

Juntos! Trainee Deep Dive

Mozambique



Welcome To Your 60dB Results

We enjoyed hearing from 245 participants– they had a lot to say!

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Note:

We spoke with individuals who had received a variety of trainings from Juntos!, Unidos, and Zizle; for simplicity, we refer to individuals as ‘participants’ throughout this report, and use the term ‘trainings’ to refer to the range of trainings.

Juntos! Performance Snapshot

Juntos!'s training curriculum performs particularly well across several impact metrics, including improved quality of life and satisfaction.

Profile

32%

live in poverty



Impact

45%

quality of life
'very much improved'



What Impact

- 53% mention improved performance at work
- 19% say they have better relationships with people
- 13% were able to start or improve businesses

Impact

55%

Ways of working
'very much improved'

Customer Voice

"I feel empowered and able to contribute to organizational development"

Data Summary

Company Performance: 245 customer phone interviews in June and July 2020, in Mozambique.

Quintile Assessment compares Company Performance with 60dB Education Benchmark comprised of 45 companies, 17 countries, and 17492 participants. Full details can be found in Appendix.

Net Promoter Score® - Training

76

on a -100 to 100 scale



Net Promoter Score® - Organization

78

on a -100 to 100 scale



Challenges

18%

report challenges:



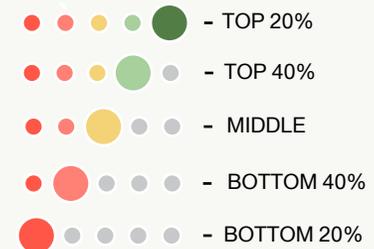
Alternatives

76%

find no alternative service



Performance vs. 60dB Benchmark



Top Actionable Insights

Participants love the quality and relevance of Juntos! training. You might want to consider expanding content, and increasing awareness and accessibility of online content.

Headline

Detail & Suggested Action



Going Great:

Satisfaction with trainings is excellent across all three training organizations, participants value training quality.

The Net Promoter Score for trainings was an excellent 76! Participants value the training quality and relevance, and the impact it has on their professional development. Passive participants were positive, and suggested longer trainings and completion certificates.

An idea: Highlight this high satisfaction and the drivers mentioned by participants to validate your value-proposition and fundraise for these programs.



A Finding That Jumped Out:

Participants are hungry for more training; suggesting longer sessions and new content.

52% of participants said the length of training content was 'not enough' and when asked for specific suggestions for improvement, increased training duration was by far the top suggestion. Participants also want to see trainings on new, more relevant subjects.

For discussion: How can participants be engaged in the planning and development of new content, to increase satisfaction and interest in trainings?



Area For Improvement:

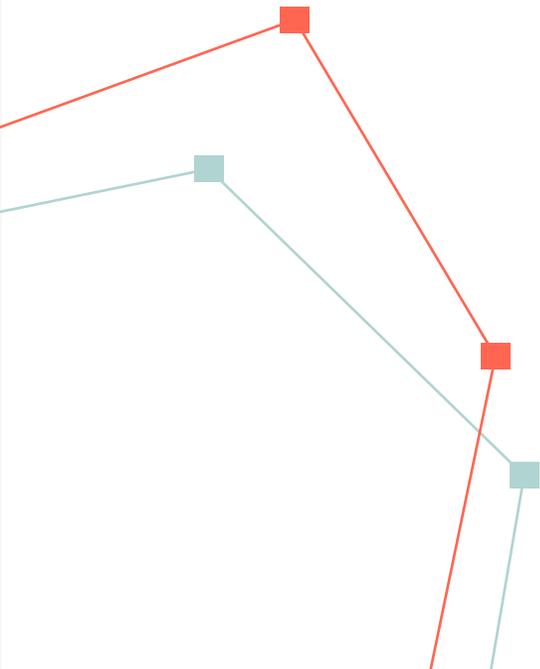
Only 23% of participants had accessed online content; those who did experienced challenges doing so.

5% of participants had taken a training online with another 18% saying accessed training both online and in-person. Accessing digital content and using the digital platforms were the top challenges reported by participants, and 10% suggested making digital content easier to access.

A recommendation: Consider improvements to the online participant experience to increase participation and access to these trainings.

Customer Voices

We loved hearing participant voices.
Here are some that stood out.



Impact Stories

87% shared how these trainings had improved their quality of life

“I am able to train myself and others thanks to Juntos! I have worked on some proposals and my presentation skills have improved a lot. It has transformed me professionally.”

“It improved the way I think. Before I used to be someone who didn't like coming with ideas. Now I have many ideas that I want to implement.”

“I learned presentation techniques and I feel good about public speaking.”

“My relationships with people [has] improved as I have new ways of doing debt collection .”

“The fact that I can save money now has changed the way I do things daily. I can say that I do more than before even while getting the same money.”

“The way I look at different things has improved.”

Opinions On Juntos!'s Trainings Value Proposition

80% were Promoters and were highly likely to recommend

“The subjects were dealt with in a practical and theoretical way, which improved our understanding.”

“They address relevant topics and the trainers are very attentive.”

“The courses that they have are very good. I have even spoken to other organisations to join as they can benefit a lot from the courses offered.”

Opportunities For Improvement

18% had a specific suggestion for improvement

“The training duration was not enough, it should be longer, some contents were complex and did not fit with the given time.”

“They should seek to know more about the difficulties of the organizations to better adjust the training courses.”

“I feel like JUNTOS should give certificates after the training. If any other organisation asks for proof at the time of employment, I will not be able to provide it .”

Key Questions We Set Out To Answer

- Who is Juntos! reaching?
 - Demographics & income profile
 - Share of participants accessing [product/service] for first time
 - Availability of alternatives in market
- What impact is Juntos! having?
 - Impact on quality of life
 - Top outcomes being experienced
 - Impact on way of working
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- Are participants satisfied with Juntos! & why / why not?
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 - Suggestions for improvement
- Perceptions of civil service organizations
 - Net Promoter Score & drivers for organizations

“I learned a lot about financial management and other areas that are important for everyone.”

Participant Profile: Demographics

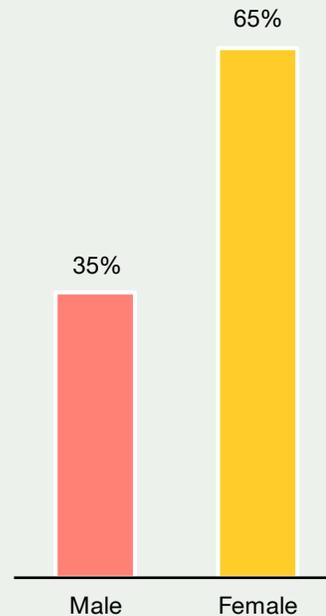
It was interesting to see the wide range in age, suggesting that the training appears to be age-agnostic.

Most participants we spoke to were female and living in Maputo.

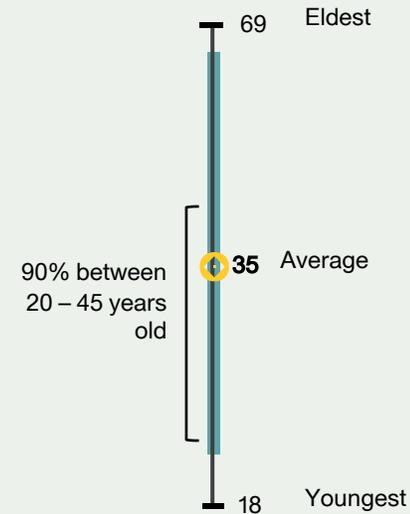
About the Juntos! Participants We Spoke With

Data relating to participant characteristics (n = 245)

Gender



Age



Regions

- Maputo (87%)
- Gaza (8%)
- Nampula (2%)

Participant Profile: Training Demographics

77% of participants accessed the training in-person, with another 18% accessing these trainings both online and in-person.

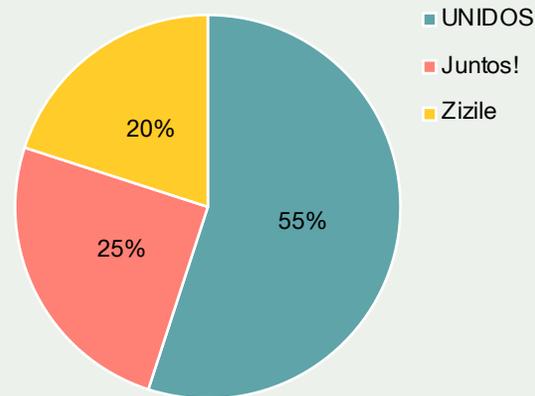
Juntos! had the largest proportion of online participants, with 65% of Juntos! trainees saying they had accessed training content online.

We found that some participants had to switch to online versions of the training during the pandemic, and some of them reported issues with accessing the digital platform.

We spoke to participants from three training organizations. Over half were trained by UNIDOS; most participants attending in-person trainings.

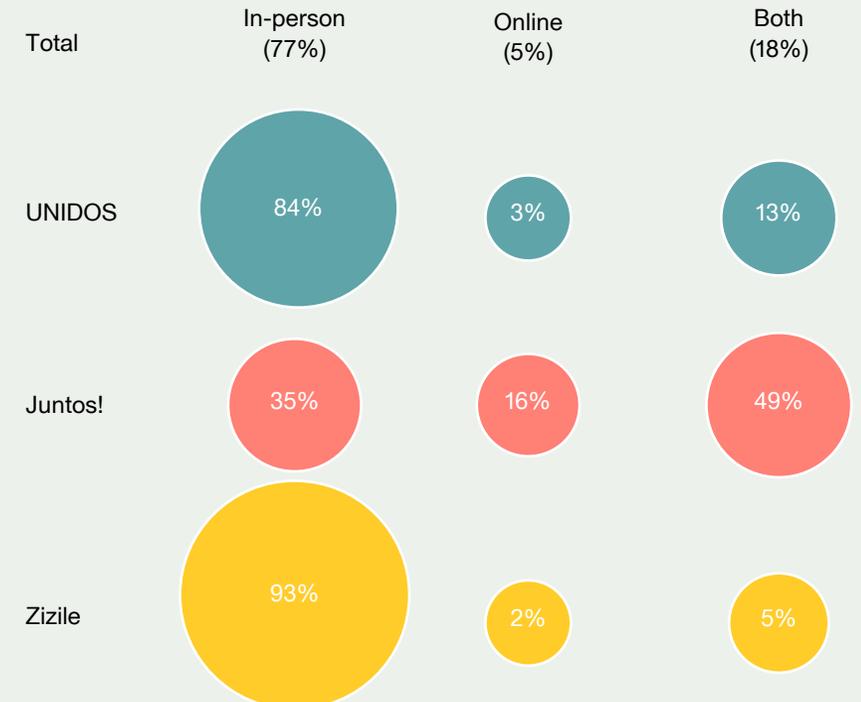
User Type

Breakdown of participants by training organisation (n = 245)



Access Type

Q: How have you accessed [Training organisation] Training content? (n=245)



Customer Profile: Inclusivity

Participants are wealthier than the national average; suggesting room to improve the inclusivity of these trainings and serve a relatively less well-off participants base.

Using the Poverty Probability Index® we measured how the income profile of training participants compares to the Mozambique average.

Across all training organizations, participants were wealthier than the Mozambique national average. 32% of training participants live below \$3.20/day as compared to the Mozambique national average of 76%.

This results in an inclusivity ratio of 0.44, suggesting these trainings are reaching a wealthier audience and participant base.

For discussion:

Are there different outreach strategies that would succeed in reaching lower income participants? Are there other organizations serving these individuals that Juntos! could partner with?

Income Distribution Relative to Mozambique Average

% living below \$xx per person / per day (2011 PPP) (n = 245)



Inclusivity Ratio

Degree that Juntos! and its partners are reaching low-income customers in Mozambique.

0.44x

● ● ● ● ● - BOTTOM 40%

We calculate the degree to which you are serving low-income customers compared to the general population. 1 = parity with national pop. ; > 1 = over-serving; < 1 = under-serving.

See Appendix for calculation.

User Profile: Acquisition and Motivation

We asked participants how they first heard about these trainings and what motivated them to participate.

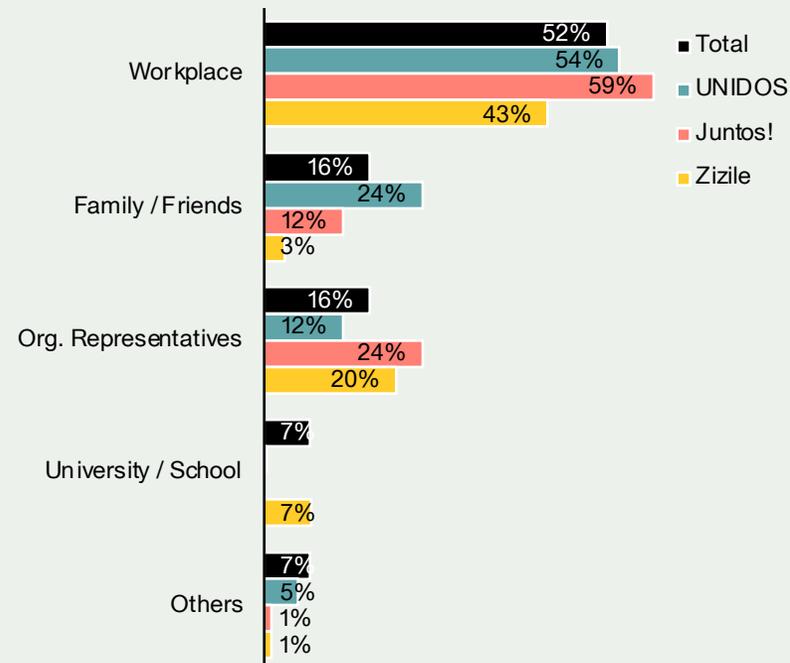
Word of mouth referrals, both at the workplace (52%) and from family and friends (16%), are the most common acquisition channels. There were interesting difference between training organizations.

Interest in personal up-skilling (53%) and the desire to improve their organization (33%) were by far the top motivations to participate; suggesting Juntos!'s value proposition regarding these trainings is resonating with participants.

More than half of participants first heard about these trainings at their workplace. Motivation to participate centred around personal and professional development.

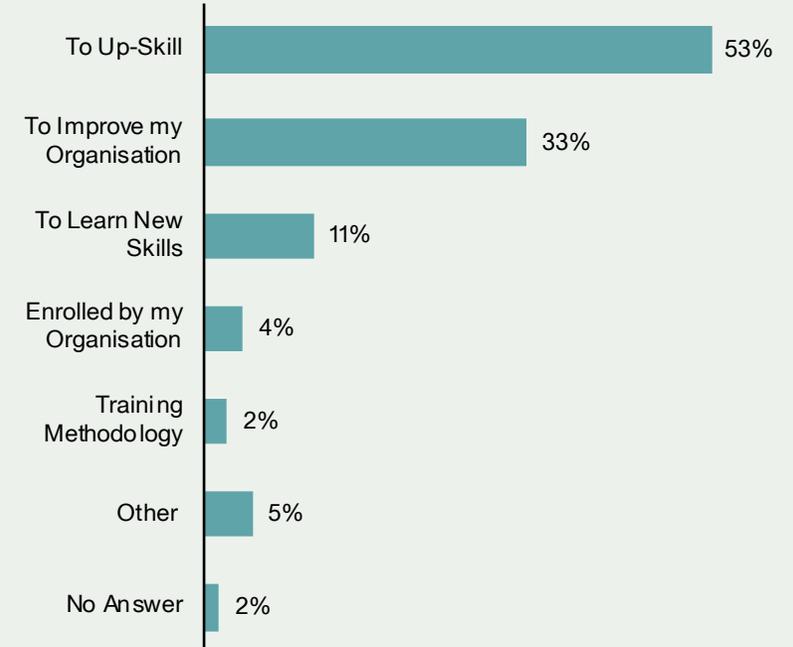
Acquisition Channels

Q: How did you first hear about the [Training organisation] training programme? (n = 245)



Motivation

Q: What motivated you to take part in the [Training organisation] training? (n = 245)



Participant Profile: Availability of Alternatives

Availability of alternatives provides insight into the competitive landscape and the degree to which Juntos! and its training partners are providing a scarce service through these trainings.

The fact that 76% said they could not easily find a good alternative suggests these trainings are a unique product in the market.

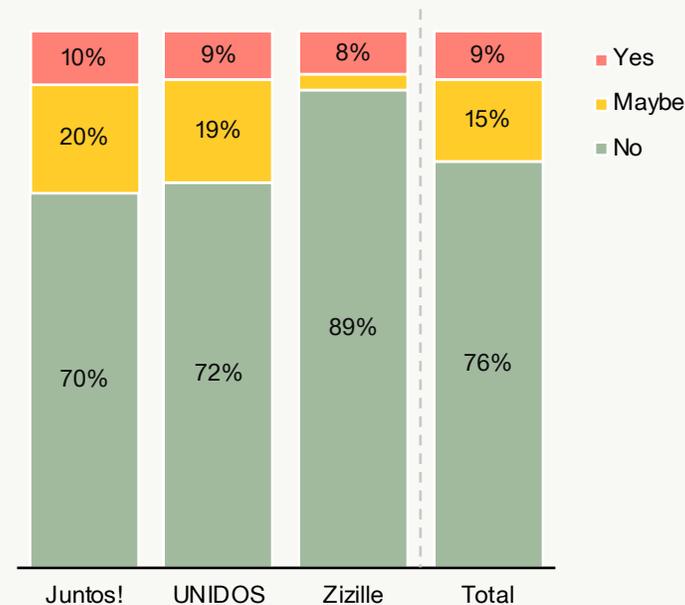
For those who could find an alternative, 29% believe that the training they received is better than the alternative while 65% say it is the same. Given the overlap in content between organizations, participants may be thinking of Juntos! Partner organizations when comparing alternatives.

Only 24% say they could easily find a good alternative to these trainings. For those who know of an alternative, 29% say the training they received is better than the alternative.

Access to Alternatives

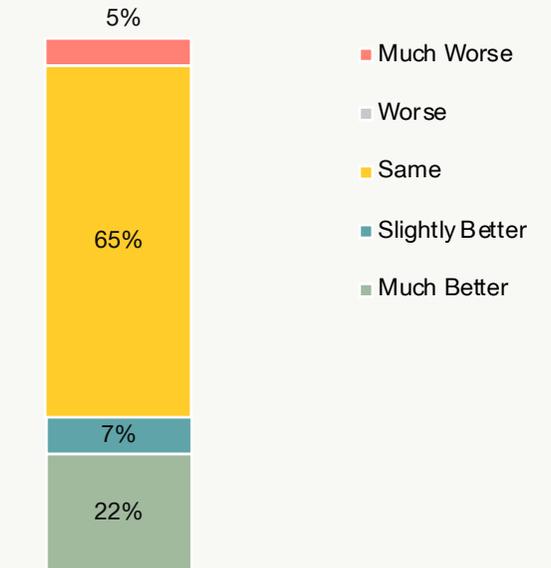
Q: Could you easily find a good alternative to the [Training organisation] Training Programme? (n = 245)

● ● ● ● ● - TOP 40%



Comparison of Alternatives

Q: How would you compare [Training organisation]'s training to this alternative? [Training organisation] is: (n = 60)



Key Questions We Set Out To Answer

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“Truthfully it changed in the way I speak. I speak better with my colleagues and I use appropriate language.”

Impact Performance: Quality of Life

To gauge depth of impact, participants were asked to reflect on whether their quality of life has changed because of the training they received.

In total, 87% said their life had improved, with 45% of all participants reporting it had 'very much improved'.

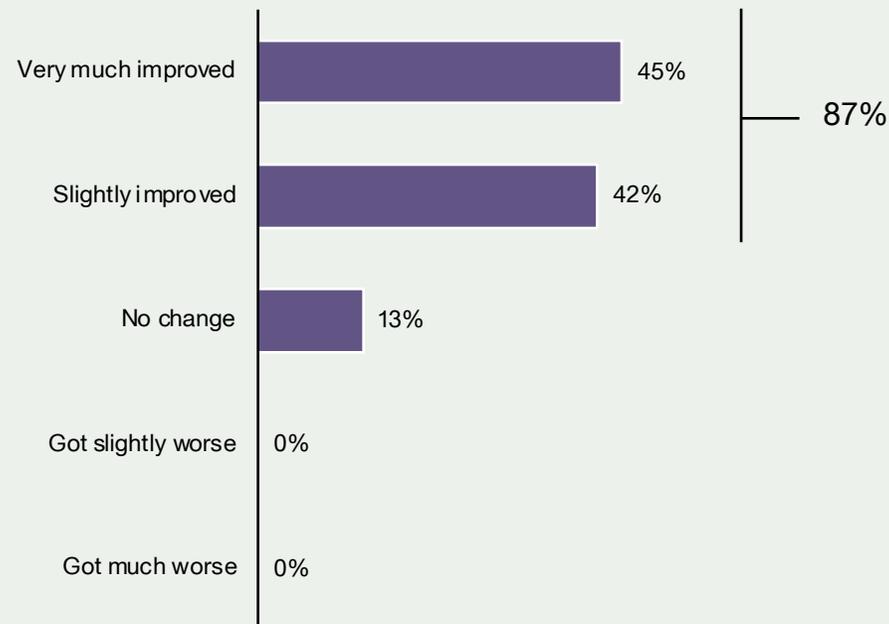
These results suggest that these trainings are having an significant impact on participants lives.

87% of participants report their quality of life has 'improved' because of these trainings. This is significantly higher than the 60dB benchmark of 79% in the education sector.

Perceived Quality of Life Change

Q: Has your quality of life changed because of [Training organisation]'s training? (n = 245)

● ● ● ● ● - TOP 20%



Very much improved:

“I'm less stressed because I do not get pressure of undone tasks because I plan my routine.”

Slightly improved:

“I saved a lot of money and at the end of the year I managed to buy blocks to build my house.”

No change:

“I wanted to know more, but the time was not enough.”

Quality of Life: Top Outcomes

Participants were asked to describe – in their own words – the positive changes they were experiencing because of the training.

The top outcomes are shown on the right.

Others included:

- Improved confidence and public speaking (8%)
- Increased knowledge and a new perspective (8%)

There wasn't a single participant who mentioned a worse quality of life!

The top quality of life outcomes mentioned by participants revolved around improvements to their professional life.

Top Three Self-Reported Outcomes for 87% of Participants Who Say Quality of Life Improved

Q: Please explain how your quality of life has improved. (n = 214). Open-ended, coded by 60 Decibels.

53%

mentioned **improved performance** at their workplace
(47% of all respondents)

“My strategy in everything I do is now different... in my personal life I have started implementing an annual plan which helps me be more organised”

19%

are better at **working in a team** and getting along with others
(17% of all respondents)

“I know how to get along with people, especially older people, I also know the importance of helping others.”

13%

were able to **start or improve upon a business** venture
(11% of all respondents)

“Because of this training, I started a business initially, it is not big, but it is helping me a lot.”

Changes to Ways of Working

64% of participants report applying the information they learnt during the trainings; 55% of participants said their work habits had 'very much improved'.

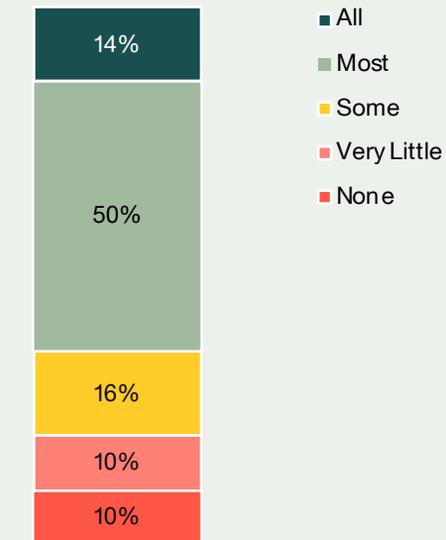
In addition to significant personal impacts, participants report positive improvements to their way of working.

80% of participants are applying information from the training at their organization, and 90% of participants reported improvement in their ways of working. These numbers speak to the highly relevant and practical nature of the training content.

Participants were asked to explain their rating and these details can be found on the following slides.

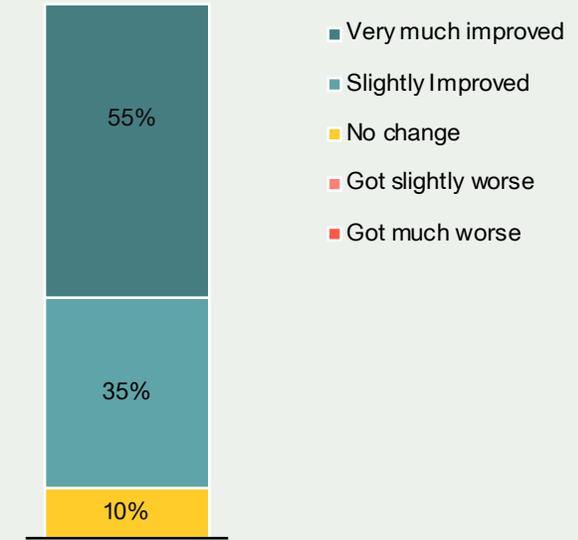
Application of Training Content

Q: How much of the information in the [Training organisation] training program do you currently apply at your organization? (% of respondents currently working, n=168)



Impact on Work Habits

Q: Has the way you as an individual do your work changed because of [Training organisation]'s training? (% of respondents currently working, n=168)



Improvements to Ways of Working

Participants who reported improvements to their way of working spoke about improvements to their quality of work, and increased confidence at work.

Improvements to quality of work included improved habits in planning, managing their resources, outlook, and a sense of independence in their work.

These results validate the value proposition of the training curriculum, highlighting the broad improvements made by participants.

For those who say their work has improved, common explanations include improved quality of work, confidence, money management and better communication.

Top Reported Areas of Improvement by 90% of Participants Who Say Ways of Working has Improved

Q: How has the way you as an individual do your work improved because of [Training organisation]'s training? (% of respondents currently working and who report an improvement to way of working, n=153)
Open-ended, coded by 60 Decibels.



“I have more confidence in myself, which makes me feel safe in what I have done.”

“We apply financial management in everything we do it changes the way we work.”

Training Impact: Power Dynamics

We asked participants a series of questions regarding workplace and household dynamics, and segmented the data by participant gender to gauge the impact of the trainings on these dynamics.

These trainings are influencing participants' perceptions of respect and confidence. The most significant impact is on participants' confidence saying 'no' when they don't agree with a decision at work, with 84% reporting an increase.

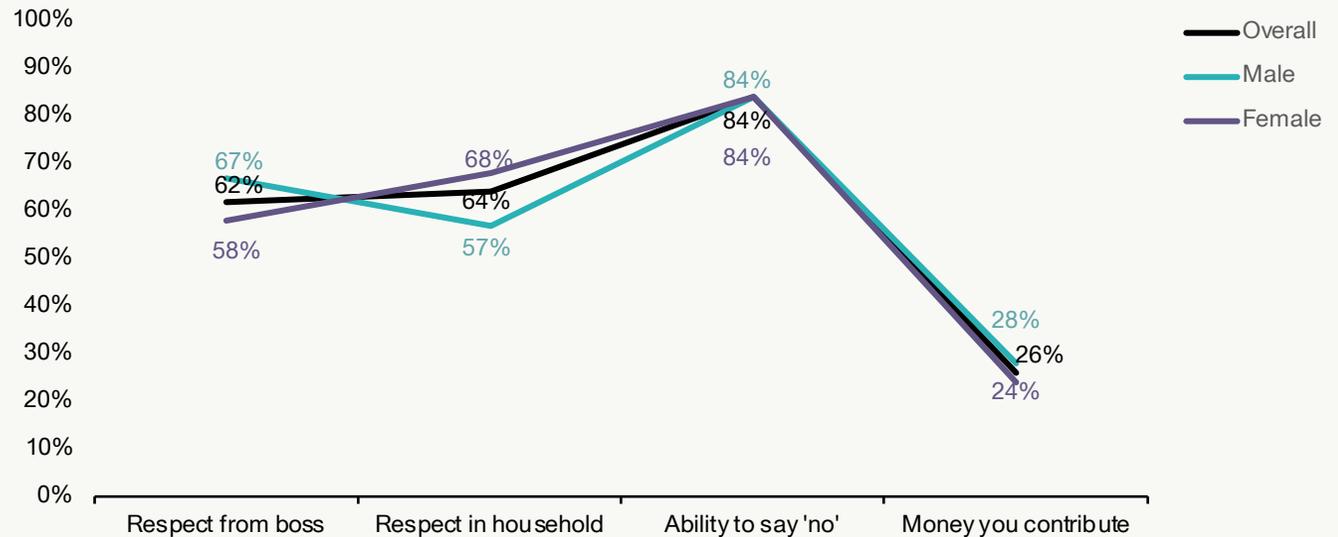
In looking at differences between genders, women are more likely to report an increase in the respect they receive within the household, while men are more likely to report an increase in the respect they receive from their boss.

84% reported improved confidence saying 'no'. Higher levels of respect, both at work and within the household, were also reported by over half of participants.

Power Dynamics

Q: Since attending the training, have the following things changed: a) respect you receive from your boss, b) respect you receive in your household, c) your ability to say 'no', d) the money you contribute to your household?

% of respondents who said 'increased'; n = 245; 159 Female, 86 Male



Individual Impact

We wanted to understand the trainings' impact on several specific work-life dimensions.

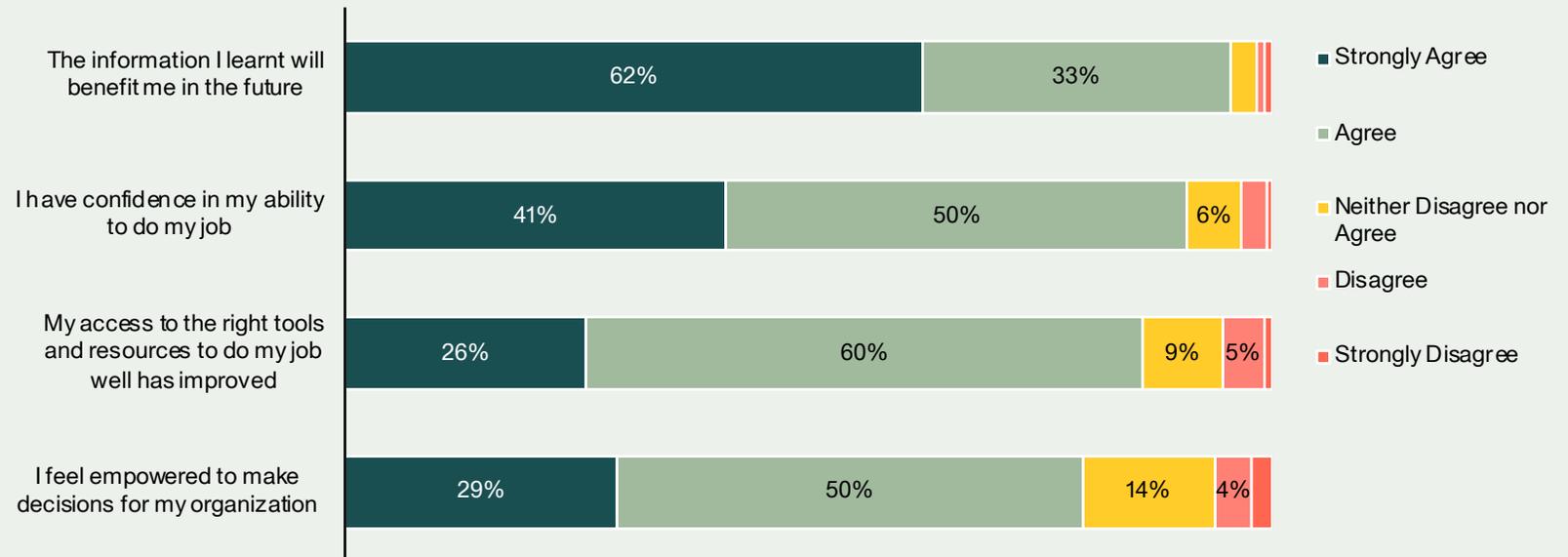
The trainings are having a significant impact across all dimensions.

95% of participants say the information they learned will benefit them in the future, and over 80% of participants say they now have the resources and confidence to do their job.

A majority of participants found an improved sense of confidence and felt empowered with new resources to perform better at work.

Impact On Work-Life

Q: For the following statements can you tell us whether you strongly disagree, disagree, neither disagree or agree, agree, strongly agree. (n=245)



*Missing '%' labels are those below 3%

Organizational Impact

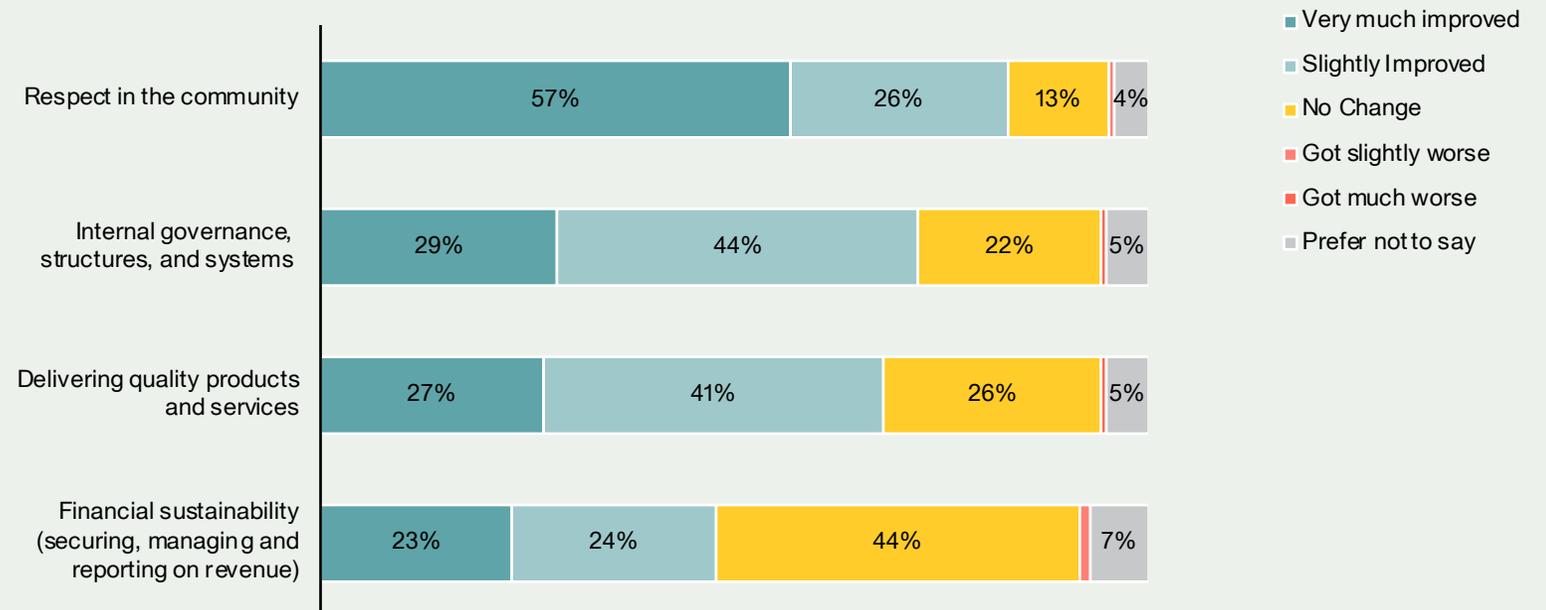
73% of participants report improvements in internal governance and 68% report an improvement in their products and services. This is in line with participants reporting training content to be relevant and shows that they are also applying their learnings.

47% report an improvement in financial sustainability. While this is positive, participants were also more likely to report fundraising and a lack of funds as one of their main challenges. Perhaps the training organizations could tailor courses specific to this need?

83% of participants reported that their organization's respect in the community had 'very much improved'. Almost half the participants report a positive impact to their organisations.

Impact On Organization

Q: To what extent has the [Training organisation] trainings had an impact on the following aspects of your organization . (n=245)



Key Questions We Set Out To Answer

“JUNTOS helps a lot of organisations in what they need. They help and support the development of people. I for example learnt a lot with advanced excel I now work faster than I did before.”

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Participant Satisfaction: Net Promoter Score

These trainings have an overall Net Promoter Score® of 74 which is excellent, and higher than the 60dB regional average 62 in South Africa.

The Net Promoter Score® is a gauge of satisfaction and loyalty. Anything above 50 is considered excellent. The aggregate score of 74 is excellent, and suggests high levels of satisfaction with these trainings.

Asking respondents to explain their rating explains what they value and what creates dissatisfaction. These details are on slide 14.

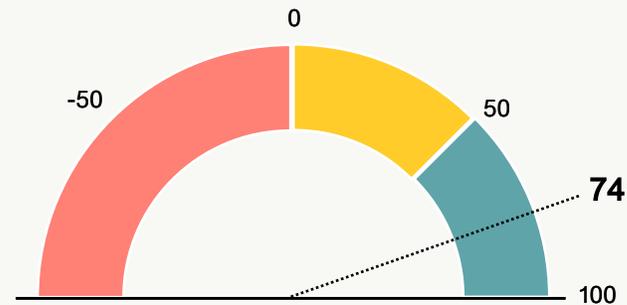
We saw that participants who accessed the training online had a lower NPS than other participants. Online participants also reported a higher rate of challenges, which could be driving the lower NPS.

Insight

You're in the top 20% of our benchmark for this indicator.

Net Promoter Score® (NPS) – Training

Q: On a scale of 0-10, how likely are you to recommend **the training you received** to a friend or family member, where 0 is not at all likely and 10 is extremely likely? (n = 245)



NPS = % Promoters — % Detractors

9-10 likely to recommend

0-6 likely to recommend

NPS Benchmarks

● ● ● ● ● - TOP 20%

60 Decibels Global average 41
250+ companies

Southern Africa average 62
12 companies

Education sector average 45
45 companies

NPS by Segment

It was great to see that participant satisfaction and loyalty for these trainings was high across all three training organizations.

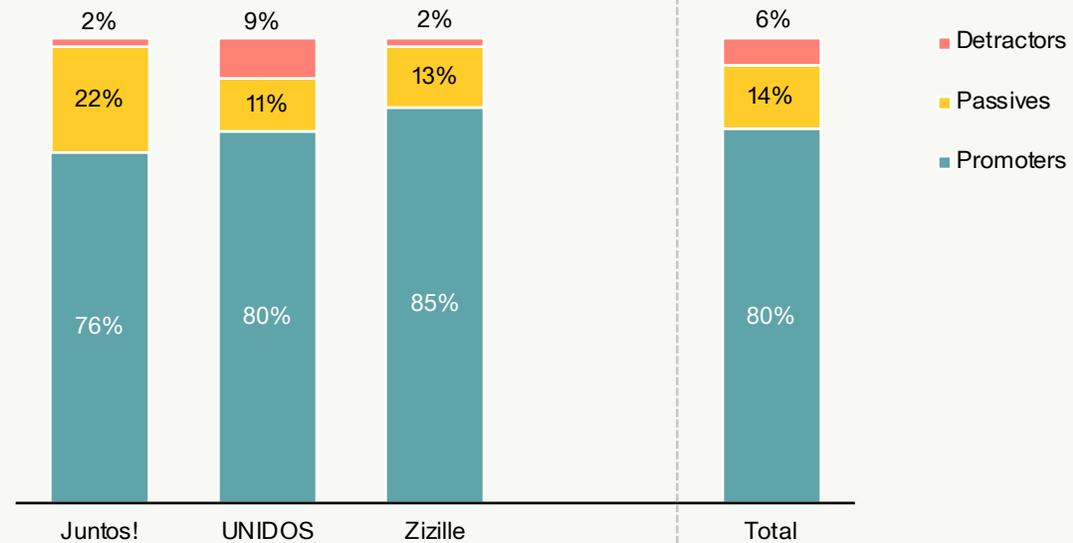
This suggests that the training curriculum is easily transferable between organizations, which validates Juntos!'s goal to further expand and scale the train-the-trainer model.

Zizile's training had the highest NPS among the three training organizations, and had the only NPS that was above the overall training average. That being said, the NPS for the Juntos! and UNIDOS trainings are both excellent and suggest high rates of satisfaction.

Satisfaction and loyalty was high for all three training organizations. Zizile's training had the highest Net Promoter Score[®] at 83.

Net Promoter Score by Training Organization

Q: On a scale of 0-10, how likely are you to recommend **the training you receive** to a friend or family member, where 0 is not at all likely and 10 is extremely likely? (n = 245)



NPS:	74	71	83	74
n =	49	135	61	245

NPS Drivers

Promoters value the training content and the positive impact it has on their professional lives. Detractors are few and complain about quality of trainers.

80% are Promoters :)

They love:

1. Training content - relevant, informative and practical
(34% of Promoters / 43% of all respondents)
2. That it helps them develop professionally
(30% of Promoters / 24% of all respondents)
3. Knowledge and perspectives gained from the experience
(19% of Promoters / 16% of all respondents)

“The content is really useful in professional development, and even in gaining employment.”

Tip:

Highlight the above value drivers in marketing. Promoters are powerful brand ambassadors — can you reward them?

14% are Passives :\

They like:

1. The impact on their professional development
(29% of Passives / 10 respondents)

But complain about:

1. Training duration – too short
(18% of Passives/ 6respondents)
2. Lack of a certificate upon completion
(12% of Passives/ 4 respondents)

“The contents are very interesting, but duration of the course is too short.”

Tip:

Passives won't actively refer you in the same way that Promoters will.

What would it take to convert them?

6% are Detractors :(

They want to see:

1. Better trainers who are more understanding*
(29% of Detractors / 4 respondents)
2. Better logistics and organization of the program*
(7% of Detractors / 2 respondents)
3. Lack of a certificate
(7% of Detractors / 2 respondents)

“The trainers became very repetitive and some didn't seem to know what they were teaching.”

Tip:

Negative word of mouth is costly. What's fixable here?

*These respondents were from UNIDOS, specifically

Training Satisfaction: Characteristics

We wanted to gauge participants' perception towards a variety of training characteristics to better understand drivers of satisfaction.

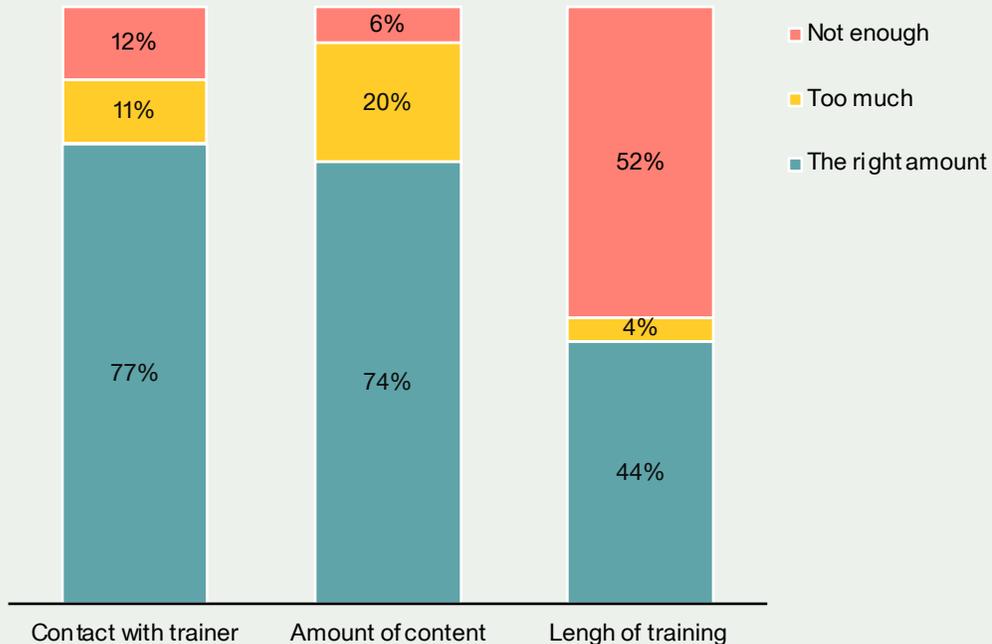
77% of participants were satisfied with the amount of contact they had with the trainer, and 74% said the amount of content provided through the training is the right amount. Those who say the amount of content is not enough were more likely to report difficulties understanding the training content.

52% of participants believe the trainings are too short, suggesting an appetite amongst participants for longer training sessions.

Participants are satisfied with the trainer contact and content but would like to see the length of trainings increased.

Rating of Training Characteristics

Q: For the following aspects of the Training(s) was the amount you received too much, not enough, the right amount? (n = 245)



“The environment is good no racism. The trainee learns from the trainer and vice-versa.”

“Although the classes only last for 2 days we have enough information and we can always ask for help.”

“Because the trainers were very patient with us and the training is beneficial we learnt a lot and I enjoyed it”

Training Satisfaction: Relevance

To understand how effective the training content was, we asked participants how much of the information they found easy to understand, relevant to their organization, and were able to apply.

82% of participants believe all or most of the information is easy to understand and 64% are able to apply all or most of it at their organization. This indicates strong conversion from comprehension to application.

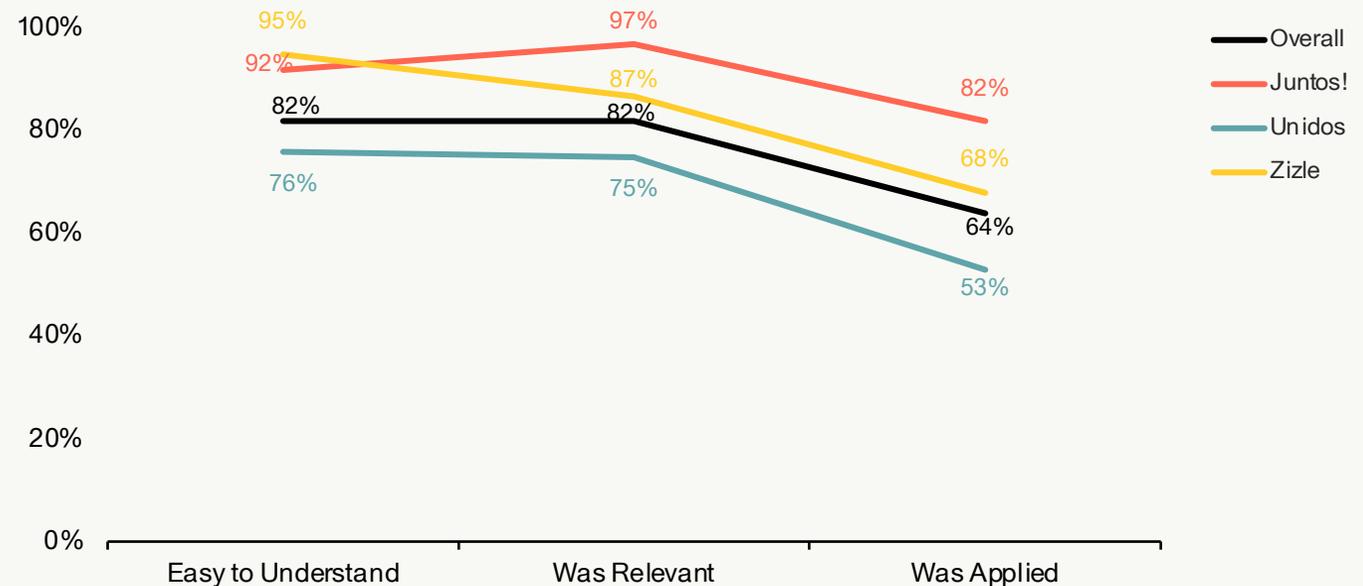
Participants who received their training from Juntos! were more likely to say the training content was relevant, and more likely to apply the content at their organization; suggesting Juntos! may be better able to target participants best suited to benefit from the training.

Participants report high levels of understanding, relevance and application of training content. Juntos! and Zizile are the strongest performers on these metrics.

Effectiveness of Information

Q: How much of the information in the training was, a) easy to understand, b) relevant to your organization, c) are you currently applying to your organizations

% of respondents who said 'All of it' or 'Most of it' regarding effectiveness of information; n = 245; 135 Unidos, 61 Zizile, 49 Juntos!



Participant Challenges

As hypothesized, the primary challenges mentioned by participants related to accessing digital content. These challenges include using the digital platform, accessing content on the platform, and network issues.

Unsurprisingly, the rate of challenges was correlated with participants satisfaction. Participants that report challenges accessing training content are more likely to be detractors.

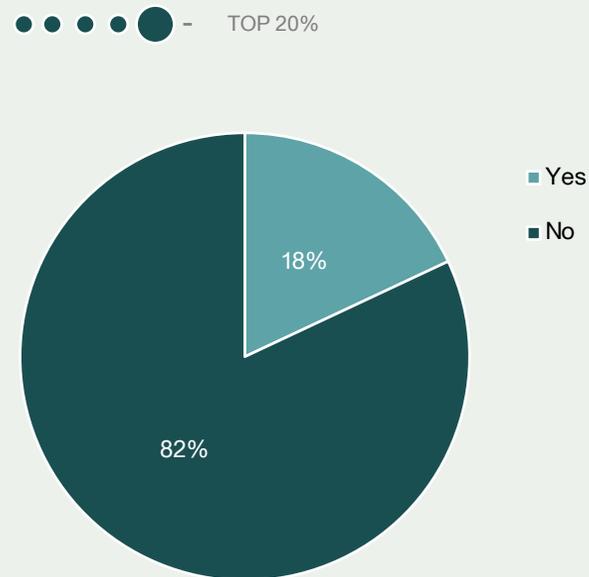
Suggestion

Given that Juntos! and its training partners cannot solve internet/network issues, what additional resources (data bundles, training, etc.) can be provided to make accessing this content easier?

18% report challenges accessing training content. The most common challenges related to accessing digital content.

Proportion of Participants Reporting Challenges

Q: Did you experience any challenges accessing training content? (n = 245)



Top Challenges Reported

Q: Please explain the challenge you have experienced (n = 42)

1. Did not receive training content

(29% of participants w. challenges / 5% of all respondents)

“The trainers would tell us the content was available online when there was nothing there.”

2. Digital platform not easy to navigate

(21% of participants w. challenges / 9 respondents)

“Accessing the videos on the platform was a difficulty, but I overcame this barrier with the help of some colleagues.”

3. Poor access to digital tools and services

(21% of participants w. challenges / 9 respondents)

“Here in Mozambique, we have problems with the internet so I would spend a lot of money buying data.”

Barriers to Applying Training

Nearly all participants were able to easily integrate the information taught during the training programs into their professional settings.

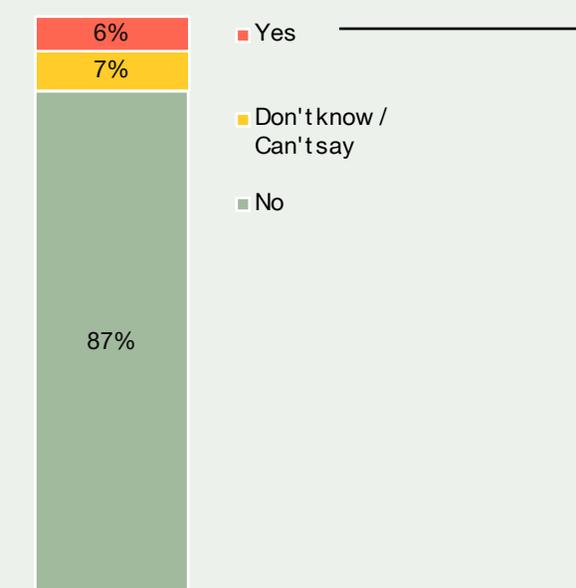
Participants were asked if they had difficulty in applying the training content at their organisations.

While 87% of them said that they did not have any difficulty, 6% (18 respondents) mentioned challenges in applying the information they were taught.

The top reported challenge was being unable to practically apply the information in different contexts.

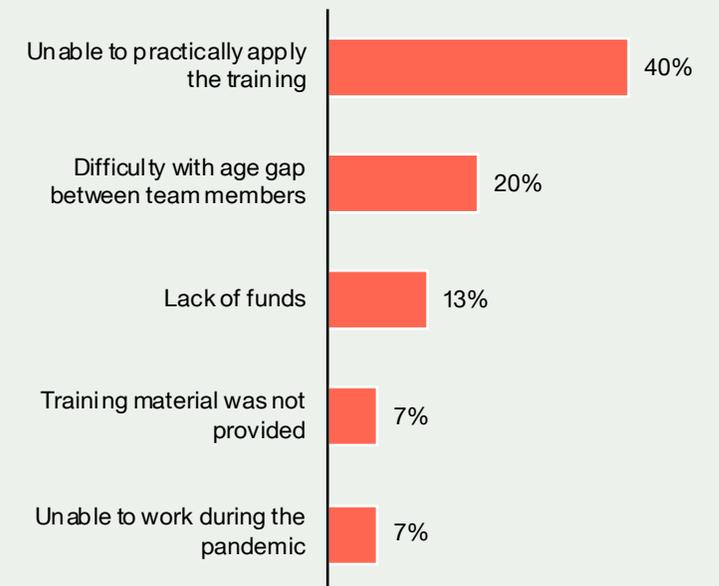
Barriers To Applying Training

Q: Have you faced any barriers trying to apply information from the [Training organisation] Training at your organization? (n=245)



Top reported Barriers

Q: Can you please describe these barriers? (n = 18) Open-ended, coded by 60 Decibels.



Organization Needs

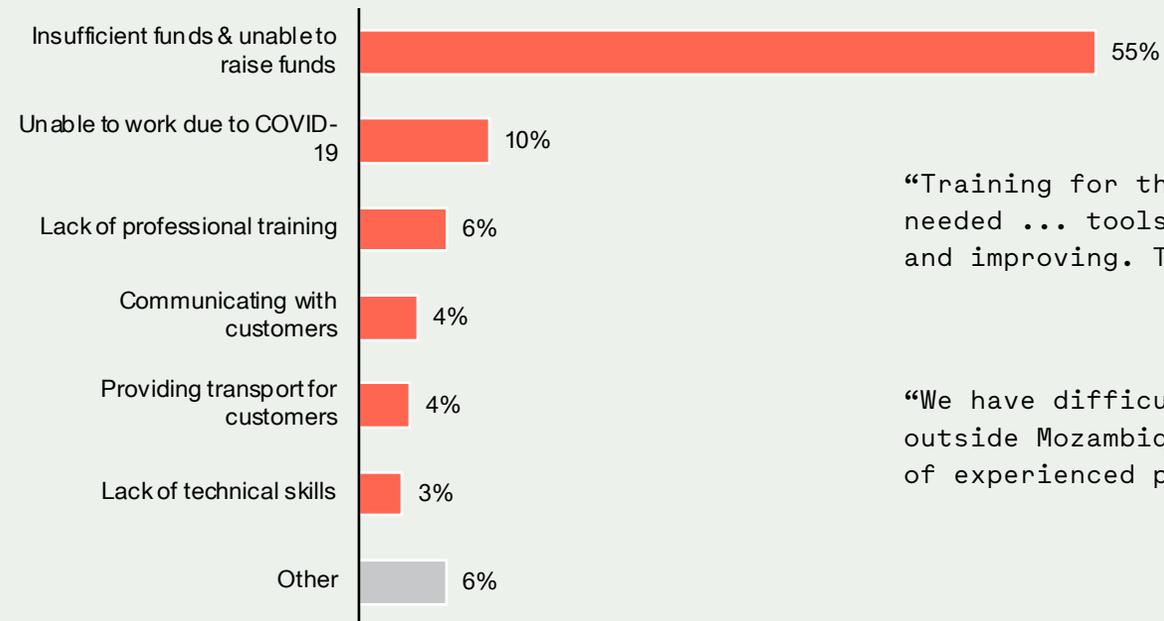
More than half of the participants reported a shortage of funds to carry out organisational activities. They also mentioned a lack of experience in fundraising.

5% of participants expressed a lack of professional training in the following areas – basic technical tools, accounting, content/video creation and areas in management like project planning and decision making.

Fundraising is by far the largest challenge facing participants' organisations. They also report a reduction in financing options because of the COVID-19 pandemic.

Suggested Improvements

Q: What are the biggest challenges facing your organization? (n = 185)



“Training for the whole staff is needed ... tools are always changing and improving. They need to keep up.”

“We have difficulty fundraising outside Mozambique. We also have lack of experienced people in that field.”

Participant Suggestions

Increasing the training duration was the top suggestion among participants. Participants also wanted to see newer and more relevant course offerings.

Apart from increasing training hours, participants were eager for more courses. A common suggestion was to involve organisations in the process of planning new and relevant courses.

10% of respondents also spoke about making it easier to access digital training content. Lack of training content for recapitulation was also a barrier that participants faced while trying to apply the information.

Participants also had complaints about the logistics of the training – food, travel allowance, and cleanliness of the venue.

Suggested Improvements

Q: What about [training org]'s training could be improved?? (n = 189)



“The course is short and more time is required because of the relevance of the courses they have.”

“They should plan with other organisations ideas of what other courses they could teach.”

Key Questions We Set Out To Answer

“I already know how to live with other people in the community, I was ignorant, I was that person when someone ignored me, I also ignored and now I am no longer, and when my child makes mistakes and I already know how to talk to her”

- Who is Juntos! reaching?
 - Demographics & income profile
 - Share of participants accessing [product/service] for first time
 - Availability of alternatives in market
- What impact is Juntos! having?
 - Impact on quality of life
 - Top outcomes being experienced
 - Impact on way of working
 - Work-life impact and power dynamics
 - Organization level impacts
- Are participants satisfied with Juntos! & why / why not?
 - Net Promoter Score & drivers
 - Satisfaction with training characteristics
 - Relevance and application of training
 - Participant Challenges
 - Suggestions for improvement
- Perceptions of civil service organizations
 - Net Promoter Score & drivers for organizations

Net Promoter Score – Organization Level

All three civil service organizations have excellent NPS scores; these organizational scores are the same or higher than the NPS rating for the training programs they provide.

We heard that satisfaction with civil service organizations was an important metric for Aga Khan.

Respondents were asked to rate both the training they received and the training organizations themselves.

Interestingly, the training organizations scored slightly higher than the training programs in terms of satisfaction. This suggests that participants value these organizations for more than just the trainings they provide.

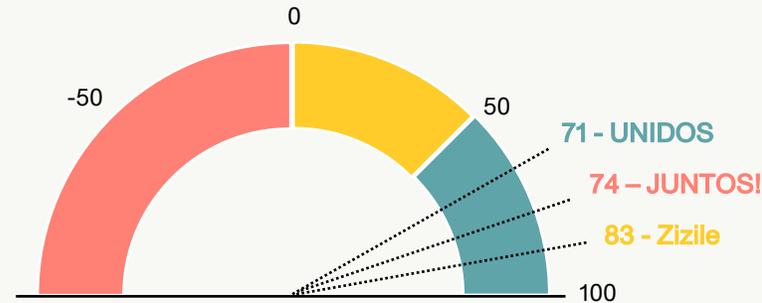
Drivers of organizational satisfaction are outlined on the next slide.

Recommendation

NPS is a helpful metric to track over time to detect subtle changes in participant satisfaction.

Net Promoter Score® (NPS) – Training

Q: On a scale of 0-10, how likely are you to recommend **the training you receive** to a friend or family member, where 0 is not at all likely and 10 is extremely likely? (n = 245)



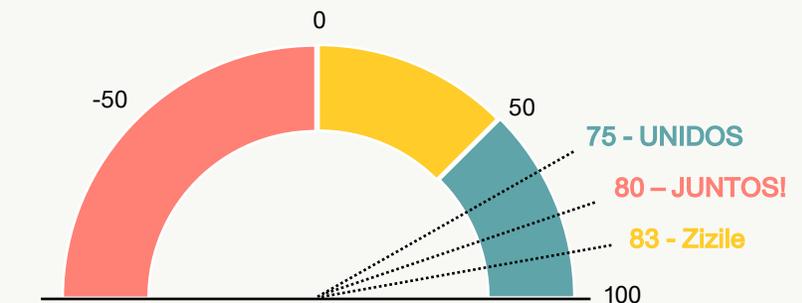
NPS = % Promoters — % Detractors

9-10 likely to recommend

0-6 likely to recommend

Net Promoter Score® (NPS) – Training Org

Q: Thinking about **the training Organization as a whole**, how likely are you to recommend [the training Organization] to a friend or family member, where 0 is not at all likely and 10 is extremely likely (n = 245)



NPS = % Promoters — % Detractors

9-10 likely to recommend

0-6 likely to recommend

NPS Drivers – Organization Level

Participants were asked to describe – in their own words – the positive experiences that would cause them to recommend these civil service organizations to others.

The top responses are shown on the right.

Others included:

- That Juntos! and its training partners are non-profit and empower other organisations (10%)
- The training offerings are relevant to community development (5%)

High satisfaction is driven by participants' association between the organizations and the trainings they provide. Top drivers of organization satisfaction relate to their training offerings.

Top Three Self-Reported Drivers of Satisfaction of Promoters (82% of Participants)

Q: Thinking about **the training Organization as a whole**, how likely are you to recommend [the training Organization] to a friend or family member, where 0 is not at all likely and 10 is extremely likely (n = 245). Open-ended, coded by 60 Decibels.

43%

spoke about **knowledgeable, patient and helpful trainers**
(35% of all respondents)

“The trainers were patient and understood the subject. We felt welcomed and the trainers were very attentive to doubts.”

19%

appreciated the **well organised training program**
(16% of all respondents)

“The logistics were good, and the facilitators were well organized and working as a team.”

10%

resonated with the org. brand, mission, and its **social commitment**
(9% of all respondents)

“Their intention is not to profit, they are more concerned with helping people.”

How To Make The Most Of These Insights

Example tweets or Facebook posts to share publicly

- 87% of our participants say the quality of their lives has improved since being trained by us. “[Customer quotation]” #listenbetter with @60_decibels
- 80% of participants would recommend us to a friend or family member – what are you waiting for?
- 18% of all challenges faced by our participants are related to training duration – 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 :-)

Engage Your Team	<input type="checkbox"/> Share staff quiz – it’s a fun way to fuel engagement & discussion
	<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
Spread The Word	<input type="checkbox"/> Reach a wider audience on social media & show you’re invested in your participants – 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 participants with a short message letting them know feedback is valued and as a result, you’ll be working on XYZ
Close The Loop	<input type="checkbox"/> If you can, call back the participants with challenges and/or complaints to find out more and show you care.
	<input type="checkbox"/> After reading this deck, don’t forget to let us know what you thought [feedback form]
Take Action!	<input type="checkbox"/> Collate ideas from team into action plan including responsibilities
	<input type="checkbox"/> Keep us updated, we’d love to know what changes you make based on these insights

Appendix

Detailed Benchmarking Comparison

Comparison to benchmarks can be useful to identify where you are under- or over-performing versus peers, and help you set targets. We have aligned your results to the [Impact Management Project](#) framework – see next slide.

Information on the benchmarks is found below:

Company Data

users 120

60dB Global Average:

companies 270+
users 122k+

60dB Education Average:

companies 40
users 9k+

Trainings perform particularly well on first-time access.

Comparison of Company Performance to Selected 60dB Benchmarks

Dimension	Indicator	Training Average	60dB Global Average	60dB Education Average
Who ○	% female	65	38	55
What Impact □	% reporting quality of life very much improved	45	44	44
	% reporting quality of life slightly improved	42	38	35
Contribution +	% first time accessing [product/service]	32	68	76
	% saying no access to alternatives	76	73	69
Risk △	% experiencing challenges	18	32	38
Experience	Net Promoter Score	76	41	45

Staff Quiz Results

You can find the quick and fun online quiz we made for Juntos! [here](#).

Congratulations to
> Kendra
who answered the most
questions correctly!

How well does Juntos! know its participants?

Questions the Team Got RIGHT (on average)

:) woohoo!

% of Promoters

Guess: 60-80%

Actual: 80%

% reporting availability of
alternatives

Guess: 0-20%

Actual: 9%

% reporting quality of life 'very
much improved'

Guess: 40-60%

Actual: 45%

Questions the Team Got WRONG (on average)

:/ better luck next time...!

% reporting a challenge

Guess: 20-40%

Actual: 18%

% reporting very concerned about
coronavirus

Guess: 60-80%

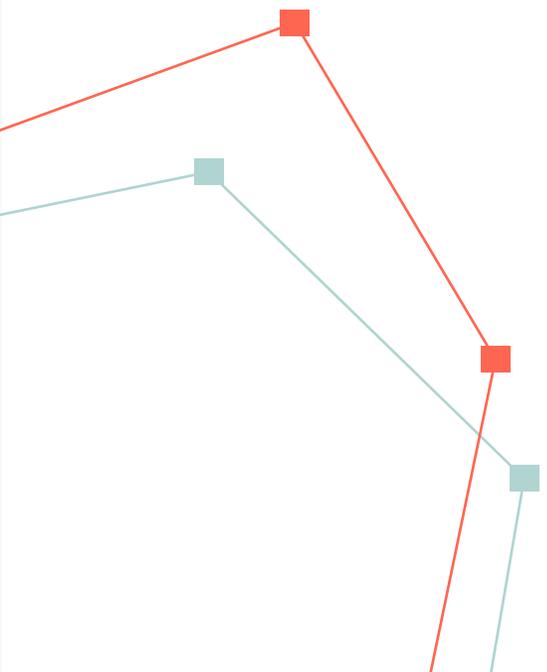
Actual: 92%

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
Net Promoter Score®	The Net Promoter Score is a common gauge of customer loyalty. It is measured through asking participants 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 participants rating 9 or 10 out of 10 ('Promoters') minus the % of participants rating 0 to 6 out of 10 ('Detractors'). Those rating 7 or 8 are considered 'Passives'.
Inclusivity Ratio	The Inclusivity Ratio is a metric developed by 60 Decibels to estimate the degree to which an enterprise is reaching less well-off participants. It is calculated by taking the average of Company % / National %, at the \$1.90, \$3.20 & \$5.50 lines for low-middle income countries, or at the \$3.20, \$5.50 and \$11 lines for middle income countries. The formula is: $\sum_{x=1}^3 \frac{([Company] Poverty Line \$x)}{(Country Poverty Line \$x)} / 3$

Summary Of Data Collected



245 phone interviews completed in June and July 2020

Methodology

Survey mode	Phone interviews
Country	Mozambique
Language	Portuguese, English
Dates	June and July 2020
Sampling	Random sampling of 1000+ participants from 3 training organizations.
Response rate	74%

Responses Collected

Participants	245
Staff Quiz	3

Sampling

	% sample
% female	65%
% Juntos!	25%
% UNIDOS	55%
% Zizile	20%

Accuracy

Confidence Level	c. 85%
Margin of error	c. 5%

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 participants, suppliers, and beneficiaries. Its proprietary approach, Lean DataSM, brings customer-centricity, speed and responsiveness to impact measurement.

60 Decibels has a network of 280+ trained Lean DataSM researchers in 35+ countries who speak directly to participants 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.

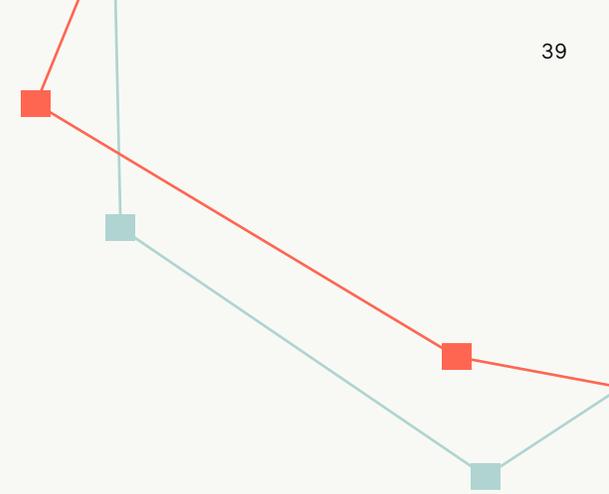
Your Feedback

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 Lina, Rashid, Matt, and Zara for their support throughout the project.

This work was generously sponsored by Aga Khan Foundation.



I have more confidence in myself now.
I now care for those around me.
I am more organized.

I have more

>knowledge
>self-esteem
and
>respect

now.

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