573 | Vietnam = 149, Pakistan = 269, Peru = 155)



\* Only asked clients accessing loans

# Loan Profile: Access Barriers

Female clients are more likely to report experiencing barriers to accessing loans (64%) than male clients (58%).

Clients in the manufacturing and retail sectors appear more likely to report experiencing barriers to accessing loans (68% each) than those in service (58%), transport (46%), agriculture (44%), and other sectors (78%).

Clients with fewer than 5 years of operation appear more likely to report experiencing barriers to accessing loans (68%) than those with 5 or more years (54%).

Clients with tertiary education appear more likely to report experiencing barriers to accessing loans (65%) than those with primary education (62%), upper secondary (62%), and lower secondary (56%).

Clients in Peru are more likely to face barriers than those in Vietnam and Pakistan. The top barriers vary by country but are related to the approval process.

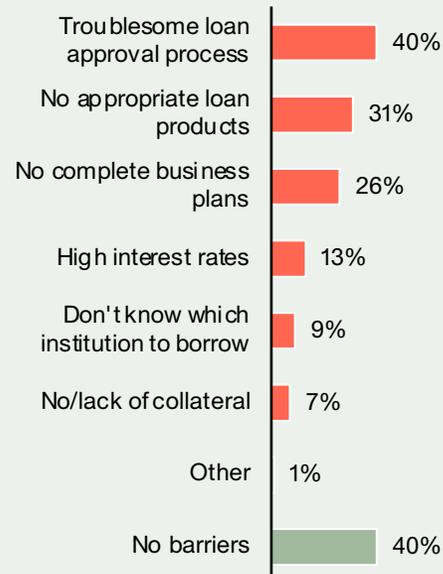
## Barriers to Past Loan Access\*

Q: What barriers have you faced in the past in accessing loans for your business? (n = 566 | Vietnam = 149, Pakistan = 260, Peru = 157)

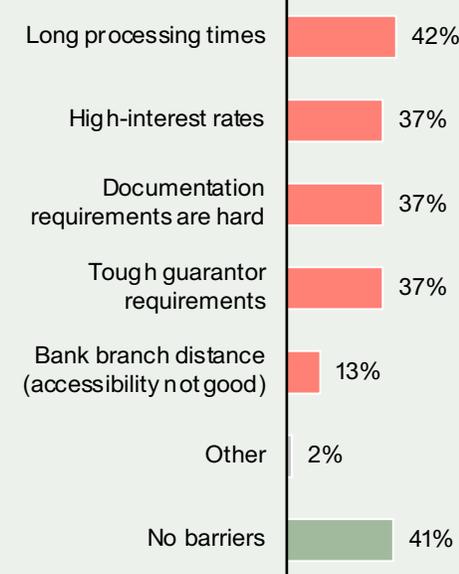
**61%** with barriers

**39%** with no barriers

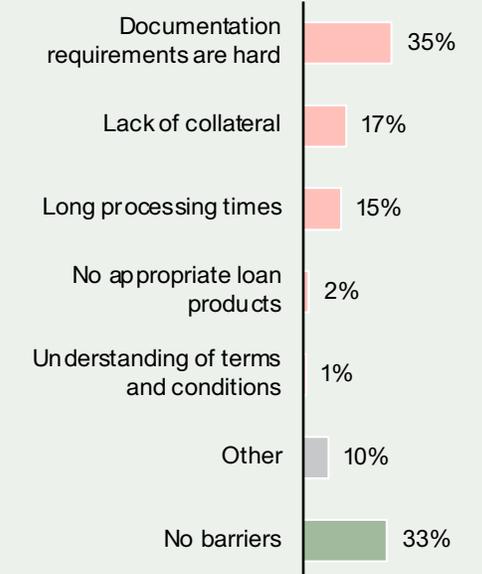
### Vietnam



### Pakistan



### Peru



\* Only asked clients accessing loans

# Loan Profile: Loan Usage

Loan clients are more likely to use the loan for an existing business if they:

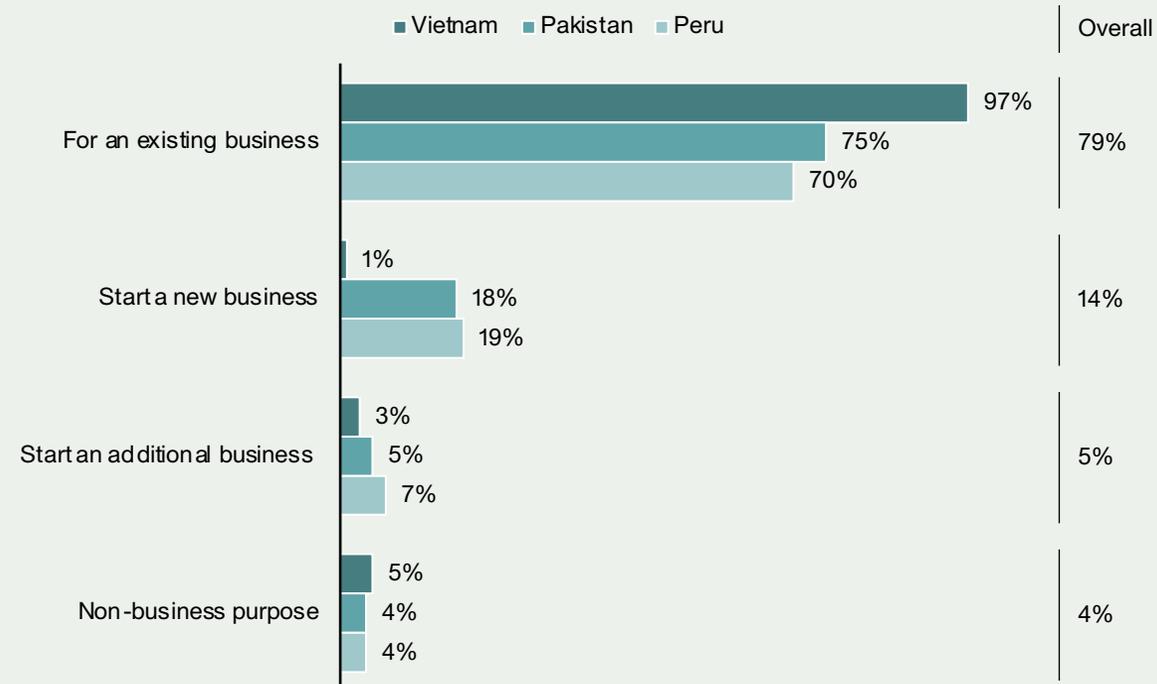
- Have 5 or more years of business operation (90%) than those with fewer than 5 years (71%)
- Have tertiary education (85%) than those with upper secondary (81%), primary education (76%), and lower secondary (73%)
- Are older (84%) than younger clients (78%)
- Are in the city (83%) than in the village (79%) and town (75%)

There was no meaningful difference in loan usage by gender, with 80% of female clients using the loans for an existing business compared to 79% of male clients.

Nearly 4 in 5 CARE International clients used the loan for an existing business; clients in Vietnam are less likely to start a new business than peers in Pakistan and Peru.

## Loan Usage\*

Q: What did you use your loan(s) for? (n = 591 | Vietnam = 149, Pakistan = 284, Peru = 158)



\* Only asked clients accessing loans

# Loan Profile: Loan Selection

Across all countries, clients primarily chose the loan due to the ease of application or the good customer services offered.

Interest rates and the value of the loan are drivers in Vietnam and to some extent, Pakistan, whereas in Peru clients were motivated by the application process rather than the monetary drivers.

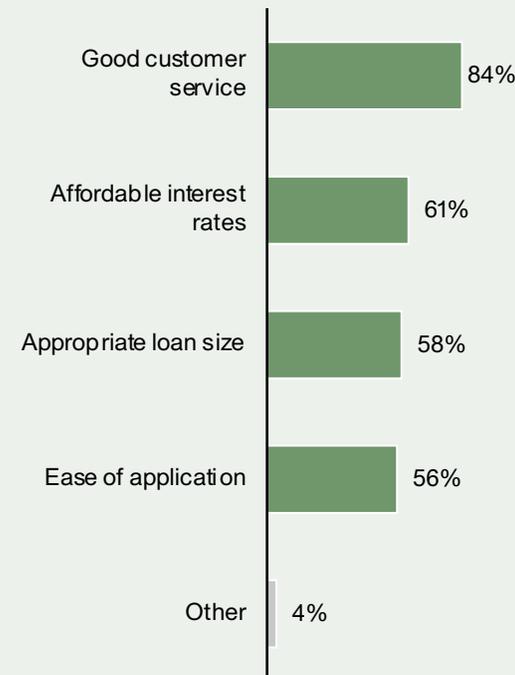
Both male and female clients are primarily driven by ease of application, though male clients are more likely to be driven by ease of application (72%) than female clients (54%).

The top drivers of current loan selection are good customer service among Vietnam clients and ease of application among Pakistan and Peru clients.

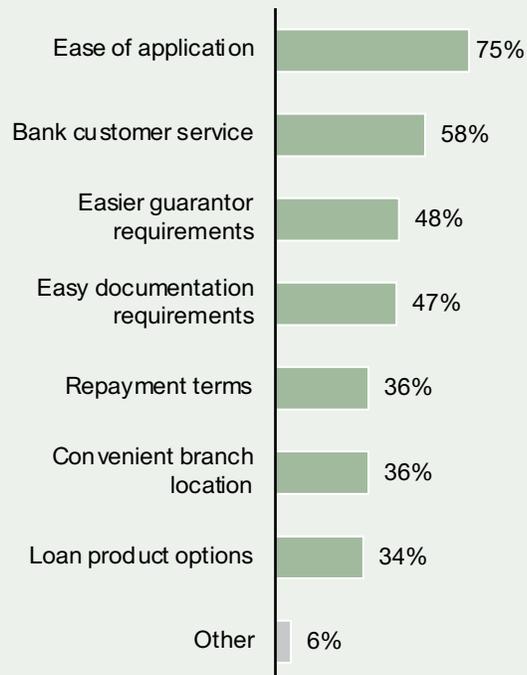
## Drivers for Selecting Current Loan\*

Q: Why did you choose the loan from [FSP]? (n = 591 | Vietnam = 149, Pakistan = 284, Peru = 158)

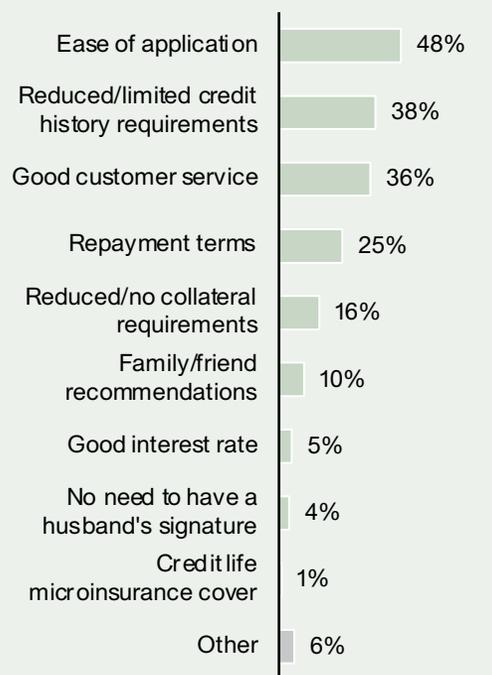
### Vietnam



### Pakistan



### Peru



\* Only asked clients accessing loans

## ● Who Are You Reaching?

- Client profile: Demographics and services offered
- Business profile: Sector, tenure, means of sales, and revenue
- Decision-making: Financial, female decision-making needs, and business control
- Loan profile: Access, drivers, and usage

## ● What Impact Are You Having?

- Quality of life and wellbeing
- Financial status
- Business performance
- Digital usage and training

## ● How Can You Improve?

- Net Promoter Score & drivers
- Loan performance: Repayment burden
- Challenges
- Client needs and suggestions for improvement

“I am well established  
and running my business  
with no tension from the  
boss because now I'm the  
boss.”

- Male, 40 (Pakistan)

# Quality of Life

To gauge the depth of impact, clients were asked to reflect on whether their quality of life has changed because of CARE International’s services.

Clients in the village are more likely to report significant quality of life improvements (48%) than those in town (36%) and the city (27%).

Clients with lower secondary education are more likely to report significant quality of life improvements (44%) than those with primary education (36%), upper secondary (33%), and tertiary education (27%).

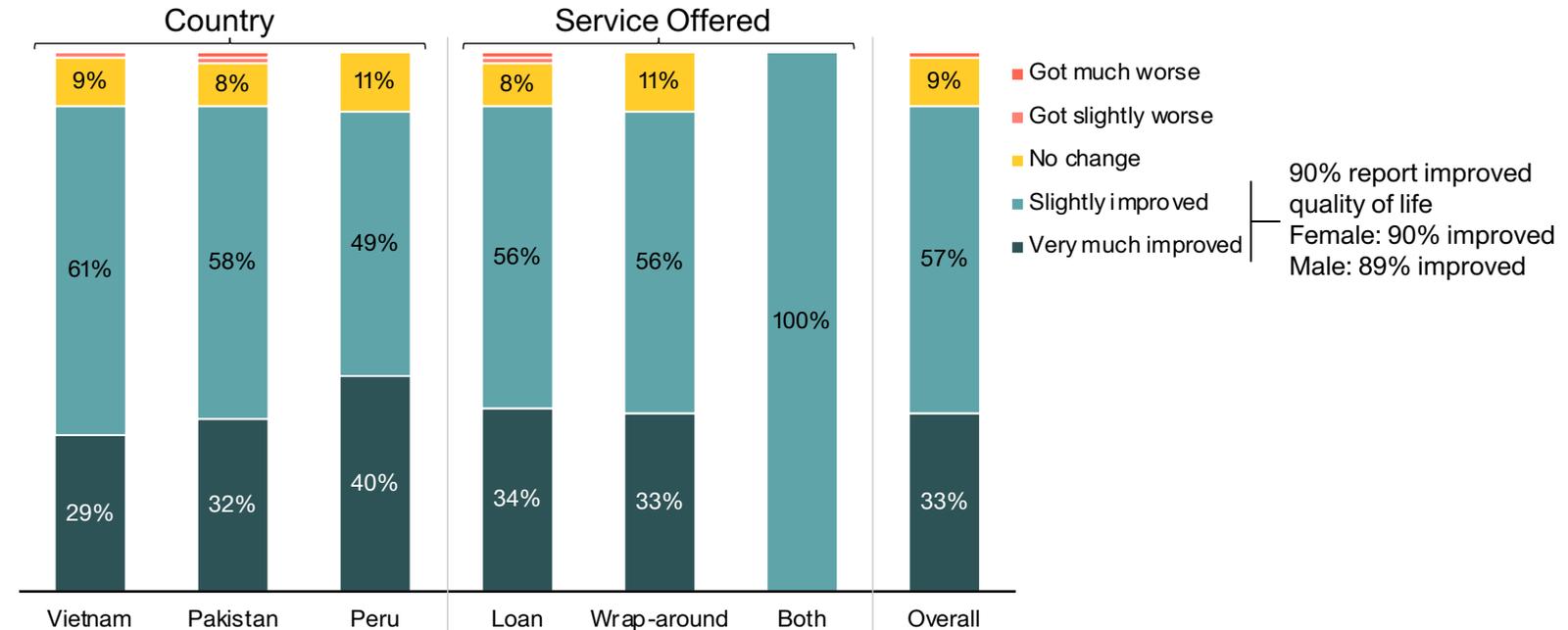
Clients in the agriculture sector are more likely to report significant quality of life improvements (50%) than those in other (40%), manufacturing (36%), transport (33%), retail (31%), and service sectors (29%).

The majority of clients report improved quality of life, with a third reporting significant improvements; clients in Peru report more significant improvements than peers in Pakistan and Vietnam.

## Perceived Quality of Life Change

Q: Has your quality of life changed because of CARE International’s services? (n = 879 | Vietnam = 306, Pakistan = 315, Peru = 258; Loan = 537, Wrap-around = 335, Both = 7)

● ● ● ● ● - TOP 40%\*



\* Benchmark comparison: 'very much' or 'slightly' improved

# Quality of Life: Top Outcomes

When we look at clients' open-ended responses, we discovered the top three reasons why clients say their quality of life has improved.

## Three Most Common Self-Reported Outcomes for 90% of Clients Who Say Quality of Life Improved

Q: Please explain how your quality of life has improved. (Open-ended data, coded by 60 Decibels; n = 790 | Vietnam = 276, Pakistan = 286, Peru = 228; Loan = 492, Wrap-around = 305)

		% Improved	Top Reported Quality of Live Improvement	2 <sup>nd</sup> Most Reported Quality of Live Improvement	3 <sup>rd</sup> Most Reported Quality of Live Improvement
	<b>Overall</b>	<b>90%</b>	<b>Higher sales/revenue</b>	<b>Business growth/expansion</b>	<b>Increased knowledge/skills</b>
<b>Country</b>	Vietnam	90%	Higher sales/revenue	Increased knowledge/skills	Increased confidence
	Pakistan	90%	Higher sales/revenue	Business growth/expansion	Financial independence
	Peru	89%	Improved planning and management	Increased knowledge/skills	Higher sales/revenue
<b>Service Offered</b>	Loan	90%	Higher sales/revenue	Business growth/expansion	Financial independence
	Wrap-around	89%	Increased knowledge/skills	Improved planning and management	Higher sales/revenue

# Emotional Wellbeing: Stress

Clients whose customers access them via a combination of physical and online means are more likely to report improved stress levels (87%) than those whose customers access them via physical means only (83%), online means only (75%), and other means (73%).

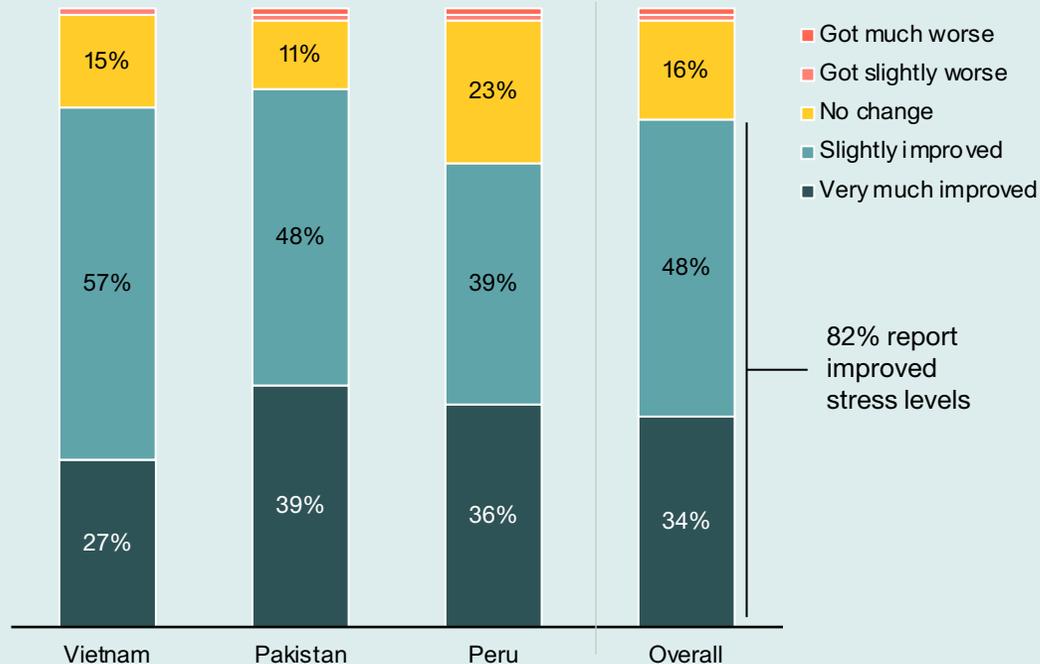
Clients in the agriculture sector are more likely to report a 'very much improved' stress level improvement (68%) than those in service (38%), retail (33%), manufacturing (30%), other (24%), and transport sectors (17%).

There was no meaningful difference in stress levels by gender, with 81% of female clients reporting improvements compared to 83% of male clients.

Over 4 in 5 clients report improved stress levels because of CARE; clients in Pakistan report more improvement than peers in Vietnam and Peru.

## Change in Stress Levels

Q: Have your stress levels changed because of CARE/Ignite? (n = 880 | Vietnam = 306, Pakistan = 316, Peru = 258)



# Emotional Wellbeing: Confidence

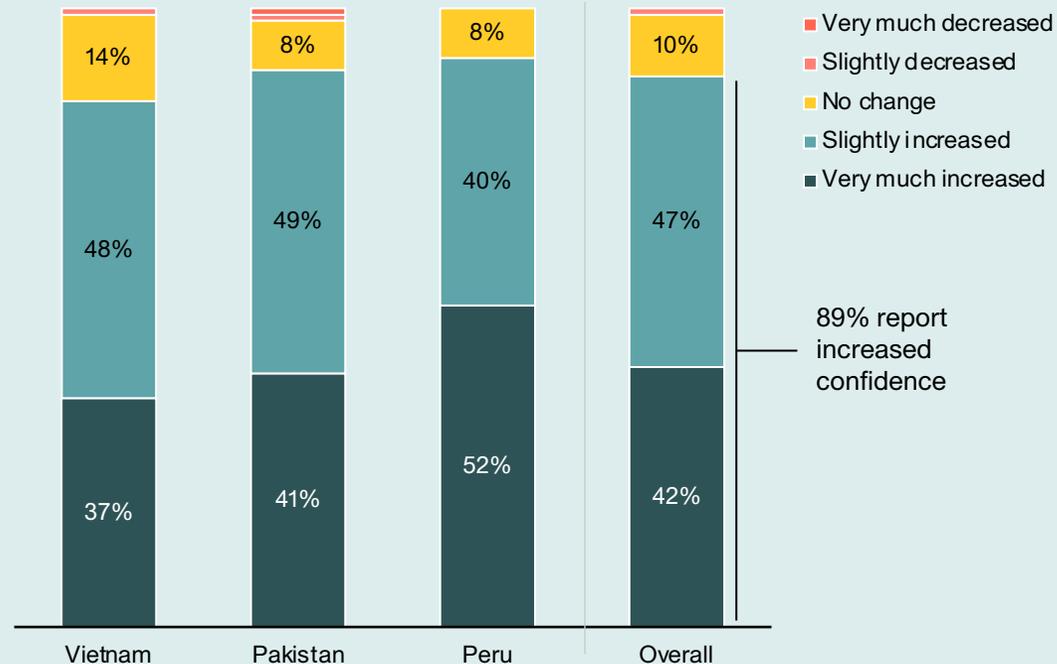
Clients in the retail, manufacturing, and agriculture sectors are more likely to report increased confidence in running their business (92%, 91%, 90% respectively) than those in services (87%), other (82%), and transport (78%).

There was no meaningful difference in confidence by gender, with 89% of female clients reporting increased confidence compared to 90% of male clients.

Nearly 9 in 10 clients report increased confidence in running their business since engaging with CARE; clients in Peru and Pakistan report more increase than peers in Vietnam.

## Change in Confidence

Q: Since engaging with CARE/Ignite, has your confidence in running your business changed? (n = 872 | Vietnam = 306, Pakistan = 314, Peru = 252)



# Financial Status: Financial Management

Since engaging with CARE, more than 4 in 5 clients report an increased ability to manage finances; clients in Peru report more significant impact than peers in Pakistan and Vietnam.

Clients in the agriculture sector are more likely to report an increased ability to manage finances (95%) than those in manufacturing (89%), retail (89%), services (82%), other (79%), and transport sectors (75%).

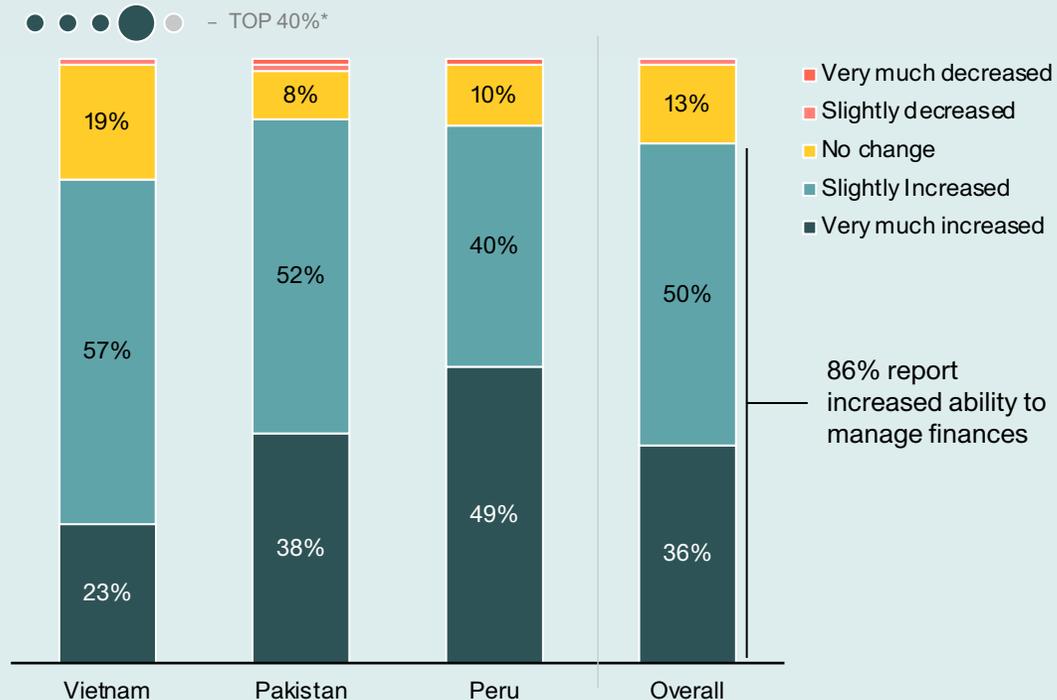
Clients with fewer than 5 years of business operation are more likely to report an increased ability to manage finances (89%) than those with 5 or more years (83%).

Wrap-around clients are more likely to report a significant increase in their ability to manage finances (41%) than loan clients (34%).

There was no meaningful difference in the ability to manage finances by gender, with 85% of female clients reporting increased ability compared to 87% of male clients.

## Change in Ability to Manage Finances

Q: Since engaging with CARE/ignite, has your ability to manage your finances changed? (n = 879 | Vietnam = 306, Pakistan = 315, Peru = 258)



\* Benchmark comparison: 'very much' or 'slightly' increased

# Financial Status: Financial Resilience

Since engaging with CARE, nearly 3 in 5 say it would be easy to raise emergency funds; clients in Pakistan report more ease than peers in Vietnam and Peru.

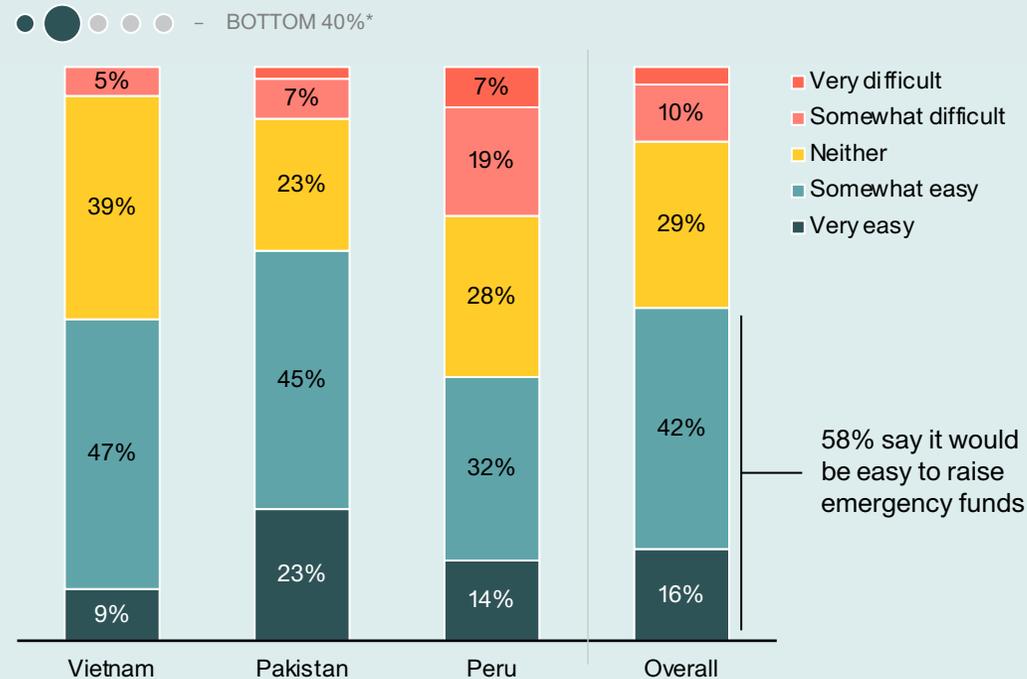
Clients are more likely to report ease of raising emergency funds if they:

- Are male (65%) than female clients (54%)
- Have 5 or more years of business operation (66%) than those with fewer than 5 years (51%)
- Utilize loan services (63%) than wrap-around services (49%)
- Have customers access them via physical store only (60%) than via online means only (56%), a combination of physical and online (55%), and other means (53%)

Clients with lower levels of education (primary education) are more likely to say it would be 'very easy' to raise emergency funds (31%) than those with lower secondary (21%) upper secondary (16%) and tertiary (10%).

## Financial Resilience

Q: Imagine that tomorrow you have an unexpected emergency and need to come up with an amount greater than the budget you have available for daily operations. Since working with CARE/Ignite, how easy or difficult would it be to come up with this money? (n = 867 | Vietnam = 293, Pakistan = 314, Peru = 260)



\* Benchmark comparison: 'very' or 'somewhat' easy

# Business Performance: Number of Employees

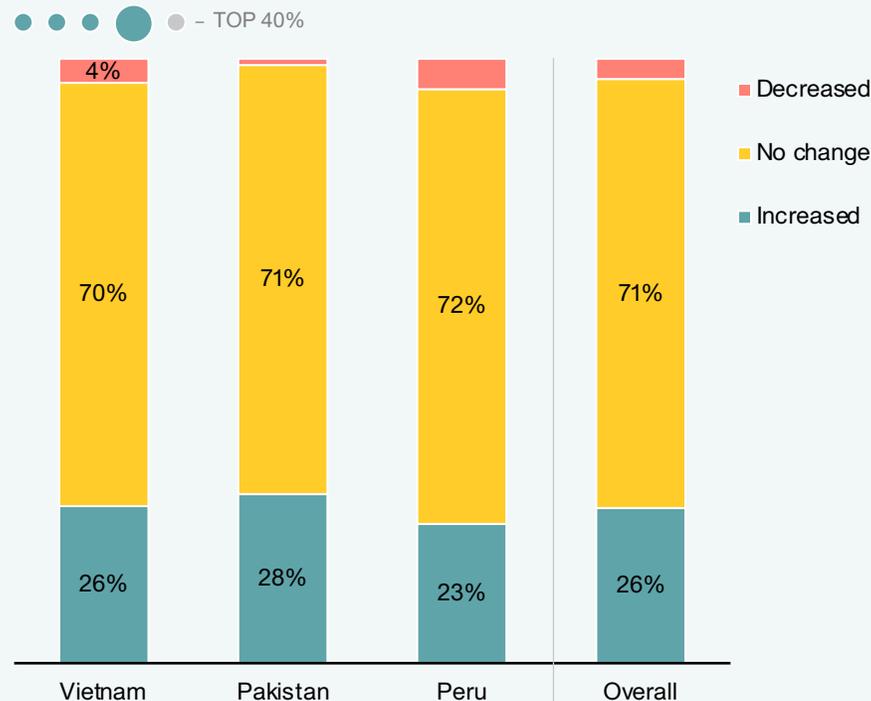
2 in 5 clients do not have paid employees. Of those that do, 26% experienced an increase in the number of paid employees.

Nearly 2 in 5 clients do not have paid employees. Clients are more likely not to have paid employees if they:

- Are female (41%) than male clients (34%)
- Are in the retail sector (52%) than in transport (47%), other (35%), service (32%), agriculture (23%), and manufacturing (15%)
- Have fewer than 5 years of business operation (47%) than 5+ years (29%)
- Have lower secondary education (57%) than primary (48%), upper secondary (47%), and tertiary (23%)
- Are younger (45%) than older clients (29%)
- Have customers access them via online means only (64%) than via other means (57%), physical stores only (38%), and a combination of physical and online (27%)

## Change in Number of Paid Employees

Q: Has the number of paid employees working for your business changed since engaging with CARE/Ignite? (n = 532 | Vietnam = 265, Pakistan = 192, Peru = 75)



# Business Performance: Goals Achievement

Clients are more likely to report help in achieving their business goals if they:

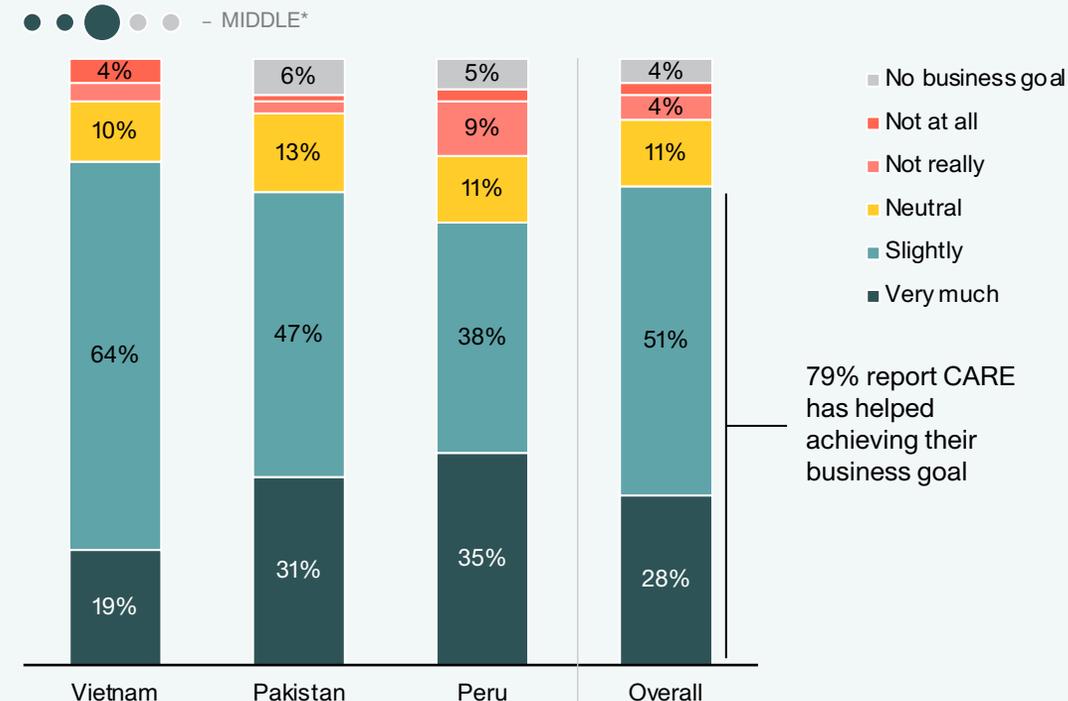
- Are in manufacturing (83%), agriculture (83%), and retail (82%) sectors than in services (72%), other (69%), and transport sectors (64%)
- Have tertiary (80%), lower secondary (79%), and upper secondary education (77%) than primary education (74%)
- Have customers access them via a combination of physical and online means (86%) than via online means only (80%), physical stores only (78%), and other means (62%)

There was no meaningful difference in goal achievement by gender, with 79% of female clients reporting contribution compared to 77% of male clients.

Nearly 4 in 5 clients report CARE has helped them achieve business goals; clients in Vietnam report slightly more of CARE's help than peers in Pakistan and Peru.

## Contribution to Achieving Business Goals

Q: Did CARE/Ignite help you achieve a business goal? (n = 877 | Vietnam = 305, Pakistan = 316, Peru = 256)



\* Benchmark comparison: 'very much' or 'slightly'

# Business Performance: Impact on Sales

Just over 4 in 5 clients report an increase in sales because of CARE’s services; clients in Pakistan report more increase than peers in Vietnam and Peru. On average, clients report a 15% increase.

Clients are more likely to report increased sales if they:

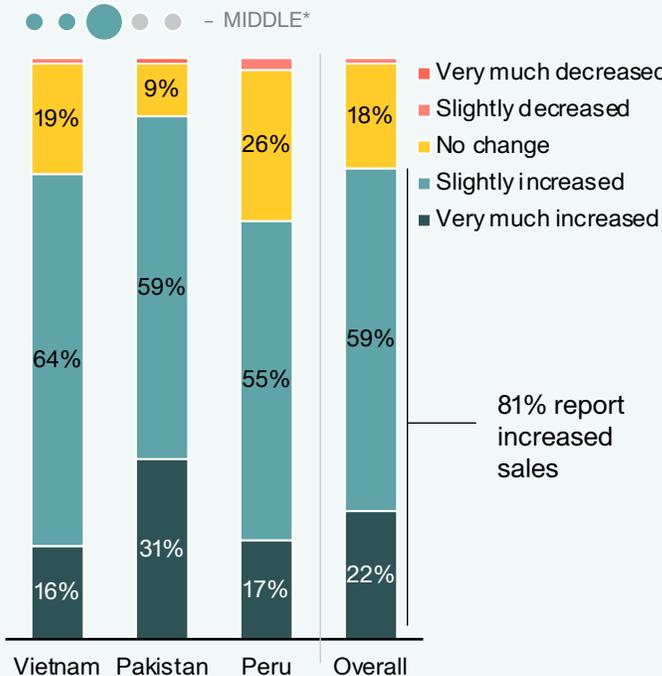
- Are male (86%) than female clients (79%)
- Utilize loan services (83%) than wrap-around services (77%)

Clients are more likely to report a ‘very much increase’ in sales if they:

- Are in the village (32%) than in town (26%) and the city (17%)
- Have lower levels of education; 29% of those with primary education compared to those with lower secondary (27%), upper secondary (21%), and tertiary education (18%)
- Are in the agriculture (35%) and transport (33%) sectors than other (29%), service (22%), retail (20%), and manufacturing sectors (19%)

## Change in Sales

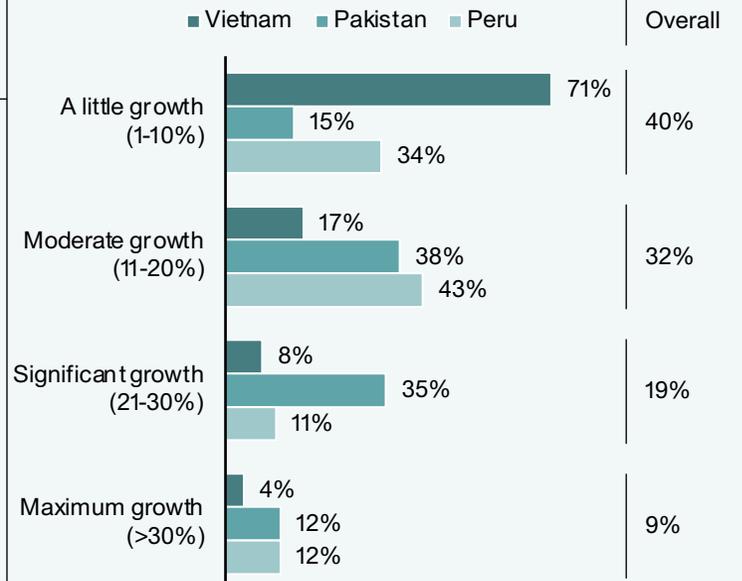
Q: Have the sales from your business changed because of the services that CARE/Ignite has provided you? (n = 865 | Vietnam = 304, Pakistan = 309, Peru = 252)



## Degree of Sales Increase

Q: Can you tell me roughly how much higher are the sales from your business as compared to before engaging with CARE/Ignite? (n = 696 | Vietnam = 241, Pakistan = 274, Peru = 181)

15% Average increase



\* Benchmark comparison: ‘very much’ or ‘slightly’ increased, based on the question ‘Has your income changed because of xx’. While not the exact question, we believe it is close enough to make a meaningful comparison.

# Digital Usage: Usage

More clients are using digital tools and services after working with CARE. The top digital tools and services clients use are online platforms to sell and mobile wallet/online banking.

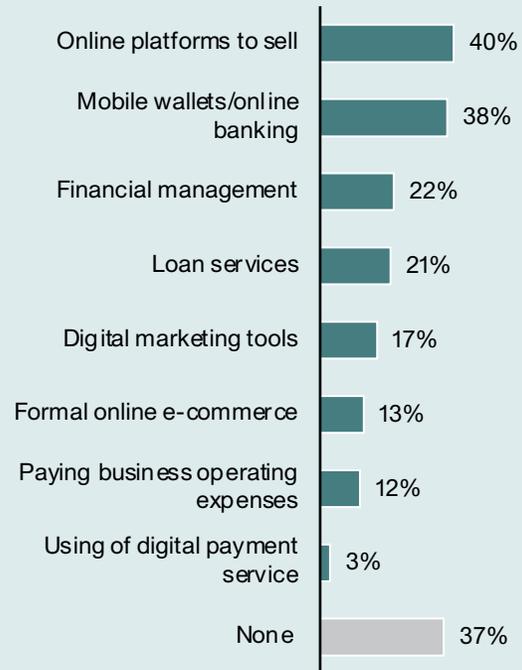
CARE appears to be increasing both the breadth and depth of clients' digital usage, with 12% fewer clients saying they use no digital tools and an increase in clients using all digital tools.

Clients are more likely to currently use digital tools and services if they:

- Are female (78%) than male clients (66%)
- Have higher levels of education; 89% of those with tertiary education compared to those with upper secondary (79%), lower secondary (58%), and primary education (37%)
- Utilize wrap-around services (90%) than loan services (65%)
- Have fewer than 5 years of business operation (81%) than 5+ years (67%)

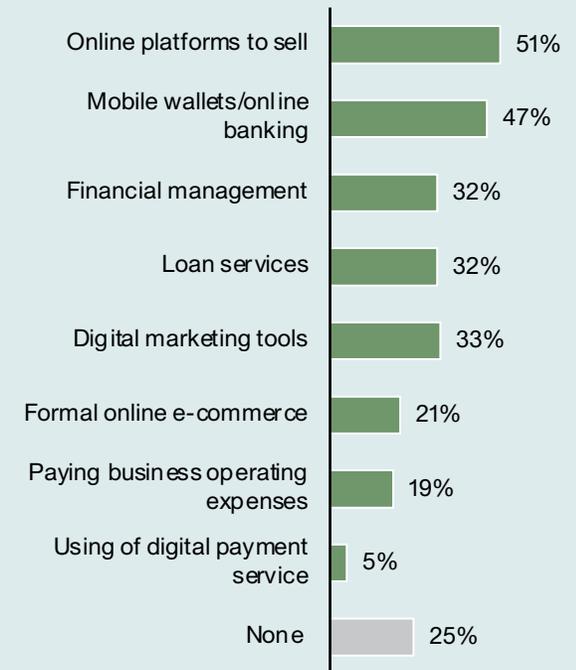
## Prior Digital Usage

Q: Prior to working with CARE/Ignite, what digital tools and services did you use for your business? (n = 919)



## Current Digital Usage

Q: After working with CARE/Ignite, what digital tools and services did you use for your business? (n = 918)



# Digital Usage: Usage by Country

While clients in Vietnam are more likely to use digital tools and services, those in Pakistan and Peru are more likely to have a higher uptake of digital tools and services after working with CARE.

## Prior Digital Usage

(Vietnam = 306, Pakistan = 315, Peru = 298)



## Current Digital Usage

(Vietnam = 306, Pakistan = 316, Peru = 298)



# Digital Usage: Barriers to Usage

Clients who are currently not using digital tools and services were asked about what prevented them from using digital tools and services.

Clients are more likely not to have enough information about digital tools and services if they:

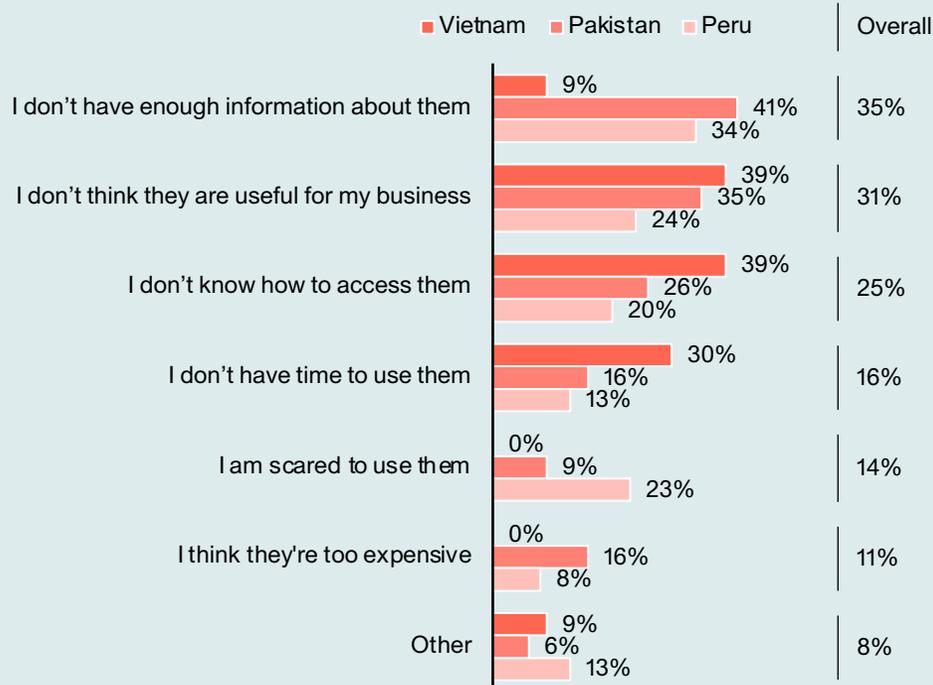
- Are male (43%) than female (29%)
- Utilize loan services (37%) than wrap-around services (19%)
- Are in the village (41%) than in town (36%) and the city (32%)
- Have lower levels of education; 44% of clients with primary education compared to those with lower secondary (34%), upper secondary (33%), and tertiary education (26%)

Older clients are more likely not to know how to access digital tools and services (32%) than younger clients (21%).

The top barriers to current digital usage are a lack of access and not seeing their usefulness among clients in Vietnam and a lack of information among clients in Pakistan and Peru.

## Barriers to Digital Usage\*

Q: What prevents you from using digital tools and services? (n = 231 | Vietnam = 23, Pakistan = 109, Peru = 99)



\* Only asked who are currently not using digital tools and services

# Digital Usage: Contribution to Usage

Over 4 in 5 clients report CARE’s contribution to their digital usage. Clients in Peru report more of CARE’s contribution to ‘all’ their digital usage than peers in Pakistan and Vietnam.

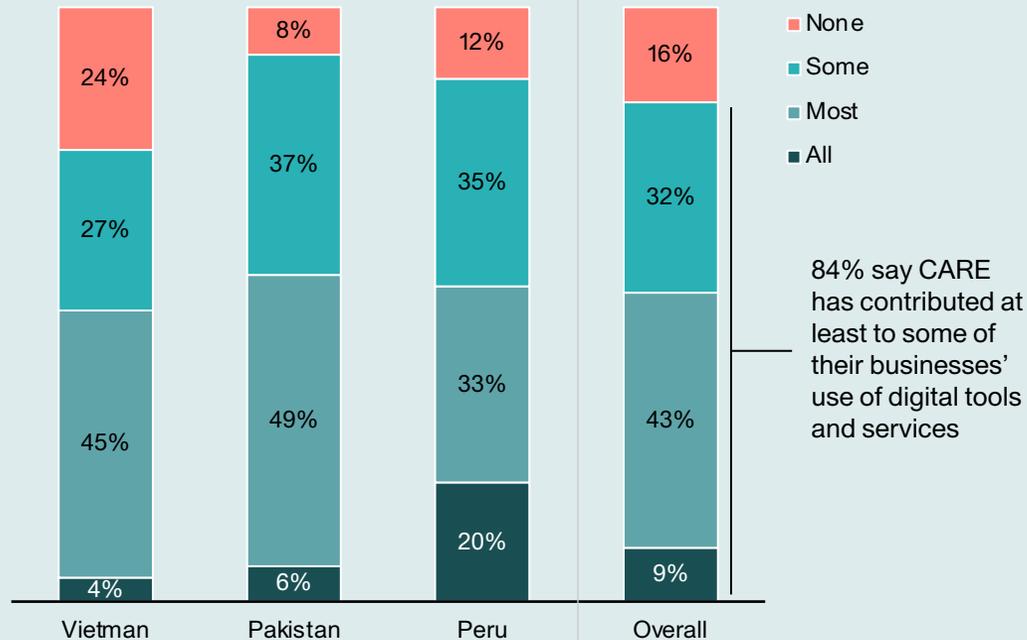
Male clients are more likely to say CARE has contributed at least to ‘some’ of their business use of digital tools and services (88%) than female clients (83%).

Wrap-around clients are more likely to say CARE has contributed at least to ‘some’ of their business use of digital tools and services (90%) than loan clients (79%).

Clients with fewer than 5 years of business operation are more likely to say CARE has contributed at least to ‘some’ of their business use of digital tools and services (87%) than those with 5 or more years (80%).

## CARE’s Contribution to Digital Usage

Q: To what extent has CARE/Ignite contributed to your businesses' use of digital tools and services?  
(n = 681 | Vietnam = 282, Pakistan = 203, Peru = 196)



# Digital Usage: Contribution to Growth

Nearly 4 in 5 clients agree that CARE’s digital tools and services have helped grow their business. Clients in Peru ‘strongly agree’ more than peers in Vietnam and Pakistan.

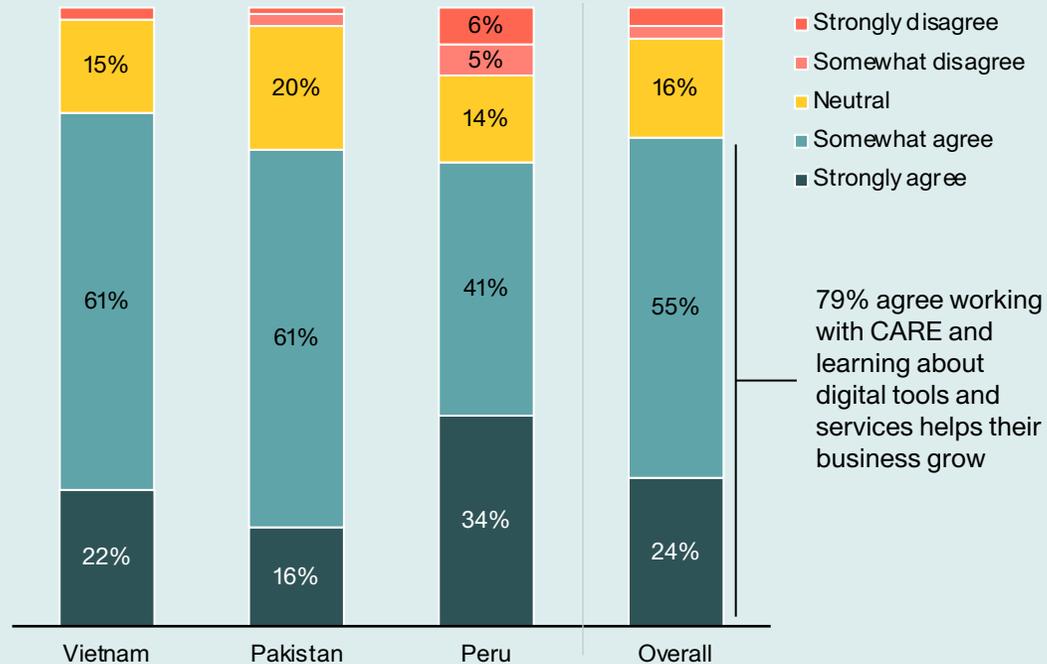
Clients are more likely to agree that CARE’s digital tools and services have helped grow their business if they:

- Utilize wrap-around services (84%) than loan services (74%)
- Are in the manufacturing (82%) and retail sectors (81%) than in other (78%), service (74%), agriculture (67%), and transport sectors (67%)
- Have tertiary (84%) and primary education (82%) than those with upper secondary (74%) and lower secondary (72%)

There was no meaningful difference in contribution to growth by gender, with 79% of female clients agreeing that CARE’s digital tools and services have contributed to growth compared to 77% of male clients.

## Effect on Business Growth

Q: Since working with Ignite/CARE, and learning about digital tools and services, it has helped my business grow. Do you: (n = 679 | Vietnam = 282, Pakistan = 201, Peru = 196)



# Training Performance: Offering & Application

Across all 3 countries, financial management training and business plan counseling were the top types of support received. Almost all apply what they learned to their business.

Female clients are more likely to have taken training in financial management (81%) than male clients (64%).

Clients with 5 or more years of business operation are more likely to have taken training in financial management (83%) than those with fewer than 5 years of business operation (75%)

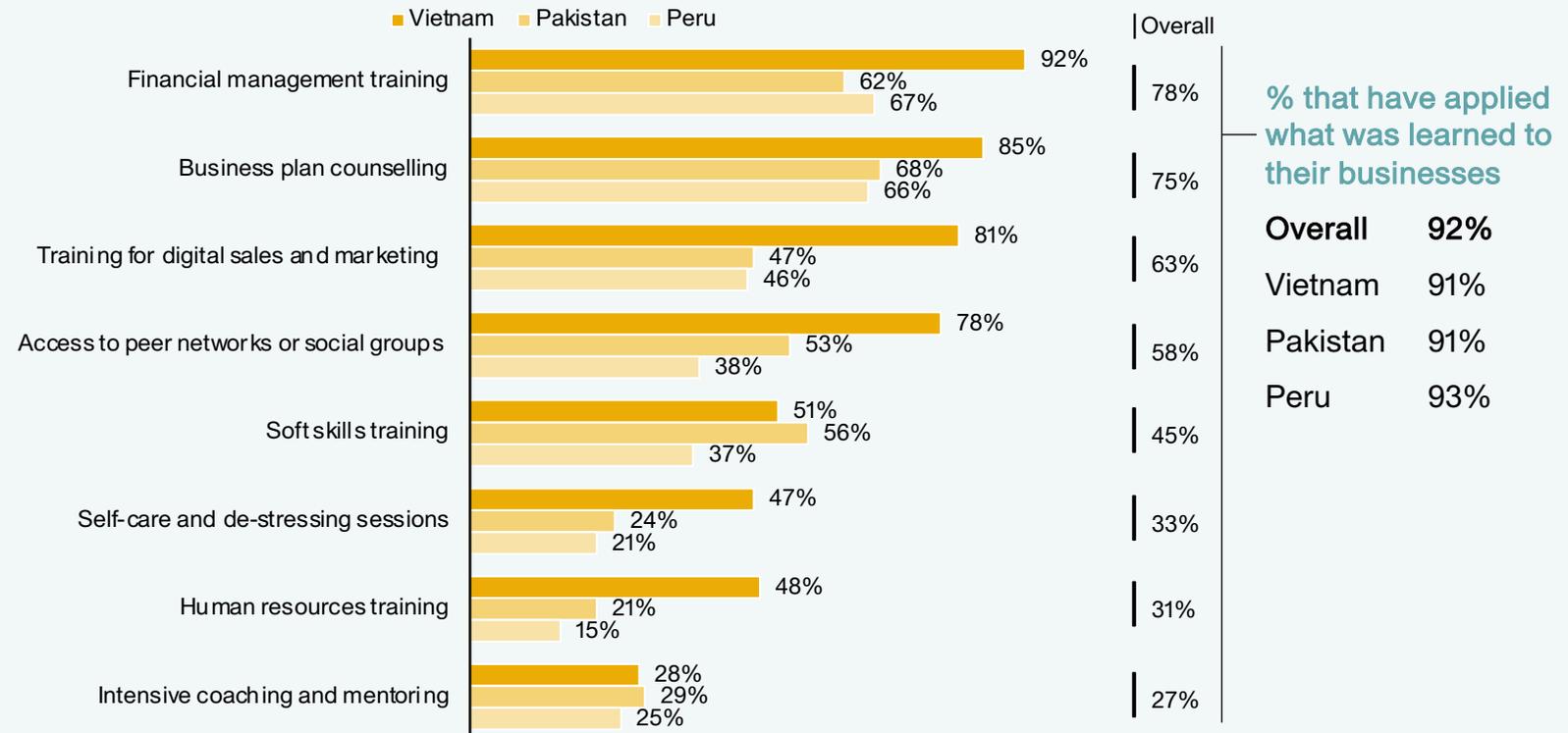
Clients in the manufacturing and retail sectors are more likely to have applied what they learned in their business (96%, 94% respectively) than those in services (87%). Other sectors have very low sample sizes hence no meaningful differences among them.

There was no meaningful difference in training application by gender, with 91% of female clients have applied what they learned compared to 93% of male clients.

\* Only asked clients accessing wrap-around services

## Wrap-Around Services Offered\*

Q: Since starting your business, which of the following have you received from CARE/Ignite? (n = 341 | Vietnam = 158, Pakistan = 34, Peru = 149)



# Training Performance: Degree of Importance

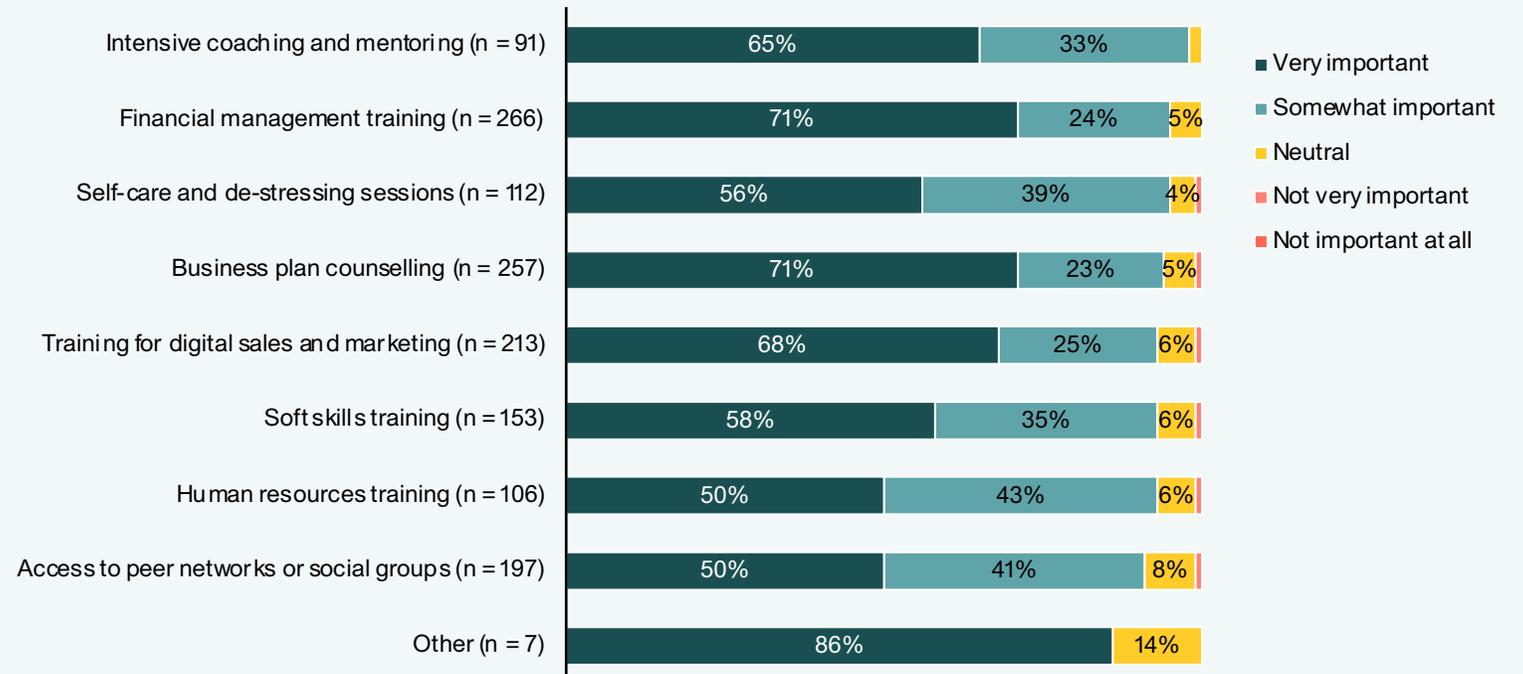
The majority of clients agree that the training(s) they received was important to their business growth.

There was no meaningful difference in the degree of wrap-around services' importance by gender.

There is room to understand what clients need to deepen the importance of most of the wrap-around services, more so access to peer networks or social groups.

## Degree of Training Importance\*

Q: How important were the following for your business growth? (n = 338 | Vietnam = 158, Pakistan = 33, Peru = 147)



\* Only asked clients accessing wrap-around services

# Training Performance: Take Away & Benefits

All clients had a key takeaway from the training and events, primarily financial management, business planning, and digital marketing. The majority of clients report business outcomes from the training and events, primarily higher sales, better planning, and financial management.

## Top Training Take Away\*

Q: What specifically did you learn or take away from the training or events that was useful? (Open-ended data, coded by 60 Decibels; n = 340 | Vietnam = 159, Pakistan = 33, Peru = 148)

	% With Take Away	Top Reported Take Away	2nd Reported Take Away	3rd Reported Take Away
Overall	100%	Financial management	Business planning	Digital marketing
Vietnam	100%	Financial management	Digital marketing	Business planning
Pakistan	100%	Financial management	Digital marketing	Business planning
Peru	100%	Business planning	Financial management	Customer relations

## Top Training Benefits\*

Q: What benefits - if any - related to your business have you noticed since receiving/participating in trainings & events mentioned in the last two questions? (Open-ended data, coded by 60 Decibels; n = 340 | Vietnam = 159, Pakistan = 33, Peru = 148)

	% With Benefits	Top Reported Benefit	2nd Reported Benefit	Top Reported Benefit
Overall	91%	Higher sales and revenue	Better planning and management	Better financial management
Vietnam	92%	Higher sales and revenue	More customers	Better financial management
Pakistan	88%	Higher sales and revenue	Better financial management	More customers
Peru	90%	Better planning and management	Better financial management	Higher sales and revenue

\* Only asked clients accessing wrap-around services

## ● Who Are You Reaching?

- Client profile: Demographics and services offered
- Business profile: Sector, tenure, means of sales, and revenue
- Decision-making: Financial, female decision-making needs, and business control
- Loan profile: Access, drivers, and usage

## ● What Impact Are You Having?

- Quality of life and wellbeing
- Financial status
- Business performance
- Digital usage and training

## ● How Can You Improve?

- Net Promoter Score & drivers
- Loan performance: Repayment burden
- Challenges
- Client needs and suggestions for improvement

“The lessons are very excellent. The experts taught us a lot of good ideas and mentored us to feel better, more confident, and stronger.”

- Female, 50, Vietnam

# Client Satisfaction: Net Promoter Score<sup>®</sup>

CARE International has a Net Promoter Score<sup>®</sup> of 58 which is excellent and above the 60dB's Financial Inclusion benchmark. Keep up the great work!

The Net Promoter Score<sup>®</sup> is a gauge of satisfaction and loyalty. Anything above 50 is considered excellent. A negative score is considered poor.

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

Clients are more likely to have a higher Net Promoter Score if they:

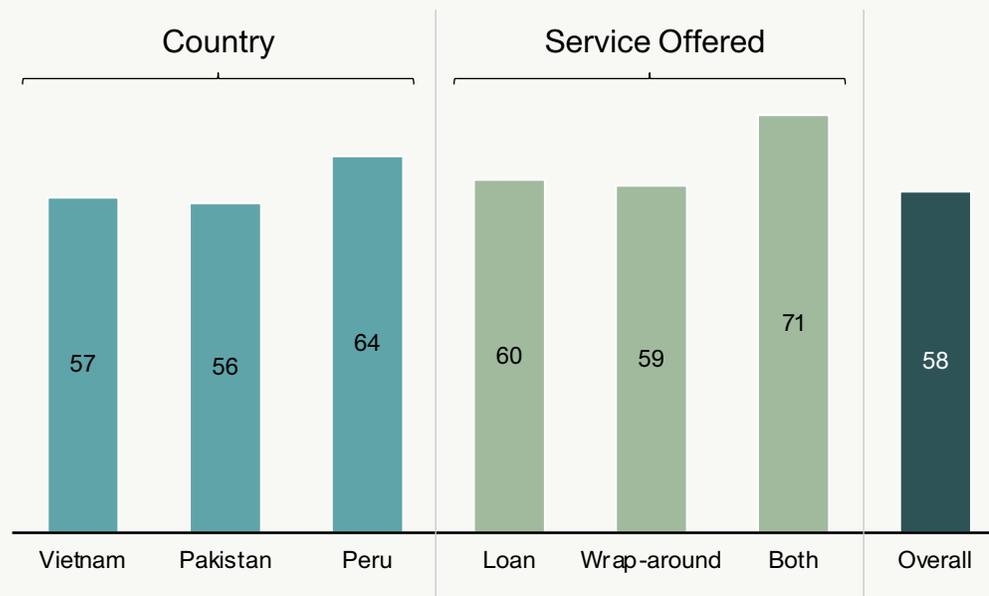
- Are female (61) than male (53)
- Are in Peru (64) than in Vietnam (57) and Pakistan (56)

### Recommendation

NPS is a helpful metric to track over time to detect subtle changes in client satisfaction. Companies looking to improve their NPS set a target of increasing NPS by 7 points over 12 months, on average.

## Net Promoter Score<sup>®</sup> (NPS)

Q: On a scale of 0 to 10, how likely are you to recommend the [Company] [product/service] to a friend or family member, where 0 is least likely and 10 is most likely? (n = 928 | Vietnam = 306, Pakistan = 316, Peru = 306; Loan = 585, Wrap-around = 336, Both = 7)



## NPS Benchmarks

● ● ● ● ● - TOP 40%

<b>60 Decibels Global Benchmark</b> 643 companies	<b>43</b>
<b>Financial Inclusion Benchmark</b> 186 companies	<b>44</b>

# NPS Drivers per Country

Promoters and Passives value the good loan approval process, customer service, and improved knowledge/skills. Detractors complain about high interest rates, poor customer service, and loan approval processes.

	<b>% Promoters</b>	<b>Top Satisfaction Reason</b>	<b>2nd Satisfaction Reason</b>	<b>3rd Satisfaction Reason</b>
<b>Overall</b>	<b>64%</b>	<b>Good loan approval process</b>	<b>Good customer service</b>	<b>Improved knowledge and skills</b>
Vietnam	60%	Good customer service	Improved knowledge and skills	Flexible repayment terms
Pakistan	65%	Good loan approval process	Good customer service	Flexible repayment terms
Peru	69%	Improved business knowledge	Good customer service	Comprehensive training content
	<b>% Passives</b>	<b>Top Satisfaction Reason</b>	<b>2nd Satisfaction Reason</b>	<b>Top Dissatisfaction Reason</b>
<b>Overall</b>	<b>30%</b>	<b>Good loan approval process</b>	<b>Good customer service</b>	<b>High interest rates</b>
Vietnam	37%	Improved knowledge and skills	Good customer service	High interest rates
Pakistan	26%	Good loan approval process	Good customer service	High interest rates
Peru	26%	Good loan approval process	Comprehensive training content	Poor customer service
	<b>% Detractors</b>	<b>Top Dissatisfaction Reason</b>	<b>2nd Dissatisfaction Reason</b>	<b>3rd Most Dissatisfaction Reason</b>
<b>Overall</b>	<b>6%</b>	<b>High interest rates</b>	<b>Poor customer service</b>	<b>Poor loan approval process</b>
Vietnam	3%	No impact or change in business	Poor customer service	High interest rates
Pakistan	9%	High interest rates	Inflexible repayment terms	Poor customer service
Peru	5%	Poor customer service	Poor loan approval process	Poor training content or structure

# NPS Drivers per Service Offered

Loan Promoters and Passives value good loan approval processes and customer service. Wrap-around Promoters and Passives value improved knowledge/skills and comprehensive training content.

	<b>% Promoters</b>	<b>Top Satisfaction Reason</b>	<b>2nd Satisfaction Reason</b>	<b>3rd Satisfaction Reason</b>
<b>Overall</b>	<b>64%</b>	<b>Good loan approval process</b>	<b>Good customer service</b>	<b>Improved knowledge and skills</b>
Loan	66%	Good loan approval process	Good customer service	Flexible repayment terms
Wrap-around	63%	Improved knowledge and skills	Comprehensive training content	Good trainers
	<b>% Passives</b>	<b>Top Satisfaction Reason</b>	<b>2nd Satisfaction Reason</b>	<b>Top Dissatisfaction Reason</b>
<b>Overall</b>	<b>30%</b>	<b>Good loan approval process</b>	<b>Good customer service</b>	<b>High interest rates</b>
Loan	28%	Good loan approval process	Good customer service	High interest rates
Wrap-around	33%	Improved knowledge and skills	Comprehensive training content	Lack of training applicability
	<b>% Detractors</b>	<b>Top Dissatisfaction Reason</b>	<b>2nd Dissatisfaction Reason</b>	<b>3rd Most Dissatisfaction Reason</b>
<b>Overall</b>	<b>6%</b>	<b>High interest rates</b>	<b>Poor customer service</b>	<b>Poor loan approval process</b>
Loan	6%	High interest rates	Poor customer service	Poor loan approval process
Wrap-around	4%	Poor training content or structure	Poor trainers	No impact or change in business

# Loan Performance: Repayment Burden

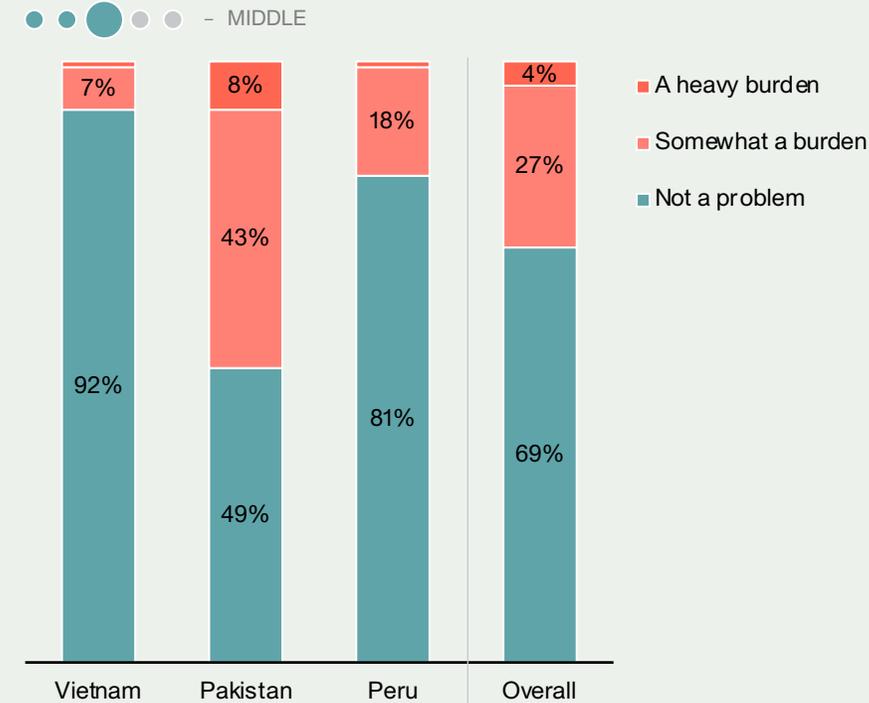
Loan clients are more likely to find repayment not to be a problem if they:

- Are female (78%) than male clients (54%)
- Are in the manufacturing sector (79%) than in retail (75%), other (73%), service (55%), transport (52%), and agriculture (49%)
- Are older (74%) than younger clients (62%)
- Have tertiary education (80%) than primary education (68%), lower secondary (64%), and upper secondary (59%)
- Have customers access them via online means only (81%) or a combination of physical and online means (80%) than via physical stores only (67%) and other means (56%)

Over two-thirds of clients find their loan repayment not to be a problem; clients in Vietnam report 'no problem' more than peers in Peru and Pakistan.

## Repayment Burden\*

Q: Thinking about this loan repayment to [FSP], are they: (n = 590 | Vietnam = 149, Pakistan = 283, Peru = 158)



\* Only asked clients accessing loans

# Client Service

CARE International has a Customer Effort Score of 4.34, which is higher than the relevant 60dB benchmarks showing that clients are satisfied with the client services offered.

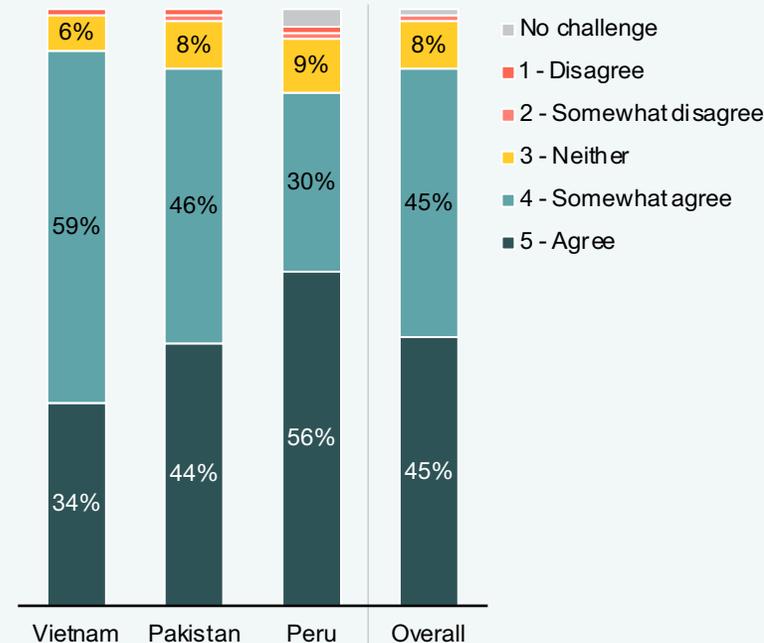
Clients were asked about how easy it was to get an issue handled. This is the Customer Effort Score (CES) and it is the average rating of all clients on a scale of 1 to 5.

Clients are more likely to have a higher Customer Effort Score if they:

- Are female (4.37) than male clients (4.27)
- Have lower levels of education; 4.59 for clients with primary education compared to those with lower secondary (4.43), upper secondary (4.28), and tertiary education (4.27)
- Are in the village (4.48) than in town (4.39) and the city (4.27)
- Utilize loan services (4.38) than wrap-around services (4.27)

## Customer Effort Score

Q: To what extent do you agree or disagree with this statement? "[FSP or CARE/ignite] made it easy for me to handle any issues/challenges (n = 926 | Vietnam = 306, Pakistan = 315, Peru = 305)



## CES Rates

● ● ● ● ● - TOP 20%

CARE International - Vietnam	4.26
CARE International - Pakistan	4.33
CARE International - Peru	4.43
CARE International - Overall	4.34
60 Decibels Global Benchmark 643 companies	3.43
Financial Inclusion Benchmark 186 companies	3.35

# Business Challenges

Nearly 4 in 5 clients are facing challenges in running their business; primarily operational challenges, inadequate capital, and human resourcing challenges.

Female clients are more likely to experience business challenges (82%) than male clients (74%).

The top challenge among female clients is operational challenges, while among male clients is high costs/taxes.

Business challenges vary by sector with the top challenge in agriculture as weather/environmental challenges; in transport as high costs/taxes; in manufacturing and other sectors as lack of capital; and in service and retail as operational challenges.

Business challenges by country and service offered are shown on the right.

## For Discussion

Businesses are facing a wide variety of business challenges. Which, if any, can CARE International provide additional support on?

## Top Business Challenges Faced

Q: What are the top 2 challenges you still face in running your business? (Open-ended data, coded by 60 Decibels; n = 928 | Vietnam = 306, Pakistan = 316, Peru = 306; Loan = 592, Wrap-around = 343)

		% Challenges	Top Faced Business Challenge	2 <sup>nd</sup> Most Faced Business Challenge	3 <sup>rd</sup> Most Faced Business Challenge
	<b>Overall</b>	<b>79%</b>	<b>Operation challenges</b>	<b>Inadequate revenue/capital</b>	<b>Human resourcing challenges</b>
<b>Country</b>	Vietnam	76%	Inadequate revenue/capital	Human resourcing challenges	Marketing challenges
	Pakistan	73%	High business costs	Inadequate revenue/capital	Inflation/country's economic crisis
	Peru	89%	Operation challenges	Logistic challenges	Marketing challenges
<b>Service Offered</b>	Loan	74%	Inadequate revenue/capital	Operation challenges	High costs/taxes
	Wrap-around	89%	Operation challenges	Human resourcing challenges	Marketing challenges

# Client Needs: Business Growth Needs

Loan clients primarily need more loans and hard skills, while wrap-around clients primarily need more hard skills to grow their businesses.

General needs for business growth vary by sector with the top general need in agriculture as a need for more loans; in transport as a need for more soft skills; in services, manufacturing, retail, and other sectors as a need for more hard skills.

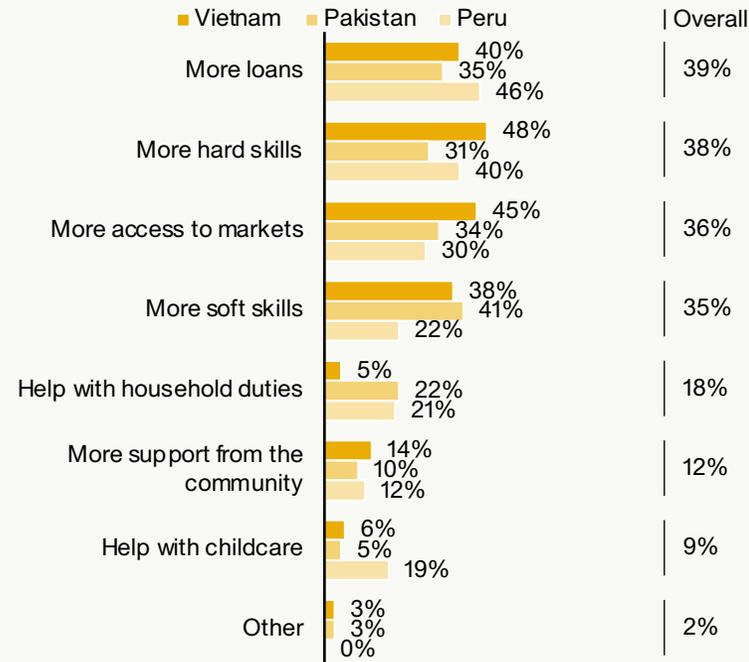
There was no meaningful difference in general needs for business growth by gender, with 44% of female clients in need of more hard skills compared to 41% of male clients.

General needs for business growth by country and services offered are shown on the right.

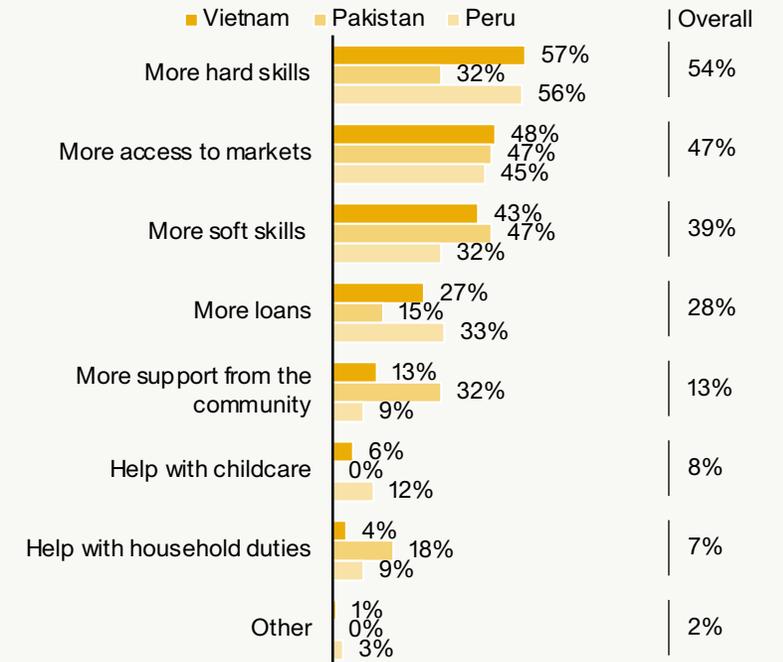
## General Needs for Business Growth

Q: Out of the following, what are the top two things you still need to help your business grow? (n = 907 | Vietnam = 306, Pakistan = 300, Peru = 301; Loan = 573, Wrap-around = 341)

### Loan Clients



### Wrap-around Clients



# Client Needs: Training Needs

Across all countries and services offered, training on how to get more customers through virtual marketplaces and digital marketing are the top training needs.

Female clients are more likely to need training on how to get more customers through virtual marketplaces (55%) than male clients (41%).

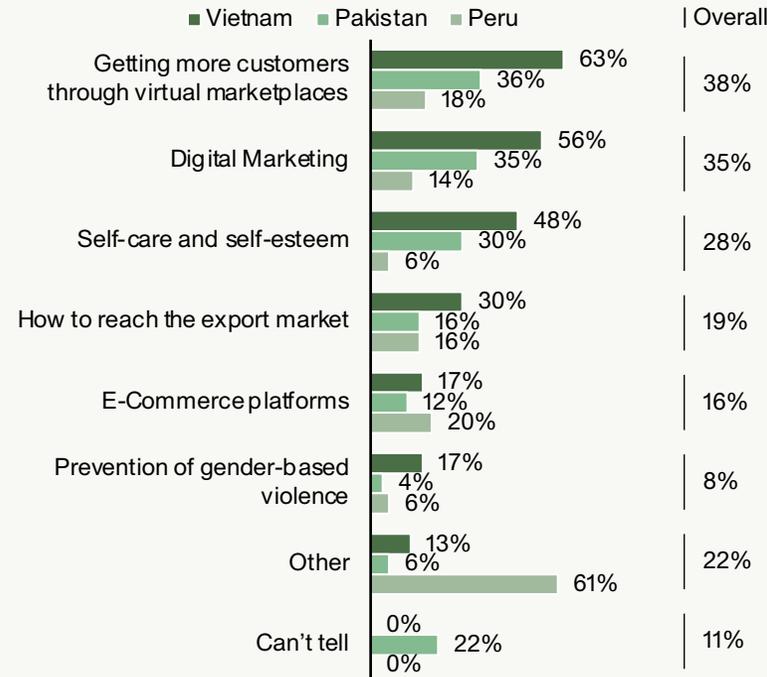
Training needs vary by sector with the top training need in agriculture as training on self-care and self-esteem; in transport and other sectors as training on digital marketing; in services, retail, and manufacturing as training on getting more customers through virtual marketplaces.

Training needs by country and services offered are shown on the right.

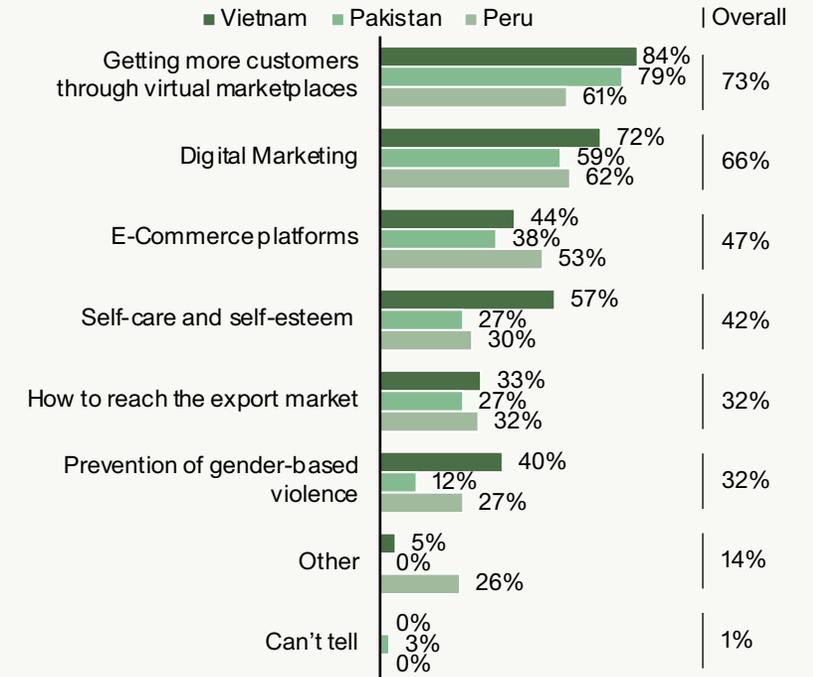
## Training Needs

Q: What type of training would still be helpful for you as an entrepreneur? (n = 921 | Vietnam = 306, Pakistan = 316, Peru = 299; Loan = 591, Wrap-around = 340)

### Loan Clients



### Wrap-around Clients



# Wrap-Around Client Needs: Loan Access Needs

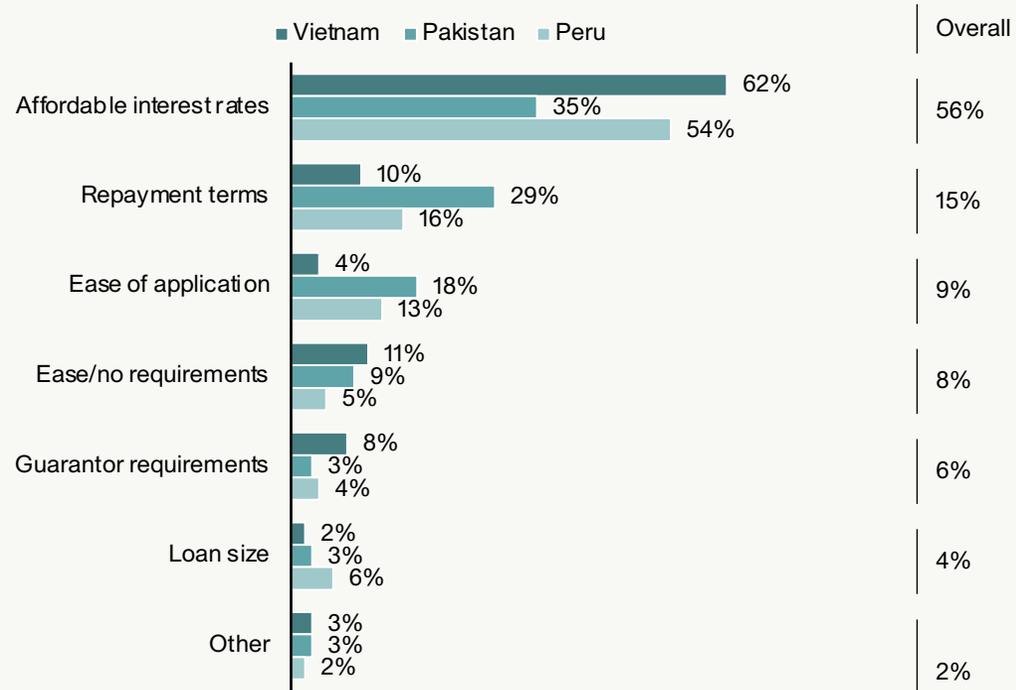
Clients with wrap-around services prefer loans with affordable interest rates; clients in Vietnam prefer affordable interest rates more than peers in Peru and Pakistan.

Wrap-around clients with more than 5 years of business operation are more likely to prefer loans with affordable interest rates (62%) than those with 5 or more years of business operation (52%).

Though not significant, female wrap-around clients tend to prefer loans with affordable interest rates (58%) than male clients (48%).

## Loan Access Needs – Wrap-Around Clients Only\*

Q: Imagine having to apply for a loan to help your business grow. Which of the following loan features is MOST important to you? (n = 338 | Vietnam = 158, Pakistan = 34, Peru = 146)



\* Only asked clients accessing wrap-around services

# Client Suggestions For Improvement

Nearly 3 in 5 clients had specific suggestions for improvement, primarily improved training content/structure, lower interest rates, and increased training frequency/duration.

## Top Suggestions For Improvement

Q: How can your experience with [FSP or CARE/Ignite] be improved? (Open-ended data, coded by 60 Decibels; n = 928 | Vietnam = 306, Pakistan = 316, Peru = 306; Loan = 585, Wrap-around = 336)

		% Suggestions	Top Suggestion	2 <sup>nd</sup> Most Shared Suggestion	3 <sup>rd</sup> Most Shared Suggestion
	<b>Overall</b>	<b>59%</b>	<b>Improve training content/structure</b>	<b>Lower interest rates</b>	<b>Increase training frequency/duration</b>
<b>Country</b>	Vietnam	56%	Increase training frequency/duration	Improve training content/structure	Lower interest rates
	Pakistan	48%	Lower interest rates	Have flexible repayment terms	Improve loan approval process
	Peru	73%	Improve training content/structure	Improve training accessibility	Improve customer service
<b>Service Offered</b>	Loan	49%	Lower interest rates	Improve loan approval process	Improve customer service
	Wrap-around	75%	Improve training content/structure	Increase training frequency/duration	Improve training accessibility

# Gender Impact & Experience Ratio

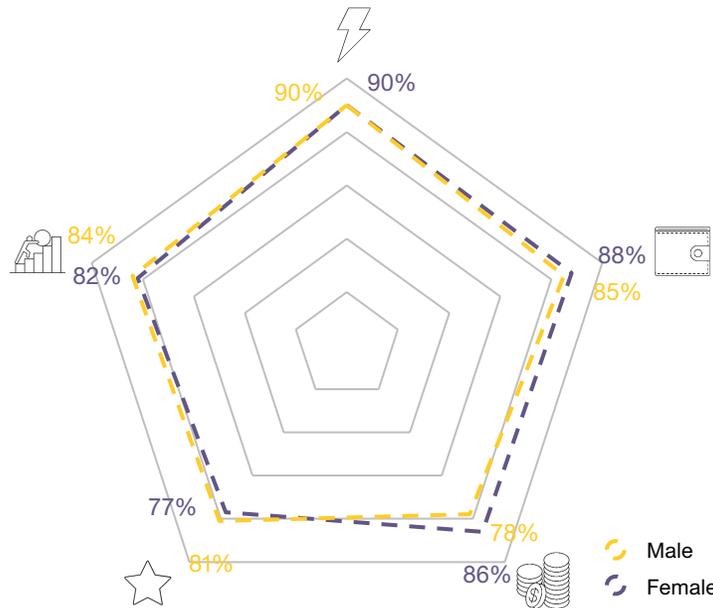
The Gender Impact and Experience Ratio provides insight into the experiences of male and female clients in their interaction with a company.

- The range is -1 to 1.
- A score of 0 suggests male and female clients experience CARE International’s services similarly, overall.
- A negative score suggests more positive experiences for men, relative to women, overall.
- A positive score suggests more positive experiences for women, relative to men, overall.

CARE International’s male and female clients are experiencing similar impact and satisfaction.

## Gender Impact and Experience Ratio (Gender IER)

The degree to which male and female clients’ experiences are similar.



**-0.01**

	n =	Male 301	Female 627
<b>Quality of Life</b> % clients reporting improved quality of life		90%	90%
<b>Financial Management</b> % clients with an increased ability to manage finances		88% ↑	85%
<b>Sales</b> % clients with increased sales		86% ↑	78%
<b>Net Promoter Score (NPS)</b> client satisfaction and loyalty		53	61 ↑
<b>Customer Effort Score (CES)</b> client service rating		4.27	4.37 ↑

Note: NPS and CES have been converted to a 0-100% scale so that all indicators on the chart are in the same unit of measurement.

# What Next?

## ...& Appendix

# How to Make the Most of These Insights

Example tweets or Facebook posts to share publicly

- 90% of our clients say the quality of their lives has improved since engaging with us. “The training helped me understand financial management and polished my soft skills too.” #ListenBetter with @60\_decibels
- 64% of clients would recommend us to a friend or family member – what are you waiting for?
- 59% of our clients had specific suggestions for improvement; lower interest rates among loan clients and improved training content/structure among wrap-around clients – what improvements would you like to see? We #ListenBetter with @60\_decibels

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

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

<b>Engage Your Team</b>	<input type="checkbox"/>	Send deck to team & invite feedback, questions and ideas. Sometimes the best ideas come from unexpected places!
	<input type="checkbox"/>	Set up team meeting & discuss what's most important, celebrate the positives & identify next steps
<b>Spread The Word</b>	<input type="checkbox"/>	Reach a wider audience on social media & show you're invested in your clients – we've added some example posts on the left
	<input type="checkbox"/>	Let us know if you'd like us to send an SMS to interviewed clients with a short message letting them know feedback is valued and as a result, you'll be working on XYZ
<b>Close The Loop</b>	<input type="checkbox"/>	After reading this deck, don't forget to let us know what you thought <a href="#">here!</a>
	<input type="checkbox"/>	Collate ideas from team into action plan including responsibilities
<b>Take Action!</b>	<input type="checkbox"/>	Keep us updated, we'd love to know what changes you make based on these insights

# 60 Decibels Benchmark Details

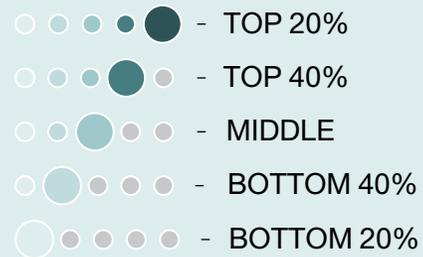
60 Decibels benchmarks help companies see where they lie in comparison to other relevant companies.

## Overview

- Over time, 60 Decibels has been able to collect data around key performance and impact metrics for companies in various sectors, coming up with benchmarks.
- 60 Decibels benchmarks enable companies to identify areas they are among top performers and where they have room for improvement.

## Performance vs. 60dB Benchmark

- Quintile bubbles help indicate where companies fall in ranking relative to other companies in the sector of interest.



# CARE International Performance Snapshot

The 60 Decibels' Financial Inclusion Benchmark, consists of 180 companies, in 50+ countries, and 60k+ customers. Each company is unique, and our benchmarks do not allow for perfect comparisons. However, we believe they are a big step forward in helping companies understand their relative performance—both to their peers and, over time, relative to themselves.

Metric	Vietnam (n = 306)	Pakistan (n = 316)	Peru (n = 306)	CARE Average (n = 928)	60dB Financial Inclusion Benchmark (n = 65k+)	Performance against 60dB Benchmark
<b>Female Inclusivity</b> % female customers	95%	24%	86%	68%	56%	 - TOP 40%
<b>First Access*</b> % accessing loans for the first time	33%	60%	53%	51%	59%	 - BOTTOM 40%
<b>Access to Alternatives*</b> % with no easy access to good loan alternatives	29%	55%	58%	49%	63%	 - BOTTOM 20%
<b>Quality of Life</b> % improved quality of life	90%	90%	89%	90%	81%	 - TOP 40%
<b>Financial Management</b> % increased ability to manage finances	80%	90%	89%	86%	73%	 - TOP 40%
<b>Financial Resilience</b> % find it easy to raise emergency funds	56%	68%	46%	58%	67%	 - BOTTOM 40%
<b>Achieving Business Goals</b> % say CARE contributed to achieving goals	83%	78%	73%	79%	74%	 - MIDDLE
<b>Sales</b> % increased sales	80%	90%	72%	81%	72%	 - MIDDLE
<b>Net Promoter Score</b> on a scale from -100 to 100	57	56	64	58	44	 - TOP 40%
<b>Customer Effort Score</b> on a scale from 1 to 5	4.26	4.33	4.43	4.34	3.35	 - TOP 20%

\* Only asked to clients accessing loans

 Indicates highest performance at country level for each metric

Details of the 60 Decibels benchmark can be found in [Appendix](#).

# Impact Management Project

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

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

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

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

**IMPACT  
MANAGEMENT  
PROJECT**

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

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

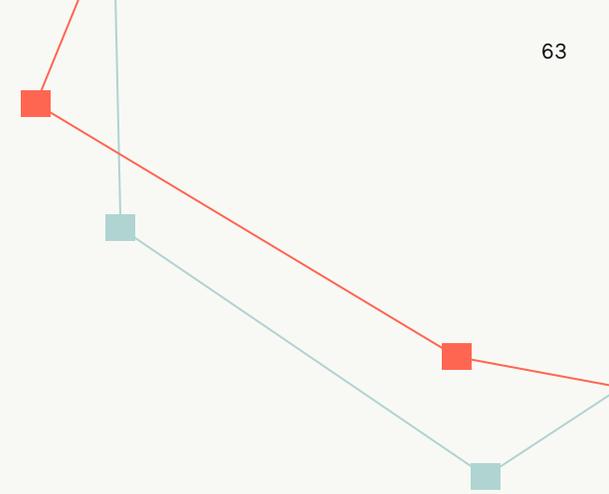
# Calculations & Definitions

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

Metric	Calculation
<b>Net Promoter Score®</b>	The Net Promoter Score is a common gauge of client loyalty. It is measured through asking clients to rate their likelihood to recommend your service to a friend on a scale of 0 to 10, where 0 is least likely and 10 is most likely. The NPS is the % of clients rating 9 or 10 out of 10 ('Promoters') minus the % of clients rating 0 to 6 out of 10 ('Detractors'). Those rating 7 or 8 are considered 'Passives'.
<b>Customer Effort Score</b>	How easy do you make it for your clients to resolve their issues? This measure captures the aftersales care and client service. Clients who have experienced a challenge are asked to what extent they agree with the statement: Do you agree or disagree with statement: Overall, [Company] made it easy for me to handle my issue : disagree (1), somewhat disagree (2), neither agree or disagree (3), somewhat agree (4), agree (5). The CES is the average score between 1 and 5. It is an important driver of uptake, adoption, and referrals, as well as of impact.

# Thank You For Working With Us!

Let's do it again sometime.



## About 60 Decibels

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

60 Decibels has a network of 830+ trained Lean Data researchers in 70+ countries who speak directly to customers to understand their lived experience. By combining voice, SMS, and other technologies to collect data remotely with proprietary survey tools, 60 Decibels helps clients listen more effectively and benchmark their social performance against their peers.

60 Decibels has offices in London, Nairobi, New York, and Bengaluru. To learn more, visit [60decibels.com](https://60decibels.com).

We are proud to be a Climate Positive company. 

## Your Feedback

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

## Acknowledgements

Thank you to Rathi Mani-Kand, Tran Thi Minh, Naureen Bakhsh, Josselyn Celeste, and the entire CARE International team for their support throughout the project.

This work was generously sponsored by CARE International.

I was able to expand the store.  
I have more customers.  
Our revenue is better.

I

>feel more confident,  
>have more knowledge, and  
>work with more peace of mind.

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