

The Maya  
Declaration  
Commitments  
you can bank on

BRINGING  
SMART  
POLICIES  
TO LIFE

# COMMUNICATING WOMEN'S FINANCIAL INCLUSION

SLIDE DECK  
March 2019





## Introductory Remarks for Communicating Gender Toolkit

Women are at the heart of the Alliance for Financial Inclusion. Our commitment to gender and women's financial inclusion is spearheaded by the adoption and effective implementation of the Denarau Action Plan, which calls on our membership to halve the financial inclusion gender gap across the AFI member jurisdiction by 2021. Greater access to financial services for women is considered a key enabler for Gender Equality and Women Empowerment, fifth of the 17 ambitious Sustainable Development Goals (SDGs). With over half of the world unbanked being female, full financial inclusion is only possible with women.

AFI members understand that more equal access to financial services leads to increased economic welfare and enhanced financial stability. By the time this Toolkit is published, AFI member institutions in 32 countries have already articulated national policy commitments on gender and women's financial inclusion under the Maya Declaration. So far, 10 countries have implemented policy and regulatory improvements.

We created this Toolkit with the goal to help your institutions promote and share its work on gender and women's financial inclusion and as such significantly contribute to lowering the financial inclusion gender in your jurisdiction. We also believe that the strengthening your communications work on gender and women's financial inclusion is an important driver in creating greater gender diversity within your institution.

Financial inclusion for women is in everyone's interest. We hope this Toolkit helps you in your daily work in creating gender sensitive financial inclusion polices and bringing financial services to women.

**AFI Executive Director  
Dr. Alfred Hannig**



# Introductory Remarks for Communicating Gender Toolkit

Member institutions of the Alliance for Financial Inclusion committed to closing the gender gap in financial inclusion when we adopted the Denarau Action Plan in 2016 in Fiji. Since then, we have been working on strengthening our partnerships and exchanging information and knowledge to halve the gender gap in financial inclusion in our respective jurisdictions by 2021.

In May 2018, members of the AFI Gender and Women's Financial Inclusion Committee nominated communications staff from each institution to attend a pilot workshop on Communicating Women's Financial Inclusion. This Toolkit is the result of their work. It is designed to strengthen capacities of each AFI member institution to communicate the work we are all doing to bring more women to formal financial services. Improved communications and specific gender sensitive messaging should help showcase increased efforts that our institutions are making on the national level.

This Toolkit will guide each of our institutions in promoting the work on women's economic empowerment and advocating for women's financial inclusion in our countries. We expect that specific, targeted communication on women's financial inclusion will lead to more women having access to quality financial services. In turn, this should result in increased economic welfare and poverty alleviation in each of our countries.

I would like to thank all our communications staff who worked together to create this Toolkit and lead the way in our Alliance in promoting and advocating for the Denarau Action Plan.

We do not have time to lose, let us start promoting and sharing our work on women's economic empowerment and financial inclusion not only to inform and educate but to also inspire others to address the financial inclusion gender gap.

**Chair of the AFI Gender and Women's Financial Inclusion Committee**  
**Dr. Tukiya Kankasa Mabula**

# CORE OBJECTIVE: REDUCED GENDER GAP IN FINANCIAL INCLUSION

This slide deck helps your Central Bank communications to promote financial inclusion, focusing on a reduced gender gap between men and women.

8 OF THE 17 SUSTAINABLE DEVELOPMENT GOALS RELATE TO FINANCIAL INCLUSION



**The Maya Declaration**

Commitments you can bank on

The Maya Declaration Progress Report includes information on countries that have committed to specific initiatives for women's financial inclusion. Refer to the Report to help your Bank create communications targets.



This toolkit draws on discussions at the “Communicating Gender and Women’s Financial Inclusion” workshop, May 2018, Malaysia



# BANK'S COMMUNICATIONS FUNCTION

Consider the following elements when planning the communications function of your organization:

- Ideal structure - Individuals, resources, and materials
- Reviews of existing structure, processes and knowledge
- Roles, responsibilities and reporting lines
- Training and resource needs
- Briefs for third-party support where necessary
- Interface between communications team and Bank
- Information gatekeepers and operating structure
- Evaluations of communications function and its objectives

A close-up, black and white photograph of a hand holding a pen, writing on a document. The document has a table with months (Dec, Nov, Oct, Sep, Aug, Jul) and the words 'AN OUTLINE' and 'STAKEHOLDER PLAN' visible. An orange rectangular box is overlaid on the right side of the image, containing white text.

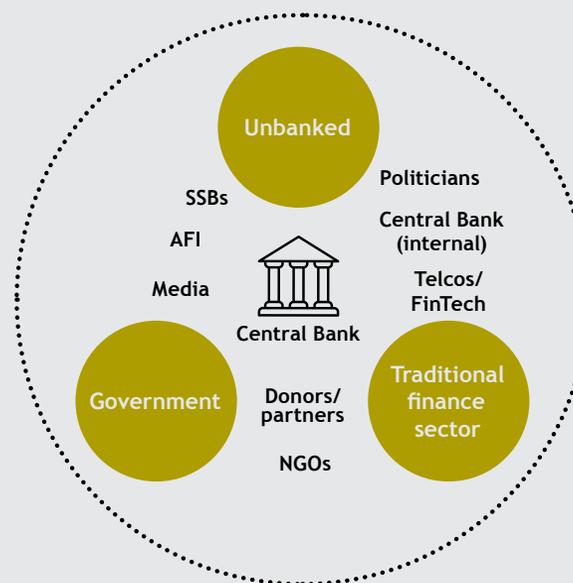
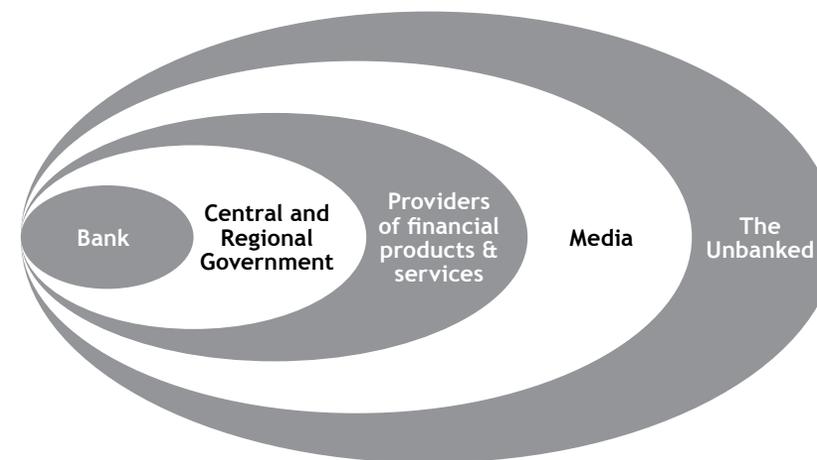
Stakeholder mapping is a vital, cost-saving part of your communications strategy.

# STAKEHOLDER MAPPING

When mapping audiences, consider the following questions:

- Who are all possible audiences affected by the issues, even in perhaps small ways?
- Who are your priority audiences?
- What are their communications needs? What types of communications products or experiences will connect with them?
- Information gatekeepers and operating structure
- Evaluations of the communications function and its objectives

THIS LINEAR STAKEHOLDER MAP SHOWS COMMUNICATIONS CHANNELS TO REACH 'UNBANKED' CITIZENS



CONSIDER THESE AUDIENCE GROUPS WHEN COMMUNICATING ABOUT THE GENDER GAP IN FINANCIAL INCLUSION. THE GROUPS SHOWN IN GREEN CIRCLES REPRESENT PRIMARY AUDIENCES.

# HOW TO BUILD A COMMUNICATIONS PLAN



## **Create 1-year plan**

Include milestones and events such as key Bank announcements, media campaigns, national events and holidays.

Sustain news flow and educate your audiences through the year.

## **Consult colleagues in other Bank departments**

Collaboration is vital. Seek buy-in and suggestions from colleagues.

Incorporate events from the AFI Gender and Women's Financial Inclusion Committee (GWIFC) and other programmes.

## **Annual budget**

Assess costs of each activity, including human resources, equipment, and materials.



Your communications plan  
for the gender gap is your  
roadmap to success.

# 3-PHASE APPROACH TO EFFECTIVE COMMUNICATIONS



**Objectives:** Create shortlist of objectives. Build sustainably.

**Buy-in:** Discuss objectives with senior colleagues.

**Resources:** Identify needs for improvement or new capacity.

**Your comms tools:** Incorporate Stakeholder Analysis and Communications Audit.

**Messaging:** Agree messaging plan for each stakeholder group.

**Partnerships:** Identify partners. Carefully assess suitability.



**Approvals:** Develop procedures for approval of plans, activities, and materials such as media releases and social media posts.

**Training:** Train comms staff and media spokespersons to engage journalists, citizens and other audiences. Train staff to use necessary software.

**Recruit:** Recruit and/or train additional staff based on resource analysis.

**Indicators:** Agree measurable key performance indicators.



**Practice:** Rehearse and practice before you launch. Consider mock press interviews. Practice responses to scenarios that your team may encounter when delivering key messages.

**Sign-off:** Ensure necessary approvals before you launch.

Knowledge

- Define, develop and agree ideal structure
- Roles and responsibilities
  - Interface between technical and business
  - Gate keepers and quality control
  - Evaluation

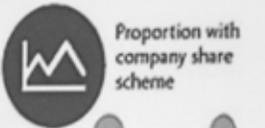
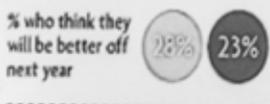
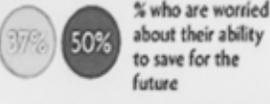
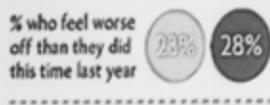
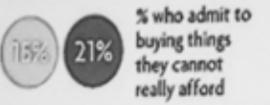
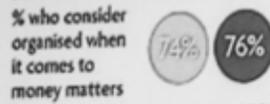


Take the time to set the right gender gap communications targets and indicators. These will help your Bank measure success.

# THE ECONOMIC AND FINANCIAL DIVIDE 2015.

## FINANCIAL BEHAVIOUR

KEY: ○ men ● women



Tailor gender gap messages for each audience group. Use plain language and visuals.

# APPROACH TO MESSAGE DEVELOPMENT

## Write down issues collaboratively

Write down all issues associated with your objectives. Identify potential problem areas. Seek input from other Bank teams.

## Create a confidential Q&A document

Write questions that audiences may ask about the financial inclusion gender gap. Write answers in a single document that your team can use to create relevant gender gap messages. Do not ignore tough questions!

## Define core messages

Create gender gap messages that align with the Q&A document. Use plain language. Base your communications materials such as briefing materials and digital design materials on these messages.

## Review, refresh, re-publish

Review the Q&A document regularly for relevance.



Use plain language in all communications to ensure that concepts such as financial inclusion and the gender gap are clearly understandable.



## Key questions

- Define an objective
- Outline prioritized stakeholders list
- What are “the 6” questions?
- Give 3-6 key messages

A photograph showing two women in a rural setting. One woman, wearing a yellow and red patterned headscarf and a yellow shawl, is leaning over a laptop. The other woman, wearing a green long-sleeved top, is sitting on a woven mat and looking at the laptop. The background is a wall with peeling blue paint. The text is overlaid on the left side of the image.

**We have compiled messages from the Global Findex Database and UN Women for your team to use in its own communications.**



## KEY MESSAGES FROM GLOBAL INDEX DATABASE 2017

### Financial inclusion messages

The World Bank and others use having an account as a marker of financial inclusion. Globally, 69% of adults have an account, up from 62% in 2014 and 51% in 2011.

About 1.7 billion adults remain unbanked—without an account at a financial institution or through a mobile money provider. In 2014, that number was 2 billion. Globally, 31% of adults are unbanked.

Financial inclusion is not an end in itself but a means to an end. When people have a safe place to save money, as well as access to credit, they are better able to manage financial risk.

### Gender information messages

Women are overrepresented among the unbanked worldwide. About 980 million do not have a bank account. Women represent 56% of all unbanked adults globally.

The growth in account ownership since 2011 has not benefited all groups equally. Women

are still less likely than men to have an account.

In developing economies, 56% of all unbanked adults are women. The financial inclusion gender gap is at 9%. Gender gaps in account ownership remain mostly stuck where they were in 2011 and 2014.

In some economies, a large gender gap is slowing national progress in financial inclusion. Efforts to increase account ownership in these economies must prioritize financial inclusion for women.

### Mobile money messages

The spread of mobile money accounts is creating opportunities to serve groups that have traditionally been excluded from the formal financial system.

The gender gap of 5 percentage points remains unchanged since 2014, despite an overall increase in the use of digital payments.



## Key questions when defining Bank messages about women's financial inclusion

- What is financial inclusion? What is the status of FI in my country?
- Who are the target audience?
- How many women are excluded?
- What is the Alliance for Financial Inclusion?
- What is the measure of your financial inclusion (FI) objective?
- How can you know if you reach the FI target?
- Why is FI important? For whom?
- Who are some people excluded from formal finance?
- Who helps to promote FI? How do commercial banks help FI?
- What is the current position of women in society/education/inclusion/business etc?
- Is microfinance doing the job of FI?
- What is the commitment of the central bank to FI? Why is it important?
- Where do refugees fit into FI?
- What are the perceptions of “a women's place” in society in my country?
- Why do the unemployed or self-employed need FI? Why is FI important if a person has no money?



## KEY MESSAGES FROM UN WOMEN DATA

Women have less access to formal financial institutions and saving mechanisms. 55% of men report having an account at a formal financial institution. Only 47% of women do.

Almost 90% of 143 economies studied have at least 1 legal difference restricting women's economic opportunities.

Financial inclusion is important to education, health and human rights, as well as to economic benefits for individuals and society.

Groups promoting women's financial inclusion: central banks, AFI, commercial banks, mobile network providers, local and national government, businesses, World Bank, UN, NGOs, schools, and community groups.

Commercial banks promote financial inclusion by providing simpler current accounts, savings accounts, access to credit and borrowings, financial education and data.

Financial inclusion is important to employed and unemployed people. It provides security for individuals living in urban and rural environments.

People with "no money" often need access to start-up funds and/or responsibly run credit.

Women are 50% of the world population but 70% of the world's poor. Women earn 24% less than men on average.

Women who return to work after childbirth can suffer from a drop in earnings, which then never return to pre-child levels.

97% of women repay loans in full. Only 70% of men do. Women are more vulnerable to loan sharks and informal credit.

Fewer women than men have mobile phones, which makes banking more difficult.

Levels of literacy and ownership of SMEs are lower for women compared to men.

Women are more likely to spend on the health and healthcare of children and on their ability to find education and jobs.

Women account for 60% of the world's work hours but receive only 10% of income and only make up only 1% of property ownership.



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44% adult males with no account  
56% adult females with no account



In developing economies, 67% of men and 59% of women have a bank account. That's a gender gap of 8%.



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Women account for 60% of the world's work hours but receive only 10% of income.

# PRINCIPLES AND POLICIES

**Your Bank must have a consistent position on important communications issues. These include:**

**Language and tone of voice** in external verbal and written communications

**Operating principles and standards** that govern employees behavior and interactions with others, both inside and outside the organization

**Sign-off/approval procedures** for public statements

**Permissions forms** for usage rights and copyright to protect Bank from fines or legal action due to infringement of rights of others

**Privacy and data security:** agree on appropriate working practices with your IT department, and follow their IT policies



# GUIDANCE ON USE OF COMMUNICATIONS CHANNELS



## Website

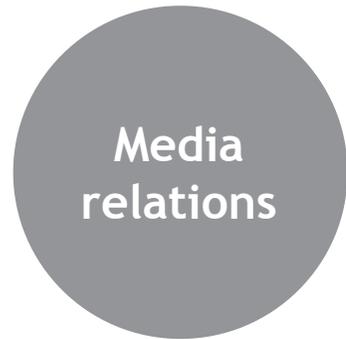
Your website is often the first thing that people will see when they seek information about your Bank. Your website must provide a fair and accurate reflection of the Bank, as well as up-to-date information.

## Social media

Engagement on social media is cost-effective, with high returns compared to traditional forms of advertising. Determine the most popular social media channels in your country.

Use judgement to determine topics, tone of voice, “who is speaking”, etc). Actively engage with other key stakeholders’ social media channels and posts to facilitate conversation on topics of mutual interest conversations and build on-line support. Remember to refresh, monitor and respond to the channels you have chosen.

USERS AND AD REVENUE 2017	Facebook	Twitter	Instagram	LinkedIn
NETWORK USERS	2.2Bn users	0.3Bn	0.8Bn	0.5Bn
AD REVENUE	\$34Bn	\$548M	\$4.1Bn	\$4.1Bn



## Media relations

Media relations include all contact between Bank and media/ journalists. Your media relations strategy should include:

**Media library:** Includes materials such as Bank briefing sheets, press releases, photos, video, and notes to editors.

**Training and media guidelines:** Includes guidance for conversations with journalists, terminology, difficult interviews, key messages, and relationship-building. Media spokespeople should receive additional training to address media and participate in interviews.

## Maintaining media visibility and interest

Ensure regular activity throughout your annual activity calendar.

Monitor news to help you identify communications opportunities to enhance your institution's reputation.

Your team will need to move fast to capture opportunities, so ensure that your materials and media relations capabilities are ready to go.



Your Bank media relationships will significantly influence the success of your comms. Media includes radio, TV, print, and web. Use channels that work in your context.

# CRISIS PLANNING

A crisis is possible at any moment and can jeopardize perceptions of the Bank, its effectiveness, and the economic standing of the country or individual stakeholders. Consequences can be far-reaching and long-lasting. Your Central Bank needs a crisis action plan that is part of the annual communications program.

## Pre-crisis

Monitoring and early warning processes (e.g. Google Alerts for keywords)

Clear, accurate descriptions of the Bank already in place online

Crisis manual

Spokespersons trained to communicate internally, with media, and with the public

List of key third influencers, such as notable bloggers/journalists/independent third-party endorsers

List of key contacts with whom communication may be needed

Draft holding statements to cover possible scenarios such as cyber-attack, commercial bankruptcy, and corruption allegation

## Crisis response

Named individuals responsible for crisis response

Confidential process for information gathering, risk assessment, drafting and sign-off for all crisis responses

Creation of incident handling team and facilities for them to receive confidential information and brief relevant stakeholders

Communications personnel (e.g. trained spokespersons using prepared statements)

Information dissemination process which uses pre-determined channels (e.g. to post official online statements/updates)

Pre-determined online comments

Feedback loop to monitor and provide intelligence to incident handling team

Rehearse a simulated crisis event at least once a year

## Post-crisis

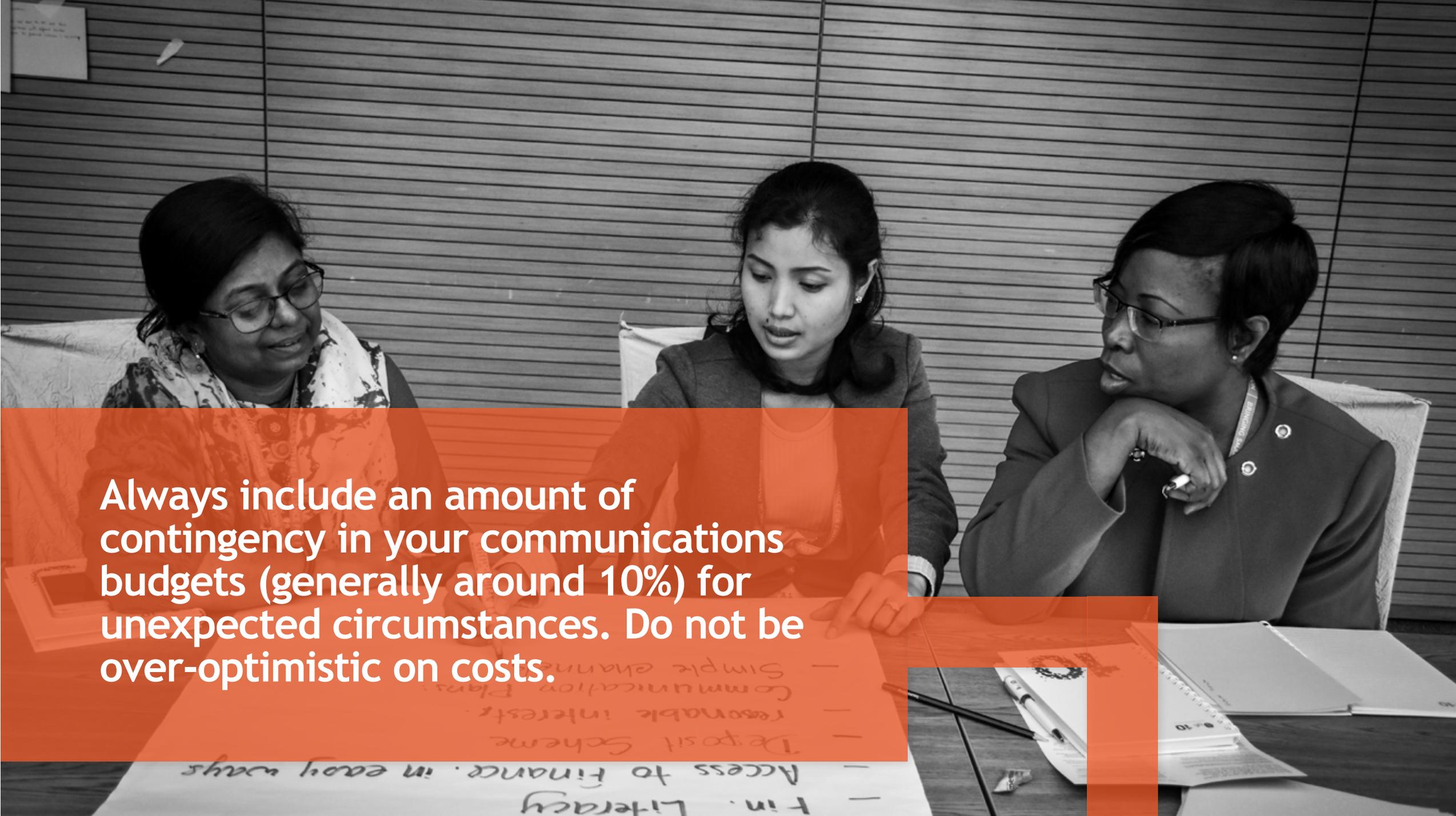
Review cause and potential remedies

Stakeholder research and feedback

Impact assessment in respect of key Bank tasks/programs

Recommendations for improved resources and infrastructure, including training recommendations

Reparations that may be required

A black and white photograph of three women sitting around a table in a meeting. They are looking at documents and talking. An orange semi-transparent box is overlaid on the image, containing white text. The background consists of horizontal blinds.

**Always include an amount of contingency in your communications budgets (generally around 10%) for unexpected circumstances. Do not be over-optimistic on costs.**

— Fin. Literacy  
— Access to finance. in easy ways  
— Deposit Scheme  
— Reasonable interest.  
— Communication Plans  
— Simple channels

# BUDGET PLANNING

**Follow these steps to create budgets for an event or program of events.**

**Internal proposal:** Develop an internal proposal that aligns with scope and outline of the project.

**Sign off timing:** Determine deadlines.

**Third-party suppliers:** Contact suppliers to understand options and prices.

**Clear deliverables:** Ensure deliverables and cut-off points in budgets.

Consider different ways of accounting for costs:

**Time spent:** e.g. full-time equivalent, fixed project costs, ongoing for maintaining a certain level of activity, annual budget.

**Line-by-line costing:** Divide elements of your plan into line items.

**Contingency and realism:** Always include contingency in budgets (generally 10%). Do not be over-optimistic on costs.

**Deliver on budget:** Regularly review costs and time spent

**Audit your process and results**

**Production briefs:** Write clear production briefs (see appendix) when hiring suppliers. Specify objectives and requirements in plain language.



## Key questions

Have you drafted a budget before?

How is budget information shared in your Central Bank? How are budgets reported? Have you hired third-party help before?

How does the Bank manage suppliers' payments?

What are your concerns about budget processes?



**CONSIDER PRE-APPROVING A SUPPLIERS SHORTLIST. THIS CAN SAVE TIME WHEN PRODUCING MATERIALS. REGULARLY REVIEW YOUR SUPPLIERS LIST.**



Clear, measurable performance indicators enable you to demonstrate the impact of your communications.

# MONITORING AND REPORTING STRUCTURES

Clear, measurable performance indicators enable you to demonstrate the impact of your communications. Where possible, undertake a baseline study before you start work. Performance indicators should cover:

**Amount** you communicate (number of press releases, events etc.)

**Number of people reached** (coverage in different types of media, visits to websites or social media interactions)

**Impact** of communications (changes in behavior or perception of the Bank)

**Effectiveness** of communications (performance against budget and assessment of overall return).

## Use Bank financial inclusion data in communications

Your Bank's financial inclusion information can help you target the right stakeholder groups with information and/or educational campaigns. Meanwhile, changes in data can help to evaluate impact of communications initiatives. This information can also be used to identify Bank achievements and progress to include in your communications.



### Key questions

How can you bring data to life?

Do you have KPIs?

Do you see KPIs as valuable?

What KPIs do you think will work for your bank?

Should you make this information public?

Do you measure impact of campaigns?



**BRING DATA TO LIFE WITH CHARTS, INFOGRAPHICS, ILLUSTRATIONS, AND ANIMATION**

# ACKNOWLEDGEMENTS

This toolkit was prepared by the Alliance for Financial Inclusion (AFI) under the guidance of its Gender and Women's Financial Inclusion Committee (GWFIC) and together with communications staff from member institutions comprising the GWFIC.

AFI sincerely thanks its members for their invaluable contribution, particularly Da Afghanistan Bank, Bank Al-Magrib, Bangladesh Bank, National Bank of Cambodia, Central Bank of Egypt, Central Reserve Bank of El Salvador, Bank of Zambia, Central Bank of Lesotho.

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