



Evaluation and Data Science Services

Creating positive impact through evaluation



Our Story

Finance for Impact was first incubated by a group of MIT Sloan Fellows in 2006 as an innovative sustainability model for business.

Launched in 2008 in France, we conduct independent evaluations to generate critical insights and inform decision-makers on challenging public policies and programs. Together with our network of experts and researchers, we continue to identify pressing problems faced by people and organizations, formulate key research questions, discover innovative solutions, and understand which development interventions work, which do not, and why.



“In 2008, my vision for Finance for Impact was to find ways of unlocking the potential of finance to foster a more sustainable economy. With over 150 client engagements (multilateral institutions, global investors and corporate), today we continue to grow and contribute to improving economic opportunities for communities and businesses across the world.”

Thierry Senechal, Managing Director

Finance for Impact



Our Value Proposition

Finance for Impact is a global advisory firm. Evaluation is one of our core sectors of expertise. Today, we conduct independent evaluations to generate critical insights and turn evidence into better programs and policies. We have expertise in creating high quality evidence and helping turn that evidence into better policies.

Finance for Impact developed a strong thematic focus on the social sector, financial inclusion, green economy transition and private sector development. We deliver services along the continuum of financial needs in ways that help bridge the finance gaps in the underserved markets, create stable financial institutions and resilient and sustainable economic growth in countries in which we intervene.

We practice—and work to promote—a problem-driven, collaborative approach, where decision-makers, policymakers and researchers come together, employing their collective expertise to design, rigorously evaluate, test and refine policy solutions.



Specialized Expertise in
Evaluation Research and
Services



Strong
Analytical Tools for
Evaluating Programs and
Policies



Global Experience with
Government, Bilateral
Agencies, and
Multilateral Institutions



Strong Data Science
Background with Capacity to
Conduct Large Scale Surveys



Innovative Research
Integrating Sustainability
Concerns in Policy Action



Where Does **Finance for Impact** Operate in Evaluation?



Functional Expertise

- Monitoring & Evaluation: Complex strategic and corporate-wide evaluations, project and country portfolio evaluations, impact evaluations
- Design of evaluation tools for promoting performance, accountability and learning
- Benchmark studies and socio-economic assessments
- Performance reviews and audits
- Public finance and expenditures reviews and systems
- Design and review of knowledge-based and results-based frameworks
- Economic and social research
- Training in the field of evaluation



Thematic Expertise

- Private sector development
- Financial and leasing markets
- Sustainable and responsible finance
- M-SME finance and competitiveness
- Financial inclusion and education
- Regulatory framework
- Social and economic development
- Support to financial and non-financial institutions
- Financial governance in fragile and conflict-affected countries

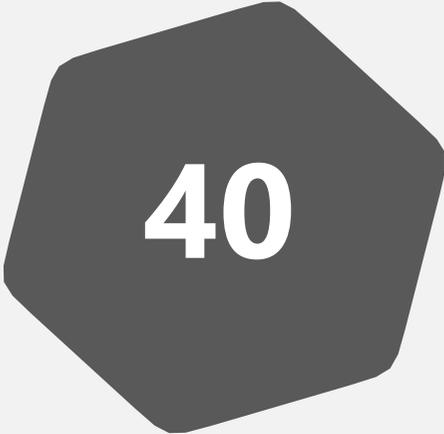


Quick Facts & Numbers



64

Working experience in **64 countries** worldwide:
13 in Africa
7 in South and North America
10 in Asia
11 in the Middle East
23 in Europe.



40

40 clients, including the multilateral development banks, the international financial institutions, national and local governments, corporates.



150+

Over 150 client engagements directly contributing into the transformation of the social and economic environment at a local and national level.



Our Overall Approach

Finance for Impact offers its clients a broad set of professional services throughout the entire project lifecycle.

From before projects begin to their completion and beyond, we bring insights, tools and hands-on support to help our clients achieve their sustainability goals.

We ensure that our work benefits from a variety of perspectives and approaches. Cross-pollination is a core element of our value proposition.

Finance for Impact typically divides its evaluation process in different steps, e.g.:

- **Before the evaluation:** it sets the evaluation criteria, the evaluation questions and the evaluation tools that will be used during the evaluation. These elements will facilitate the creation of an evaluation plan specific and adapted to the evaluation in question.
- **During the evaluation:** it will include all the findings, results and analysis which will be used to draw conclusions and deliver recommendations at the end of the evaluation.
- **After the evaluation:** it refers to all the dissemination process for sharing lessons learned and engaging stakeholders.



Our Unique Focus on Collecting Evidence in Developing Markets

Analysis is at the heart of **Finance for Impact's** practice. We believe that the most intellectually honest basis for decision-making is to let the evidence speak. Accomplishing this goal depends on objective analysis that is transparent in its methods and assumptions, is inherently directed at action and results, and is able to stand up to scrutiny over the long term.

We have a track record in conducting evaluation and analysis in developing countries and emerging markets. We have expertise in implementing mixed method approaches that can capture qualitative and quantitative dimensions. Identifying and disseminating the lessons learned from experience as well as framing sound and operational recommendations drawn from evaluation findings are key factors to our mission.



Our Service Offerings – What We Do Best

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STRATEGY

We help design and implement ESG investment strategies. Before recommending a responsible finance approach, we typically analyze market constraints, regulatory requirements, changes in growth patterns, competitive differentiation, risks.

IMPLEMENTATION

We link the strategy to the screening and proofing processes. We identify social and environmental criteria used in the screening of investment projects and develop specific scorecards and metrics that can generate a social investment score or rating.



Our Service Offerings – What We Do Best

DATA AND ANALYTICS

We design indicators and provide metrics that financial institutions require to assess the relevance / coherence, efficiency, effectiveness, sustainability and impacts of projects. We develop robust data-driven models and turn complex information into visually pleasing and effective materials

STANDARD SETTING

We engage standard setters, policymakers and the industry to elaborate and implement principles, guidelines, and codes of conduct across sectors. We evaluate the impact of existing norms and regulations and build consensus to adopt new standards ensuring sustainability.

IMPACT MEASUREMENT

We assess economic, environmental and social impacts in a way that is efficient and robust, to inform strategic decision making and reporting. We do not only seek to measure negative impacts but always develop methods for assessing the positive agenda.

MONITORING AND EVALUATION

We build accountability and transparency, improving development results, identifying lessons and creating knowledge. We have strong expertise in defining key performance indicators in the social and environmental sectors and ensure clients achieve best practice reporting standards.



Our Clients

Our clients and partners aspire to make a positive difference in the world through socially responsible investments and programs.

Finance for Impact shares these same values.

We aspire to build enduring relationships with both our clients and partners, something that is reflected in the growing number of organizations who return for new projects and assignments.



Where does **Finance for Impact** Operate

To this date, we have worked with over **40** different clients and partners in **60+** countries.

Over the years, our team enjoyed, working, wherever possible, in the field.

This is our lifeblood: shedding preconceptions, learning from different perspectives, getting exposed to new thinking and ideas, talking and listening to investors, corporates and policy makers from Indonesia to Ukraine, France to Botswana, USA to Jordan, Russia, Poland, Senegal, China and Bhutan.



We take pride in and emphasize the quality of our client relationship.



Our Recent Clients & Partners



Our References

Finance for Impact supports our clients in covering specific evaluation topics; counterfactual analyses and impact evaluations; corporate evaluations (focusing on processes and organizational aspects); and reviews (including systemic reviews, stocktaking exercises, rapid evidence reviews, comparative assessments and benchmarking exercises)



Our References

In past years, we have conducted evaluations helping policymakers to design or adjust policies in a great variety of fields:

EXTENSIVE FIELDWORK

- In **Pakistan**, our evaluation has demonstrated how designing financial support services for small, backyard private schools—often employing women teachers—can deliver quality yet affordable education to the poor.
- In **developing Africa and Asia**, our study provided overwhelming evidence that the IFC GTFP is required to bridge the trade finance gap and help remove access to finance constraints
- In **DRC**, our evaluation has produced a suite of reforms to financial inclusion that helped civil servants to access finance in the most remote areas.
- In **Tunisia** it collected data with a household and MSME survey, allowing policymakers to better target policies on financial inclusion and education.
- In **West Bank**, our evaluation has shown that the targeting of public welfare programs can improve the social wellbeing of refugees and creating opportunities for the most vulnerable populations.
- And in **Bhutan**, our evaluation has generated new evidence on market-based mechanisms facilitating cross-border trade.



Spotlight on Selected Projects:



Year
2020

Duration
6 months

Location
Several in Asia &
Africa



WORLD BANK GROUP

Evaluation of the Financial Inclusion Support Framework (FISF) World Bank

Finance for Impact was mandated to an End-of-Program (EOP) Evaluation of the FISF, an initiative launched by the World Bank Group in 2013. The evaluation involved eight countries: Rwanda, Indonesia, Mozambique, Ethiopia, Zambia, Pakistan, Côte d'Ivoire, and Vietnam.

The evaluation assessed higher level outcomes and impacts of FISF activities on enabling a more inclusive financial sector including through improvements in the knowledge, capacity and activities of regulators, policymakers and related stakeholders / institutions as well as broader financial sector shifts in the provision of financial products, services and responsible practices.



Spotlight on Selected Projects:



Evaluation of Africa Leasing Facility International Finance Corporation (IFC)

IFC mandated **Finance for Impact** to Evaluate its Africa Leasing Facility, a USD300+ million IFC program facilitating access to finance for micro, small and medium enterprises (SMEs) in sub-Saharan Africa by developing a sustainable leasing infrastructure.

Specifically, we provided IFC and development partners with an assessment of the current business model and investigated opportunities to increase the coverage to meet market needs. Impacts of the program were also measured.

Year

2019-2020

Duration

4 months

Location

Several in Africa



Spotlight on Selected Projects:



Evaluation of the South Asia Trade Facilitation Program Asian Development Bank (ADB)

Finance for Impact evaluated the South Asia Trade Facilitation Program. We evaluated a project assisting governments of the three countries in developing more efficient, transparent, secure, and service-oriented import and export trade processes in the SASEC subregion. We conducted field-investigations in Nepal, Bhutan and Bangladesh.

Year
2016

Duration
6 months

Location
Bhutan,
Bangladesh, Nepal



Spotlight on Selected Projects:



Evaluation of the National Recovery and Peacebuilding Plan Agence Française de Développement (AFD)

Finance for Impact conducted an evaluation of the USD 2 billion National Recovery and Peacebuilding Plan. Reviewed recovery and peacebuilding needs and priorities; financial costs; operational, institutional, and financial arrangements to facilitate the implementation of identified priorities; capacity constraints; effectiveness of the platform monitoring implementation progress; etc.

Year

2018-2019

Duration

4 months

Location

Central African
Republic



Spotlight on Selected Projects:



Evaluating the Cooperation of UNESCO's Secretariat with the National Commissions

UNESCO

Finance for Impact evaluated the Cooperation of UNESCO's Secretariat with the National Commissions for UNESCO. We conducted a strategic and operational review of cooperation between UNESCO's Secretariat and its National Commissions, to assist partners to track implementation quality of projects, ascertain level of impacts, and anticipate new demands and ways of collaborating.

Year

2012-2013

Duration

8 months

Location

Worldwide



Spotlight on Selected Projects:



Meta-evaluation of Knowledge Management in International Financial Institutions

Asian Development Bank

Year

2011-2014

Duration

15 months

Location

Developing Asia

Finance for Impact prepared a report synthesizing the findings of 14 recent knowledge management evaluation studies and related reports from the evaluation units of six international financial institutions (IFIs) connected with the ECG: The African Development Bank, the Asian Development Bank (ADB), the Inter-American Development Bank (IDB), the International Fund for Agricultural Development (IFAD), the International Monetary Fund, and the World Bank.



Spotlight on Selected Projects:



Managing for Development Results (MfDR) Asian Development Bank (ADB)

Finance for Impact participated to a corporate-wide evaluation of ADB's performance in managing and reaching development results, with a view to assess the adequacy of the impact strategies and frameworks, the corporate scorecards, the key performance indicators, and the monitoring/reporting system for assessment of economic, environmental and social progress.

One of the key outcomes demonstrated that the paucity of systematic ESG data hamper the results orientation of ADB's performance strategies.

Year
2011

Duration
9 months

Location
Developing Africa



Spotlight on Selected Projects:



Evaluation of the Global Trade Finance Program (GTFP) International Finance Corporation (IFC)

Finance for Impact participated to corporate-wide evaluation of the GTFP, a USD 5 billion initiative of the IFC. The study reviewed the ability of the GTFP to enhance the supply of trade finance. It also analyzed the program effectiveness in supporting access to trade finance in underserved markets. Research tasks included a comparator analysis of trade facilitation programs and an assessment of global regulations for trade finance.

We contributed to evaluation design, helping establish the framework and parameters to assess the relevance, effectiveness, efficiency and work quality of the program. We prepared background papers on the global socio-economic environment for the main report.

Year
2012-2013

Duration
12 months

Location
Worldwide



Spotlight on Selected Projects:



Filmed Evaluation of the Municipal Development Policy Agence Française de Développement (AFD)

Finance for Impact conducted an evaluation of a project consisting in the construction and rehabilitation of public services in most vulnerable municipalities. The purpose of this ex-post evaluation is to formulate a reasoned opinion on the relevance, effectiveness, efficiency, impact and sustainability of the AFD Municipal Development Project 2004-2010 with respect to the context, policy and procedures of AFD's intervention.

The team analyzed transversal sector-wide questions, including needs assessment, self-sustainability of local governments, capacity building for implementing large-scale projects at municipal level, etc.

Year

2011-2012

Duration

5 months

Location

Palestinian
Territories



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